

Online Library

Command In

Garrison Battle

Command In

Garrison

Battle

Drills

Fort Hood

The manual
describes the
general strategy
for the U.S.

Marines but it is

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beneficial for not only every Marine to read but concepts on leadership can be gathered to lead a business to a family. If you want to see what make Marines so effective this book is a good place to start.

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For the US Army to succeed in the 21st Century, Soldiers of all ranks must understand and use Mission Command.

Mission Command empowers leaders at all levels, allowing

Online Library Command In Garrison Battle Drills Fort Hood

them to synchronize all warfighting functions and information systems to seize, retain, and exploit the initiative against a range of adversaries. This collection of historical

Online Library

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vignettes seeks to
sharpen our

understanding of
Mission

Command

philosophy and

practice by

providing

examples from

the past in which

Mission

Command

principles played

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a decisive role.
Some vignettes show junior officers following their commander's intent and exercising disciplined initiative in very chaotic combat operations. Others recount

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how field grade officers built cohesive teams that relied on mutual trust to achieve key operational objectives. Each historical account is complemented by an annotated explanation of how the six

Online Library
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Mission
Command

principles shaped
the action. For
this reason, the
collection is ideal
for leader
development in
the Army school
system as well as
for unit and
individual
professional

Online Library
Command In
Garrison Battle
Drills Fort Hood
development.
Mission

Command places
great
responsibility on
our Soldiers.

This Research
Product, prepared
for the Deputy
Commanding
General for
Training, U.S.
Army Combined

Online Library

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Arms Command,
Fort Leavenworth,
Kansas, presents
information for
the maneuver
battalion
commander and
staff to consider.
It provides
information to
determine staff
functional
capability, assess

Online Library
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Drills Fort Hood

staff actions, and
provide
fundamental
references for
inexperienced
staff officers. It
describes the
core duties of
battalion staff
officers and key
slice liaison
officers on the
battle

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staff. Feedback
from field
commanders,
combat training
center (CTC)
observations, and
research
conducted by the
Training Systems
Research Division
of the U.S. Army
Research Institute
for the Behavioral

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and Social Sciences supports the need for staff training at the battalion level.

The results of this effort have been published in ARI Research Report 1607 (December 1991) Battle Staff Training and Synchronization

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in Light Infantry
Battalions and
Task Forces.

Current officer
training programs
do not
systematically
provide
necessary
functional area
skills. The
Commander's
Battle Staff

Online Library

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Handbook serves as an interim tool to meet this critical requirement. The handbook is a reference document, not a complete training program. It can serve as the battalion commander's

Online Library
Command In
Garrison Battle
Drills Fort Hood

guide to staff
functional duties
in combat
preparation. It
can also be used
to give the
battalion's new
staff officers a
starting point to
learn their own
garrison
responsibilities
since functional

Online Library

Command In

Garrison Battle

Drills Fort Hood
area references
are provided. This

handbook cannot
replace functional
area skills

training and the
valuable

experience

acquired during
staff and field

exercises. It can,

however, be the

supportive first

Online Library

Command In

Garrison Battle

Drills Fort Hood

step for the
enthusiastic staff
officer who lacks
initial knowledge
and

comprehension
about his

duties. PREFACE *

INTRODUCTION *

To The

Commander * To

The Commander

and Staff *

Online Library
Command In
Garrison Battle
Drills Fort Hood

Purpose *

Organization *

Level of Detail *

Checklists * XO *

CSM * S1 *

S2/BICC * S3/S3 *

Air * S4/BMO *

Fire Support

Officer * Engineer

* Air Defense

Artillery * Signal *

Chemical *

ChaplainThe

Online Library Command In Garrison Battle Drills, Fort Hood

material in the
Commander's
Battle Staff
Handbook was
prepared through
reviews of
relevant staff
materials
provided by
TRADOC branch
schools,
interviews with
subject matter

Online Library

Command In

Garrison Battle

experts, and from the assessment of unit operations from the combat training centers.

You have learned to synchronize your combat power during your experience at Fort

Leavenworth, at the Tactical

Online Library Command In Garrison Battle Drills Fort Hood

Commander's
Development
Course, and you
have come to
realize that you
will have staff
officers with a
wide variety of
experience, but
not necessarily
any that prepares
them to fill their
staff specific

Online Library

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Garrison Battle
Drills, Fort Hood

assignments. The purpose of the

Commander's

Battle Staff

Handbook is to

give you a tool to

help you lead,

train, and use

your staff more

effectively. This

handbook is, at

best, an

introduction to

Online Library Command In Garrison Battle Drills Fort Hood

staff functional skills. It can never replace formal functional area training, but it will get you and your staff officers started. The information contained in the handbook will provide you and your staff with

Online Library
Command In
Garrison Battle
Drills Fort Hood

what they and
supporting
officers from the
brigade slice
should know to
begin functioning
as a team.

TRADOC

Pamphlet TP

600-4 The

Soldier's Blue

Book

Mechanics of

Online Library
Command In
Garrison Battle
Drills Fort Hood

Company
Command

Reenlistment
NCO

66 Stories of
Battle Command
McDp 1

The Papers of
Dwight David
Eisenhower

**66 Stories of
Battle CommandCr
eatespace**

Online Library
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Garrison Battle
Independent
Publishing
Drills Fort Hood

Platform

This regulation
encompasses
garrison, field,
and subsistence
supply
operations.

Specifically,
this regulation
comprises Army
Staff and major
Army command

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Garrison Battle
Drills Fort Hood

responsibilities
and includes
responsibilities
for the
Installation
Management
Command and
subordinate
regions. It also
establishes
policy for the
adoption of an à
la carte dining
facility and for

Online Library
Command In
Garrison Battle
Drills Fort Hood

watercraft to
provide
subsistence when
underway or in
dock.

Additionally,
the regulation
identifies DOD
7000.14-R as the
source of meal
rates for
reimbursement
purposes;
delegates the

Online Library
Command In
Garrison Battle
Drills Fort Hood

approval
authority for
catered meals
and host nation
meals from
Headquarters,
Department of
the Army to the
Army commands;
and authorizes
the use of the
Government
purchase card
for subsistence

Online Library
Command In
Garrison Battle
Drills Fort Hood

purchases when
in the best
interest of the
Government. This
regulation
allows prime
vendors as the
source of
garrison supply
and pricing and
provides
garrison menu
standards in
accordance with

Online Library
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Drills Fort Hood

The Surgeon
General's
nutrition
standards for
feeding military
personnel. Also,
included is
guidance for the
implementation
of the U.S.
Department of
Agriculture Food
Recovery
Program.

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Garrison Battle

Drills Fort Hood

Field Manual FM

7-0 Train to Win

in a Complex

World October

2016 FM 7-0,

Train to Win in

a Complex World,

expands on the

fundamental

concepts of the

Army's training

doctrine

introduced in

ADRP 7-0. The

Online Library
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Army's
operations

process is the foundation for how leaders conduct unit training. It also places the commander firmly at the center of the process and as the lead of every facet of unit training.

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FM 7-0 supports the idea that training a unit does not fundamentally differ from preparing a unit for an operation.

Reinforcing the concepts, ideas, and terminology of the operations

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Command In
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Drills Fort Hood

process while
training as a
unit makes a
more seamless
transition from
training to
operations. This
publication
focuses on
training
leaders,
Soldiers, and
Army Civilians
as effectively

Online Library
Command In
Garrison Battle
Drills Fort Hood
and efficiently
as possible
given
limitations in
time and
resources.

The Brigade: A
History, Its
Organization and
Employment in
the US Army
Chancellorsville
Staff Ride:
Briefing Book

Online Library
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Garrison Battle
[Illustrated
Drills Fort Hood
Edition]

The Origins and
Development of
the National
Training Center,
1976-1984

Brigade

Commander's

Battle Staff

Handbook

The Behaviour of
Soldiers in
Battle

Online Library

Command In

Garrison Battle

Drills Fort Hood

Guidelines for
the Leader and
the Commander

**A "Dutch-
Uncle"**

**approach to
advising those
who assume
"first"**

command.

**Written by an
Army officer**

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**primarily for
Army company
commanders,
the book
contains
information,
suggestions, &
insights
applicable to
other services.
A ready
reference for**

Online Library
Command In
Garrison Battle
Drills Fort Hood
**the company
commander.**

**Identifies
tasks to
complete &
how to set new
directions for
the company;
inspires
confidence to
command with
authority.**

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Garrison Battle
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**Includes
chapters on
military justice
&
administrative
law matters.
Comprehensiv
e do's & don'ts
of a winning
command
philosophy.
This work is a**

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Command In

Garrison Battle

Drills, Fort Hood

**collection of
observations,
insights, and
advice from
over 50
serving and
retired Senior
Non-
Commissioned
Officers. These
experienced
Army leaders**

Online Library

Command In

Garrison Battle

**have provided
for the reader,**

**outstanding
mentorship on**

leadership

skills, tasks,

and

responsibilitie

s relevant to

our Army

today. There is

much wisdom

Online Library
Command In
Garrison Battle
Drills Fort Hood
**and advice
"from one
leader to
another" in
the following
pages.**

**This
Handbook is
designed to
assist Army
Commanders
in taking**

Online Library
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Garrison Battle
Drills Fort Hood

**proper
immediate
action when
faced with a
variety of legal
issues that
might arise
during your
command. The
purpose of
your actions
should be to**

Online Library

Command In

Garrison Battle

**preserve the
legal situation**

until you can

consult with

your servicing

Judge

Advocate.

However, like

most aspects

of your

command resp

onsibilities,

Online Library

Command In

Garrison Battle

**you can fail if
you just wait**

for things to

come to you.

You need to be

proactive in

preventing

problems

before they

occur. In the

legal arena,

this means

Online Library
Command In
Garrison Battle
Drills Fort Hood

**establishing
and enforcing
high
standards,
ensuring your
Soldiers are
fully aware of
those
standards and
properly
trained to
comply with**

Online Library
Command In
Garrison Battle
Drills Fort Hood

**them. You
must also
properly train
your Soldiers
on all Army
policies and
higher level
command
standards so
that they also
understand
and comply**

Online Library

Command In

Garrison Battle

Drills Fort Hood

with them.

Soldiers must also be well-versed in the Army Values and be able to apply those values to real-world situations, which will usually keep

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Command In

Garrison Battle

Drills Fort Hood

**them well
within legal
bounds. Topics
include: THE
TOP TEN
SITUATIONS
WHERE YOU
SHOULD
IMMEDIATELY
CONSULT
YOUR
SERVICING**

Online Library

Command In

Garrison Battle

**JUDGE ADVOC
ATEMILITARY
JUSTICE/CRIM
INAL LAW**

**Introduction
to Military
Criminal Law
Misconduct:
Options and
Duties Of The
Commander
Unlawful**

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Online Library
Command In
Garrison Battle
Drills Fort Hood

**Command
Influence
R.C.M. 303
Preliminary
Inquiry Non-
Judicial
Punishment,
Article 15,
UCMJ Article
15
ScriptSearch
and Seizure Se**

Online Library
Command In
Garrison Battle
Drills Fort Hood

**If-
Incrimination,
Confessions,
and Rights
Warning UCMJ
Punitive
Articles
Urinalysis,
Drug and
Alcohol
Policies
Fraternization**

Online Library
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Garrison Battle
Drills Fort Hood

**and Improper
Senior-
Subordinate
Relationships
Proper
Responses to
Reports of
Sexual Assault
Victim
-Witness Issue
sINVESTIGATI
ONS**

Online Library

Command In

Garrison Battle

Drills Fort Hood

**Administrative
Investigations/
References**

Intro AR 15-6

Investigations

Accident

Investigations

(AR 385-10)

Line of Duty

Investigations

(AR 600-8-4)

Fatal Training/

Online Library
Command In
Garrison Battle
Drills Fort Hood

**Operational
Accident
Presentations
to Next Of Kin
(AR 600-34)
Financial
Liability
Investigations
(AR 735-5) STA
NDARDS OF
ETHICAL
CONDUCT**

Online Library

Command In

Garrison Battle

Drills Fort Hood

Standards of Conduct

Commanders

Coins Support

to Non-Federal

Entities

Government

Motor Vehicle

Transportation

Family

Readiness

Groups

Online Library

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Garrison Battle

Drills Fort Hood

**Accompanying
Spousal Travel
Annual Filing
of Financial
Disclosure For
msADMINIST
RATIVE LAW
AND
PERSONNEL
ACTIONS
“Flagging”
Soldiers from**

Page 60/195

Online Library
Command In
Garrison Battle
Drills Fort Hood

**Positive
Personnel
Actions
Enlisted
Separations
Officer
Separations
Bars To
Reenlistment -
Field Initiated
Qualitative
Service**

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Command In

Garrison Battle

Drills Fort Hood

**Program
(QSP) Removal
of Enlisted
Soldiers From
Promotion
Lists Removal
of
Commissioned
and Warrant
Officers From
Promotion
Lists Security**

Online Library

Command In

Garrison Battle

Drills Fort Hood

**Clearances -
Suspension
and
Revocation
Sexual
Harassment
Domestic
Violence
Amendment to
the Gun
Control Act
(Lautenberg**

Online Library

Command In

Garrison Battle
Drills Fort Hood

**Amendment) &
FAP Article**

138

Complaints

Relief from Co

mmandINDIVI

DUAL

SOLDIER

RIGHTS Body

Piercing &

Tattoo Policy

Conscientious

Online Library
Command In
Garrison Battle
Drills Fort Hood

**Objection
Behavioral
Health
Evaluations
Command
Access to a
Soldier's
Protected
Health
Information
(HIPAA)
Extremist**

Online Library

Command In

Garrison Battle

Drills Fort Hood
**Organizations
and Activities**

Political

Activities by

Members of

The Armed

Forces

Whistleblower

Protection

Service

Member's Civil

Relief Act

Online Library

Command In

Garrison Battle

Drills Fort Hood

(SCRA)

**Religious Accommodation IN
INTERNATIONAL
&
OPERATIONAL
LAW Rules of
Engagement
Law of Armed
Conflict
CLAIMS AND
CLIENT**

Page 67/195

Online Library
Command In
Garrison Battle
Drills Fort Hood

SERVICES

Article 139

Claims

Foreign and

Deployment

Claims Family

Support

Obligations

(AR 608-99)

Debt and

Consumer Prot

ectionGOVERN

Online Library
Command In
Garrison Battle
Drills Fort Hood

**MENT
INFORMATIO
N PRACTICES
Freedom of
Information
Act Program
Privacy Act Pr
ogramFISCAL
LAW Fiscal
Law for
Commanders
Battle Of**

Online Library

Command In

Garrison Battle

**Mogadishu:
Anatomy Of A
Failure**

**The Guide for
Initial Entry
Soldiers**

August 2019

The

Presidency:

The Middle

Way

Professional

Page 70/195

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**Journal of the
United States
Army
Battalion
Command
Dare to Lead
Warfighting**

There are
numerous Order
of Battle books on
the market. So
what makes this

Online Library

Command In

Garrison Battle

Drills Fort Hood

one so special?

Why should one

decide on this

particular book?

Most Order of

Battle books

usually deal only

at the division and

corps level of a

country's army.

Most higher

commands are not

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Command In

Garrison Battle

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covered. This book deals with all the branches of a country's military, giving a breakdown of all the major echelons of command, from theater down to brigade, under each component (army group,

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Command In
Garrison Battle
armies, corps,
Drills Fort Hood
division, and
brigade), and the
equivalent
command for the
other military
branches are
included. Second,
it attempts to give
an overall
command
structure of the

Online Library

Command In

Garrison Battle

country's military,

Drills Fort Hood

showing the

central

headquarters

command

structure as well

as the major

components (army

groups, armies,

corps, etc.). Third,

most Order of

Battle books list

Online Library

Command In

Garrison Battle

Drills, Fort Hood

the commander
and their dates of
tenure. This one
includes those but
also lists their next
duty assignments
or where they
went after leaving
the post. One can
literally trace a
general officer's
career through the

Online Library

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Garrison Battle

Drills Fort Hood

upper echelons of
command, making
this series
completely
different from all
the others on the
market.

Featured on The
Jocko Podcast

“ The finest little
handbook on
leadership and

Online Library
Command In
Garrison Battle
training ever
Drills Fort Hood
written. ” --Col.

David Hackworth,
author of the
bestseller About
Face Guidelines
for the Leader and
the Commander is
an enduring
classic. Written by
the Army ' s
premier trainer of

Online Library
Command In
Garrison, Battle
Drills, Fort Hood

the twentieth
century, this is a
wide-ranging
collection of
principles and
maxims to guide
the building,
training, and
leading of any
organization, with
a focus on the
individuals who

Online Library
Command In
Garrison Battle
Drills Fort Hood

make up that organization.

Clarke intended the book to enlighten and instruct leaders, and those who aspire to leadership, in every profession and every walk of life. Thoughtful as

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well as concrete,
pithy and often
conversational,
Clarke ' s book
resonates today.

Army Doctrine

Reference

Publication

(ADRP) 6-0

augments the

mission command

doctrine

Online Library
Command In
Garrison Battle
Drills Fort Hood
established in
Army Doctrine
Publication (ADP)
6-0, also titled
Mission Command.
This publication
contains an
expanded
discussion on the
overarching
doctrinal guidance
on command,

Online Library

Command In

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Drills Fort Hood

control, and the mission command warfighting function. It describes how commanders, supported by their staffs, combine the art of command and the science of control to understand

Online Library

Command In

Garrison Battle

Drills, Fort Hood

situations, make decisions, direct action, and lead forces toward mission

accomplishment.

The principal audience for ADRP 6-0 is all members of the profession of Arms.

Commanders and

Online Library
Command In
Garrison Battle
Drills Fort Hood
staffs of Army
headquarters
serving as joint
task force or
multinational
headquarters
should also refer
to applicable joint
or multinational
doctrine
concerning
command and

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Drills Fort Hood

control of joint or multinational forces. Trainers and educators throughout the Army will also use this publication. Commanders, staffs, and subordinates ensure their decisions and

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actions comply with applicable U.S., international, and, in some cases, host-nation laws and regulations.

Commanders at all levels ensure their Soldiers operate in accordance with the law of war and

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Drills Fort Hood

the rules of
engagement.

ADRP 6-0 applies
to the Active
Army, Army
National
Guard/Army
National Guard of
the United States,
and United States
Army Reserve
unless otherwise

Online Library
Command In
Garrison Battle
Drills Fort Hood

stated.

Military Review
U. S. Army Board
Study Guide
Germany's and
Imperial Japans
Allies & Puppet
States
Soviet Combat
Tactics in
Afghanistan
U. S. Army

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Commander's
Battle Staff

Handbook with
Garrison Duties -
Fire Support
Officer, Engineer,
Air Defense
Artillery, Signal,
Chemical,
Chaplain -
Determining Staff
Functional

Online Library
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Garrison Battle
Drills Fort Hood
Capability
Company
Command

Taken together, the documents portray Eisenhower as a forceful leader who faced truly vexing domestic and cold war problems and handled them with great skill and a fundamental sense of

Online Library

Command In

Garrison Battle

Drills, Fort Hood

decency.

Full color publication with photographs. A first of its kind, this book-of, by, and for the noncommissioned officer and petty officer-is a comprehensive explanation of the enlisted leader across the U.S. Armed Services. It complements The

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Drills Fort Hood

Armed Forces Officer, the latest edition of which was published by NDU Press in 2007, as well as the Services' NCO/PO manuals and handbooks. Written by a team of Active, Reserve, and retired senior enlisted leaders from all Service branches, this book defines and

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Garrison, Battle
Drills, Fort Hood

describes how
NCOs/POs fit into an
organization, centers
them in the
Profession of Arms,
explains their dual
roles of
complementing the
officer and enabling
the force, and
exposes their
international
engagement. As
Chairman of the Joint

Online Library
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Drills Fort Hood
Chiefs of Staff
General Martin E.

Dempsey writes in his foreword to the book, "We know noncommissioned officers and petty officers to have exceptional competence, professional character, and soldierly grit-they are exemplars of our

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Drills, Fort Hood

Profession of Arms." Aspirational and fulfilling, this book helps prepare young men and women who strive to become NCOs/POs, re-inspires serving enlisted leaders, and stimulates reflection by those who have retired from or left active service. It also gives those who have

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Garrison Battle
Drills Fort Hood

never worn the uniform a better understanding of who these exceptional men and women are, and why they are properly known as the "Backbone of the Armed Forces."

Field Manual (FM) 6-02, Signal Support to Operations, is the premier Signal doctrine publication,

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Command In

Garrison Battle

Drills Fort Hood

and only field manual.

FM 6-02 compiles

Signal Corps doctrine

into three chapters

with supporting

appendices that

address network

operations in support

of mission command

and unified land

operations and the

specific tactics and

procedures

associated with

Online Library
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Garrison Battle
Drills, Fort Hood

organic and nonorganic Signal forces. The fundamental idea of Signal Corps tactics is the employment and ordered arrangement of Signal forces in a supporting role to provide LandWarNet across the range of military operations. The detailed techniques regarding

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Drills Fort Hood

the ways and methods to accomplish the missions, functions or tasks of the Signal Corps indicated in this FM will be addressed in supporting Army techniques publications (ATPs). Army forces operate worldwide and require a secure and reliable communications

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Command In

Garrison Battle

capability that rapidly
adapts to changing
demands.

The Bottom Line

Mission Command

(ADRP 6-0)

Empowering to Win in
a Complex World

Army Food Program

The First 100 Days of

Platoon Leadership -

Handbook (Lessons

and Best Practices)

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Command In

Garrison Battle

Drills Fort Hood

By applying Cohen and Gooch ' s model to the Battle of Mogadishu, this paper shows that the failure of the TFR mission on 3-4 October 1993 was the result of a system failure. Secretary Aspin received far more blame than he

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Command In

Garrison Battle

Drills, Fort Hood

deserved for making the decision.

Misperception of the real impact tanks and APCs could have had on the overall mission is the real cause of this disproportionate blame. GEN Hoar and GEN Powell, in addition, bear as much responsibility

Online Library
Command In
Garrison Battle
Drills, Fort Hood
as Secretary Aspin
for the decision.

Neither of these
generals strongly
advocated the
deployment to Aspin
even though the
worsening situation
on the ground
merited their strong
support. Both Hoar
and Powell ' s
approval

Online Library

Command In

Garrison Battle

Drills Fort Hood

recommendations
can be

characterized as
lukewarm. Aspin ' s
real failure was of
not being more
critical of the
conduct of the TFR
operations. In light
of Secretary Aspin ' s
acknowledged
concern over the
number of similar

Online Library
Command In
Garrison Battle
operations
Drills, Fort Hood
conducted by TFR
and his knowledge
that the
Administration was
seeking a political
solution, he should
have notified MG
Garrison of the
policy shift though
the JCS and
CINCCENT and
provided additional

Online Library
Command In
Garrison Battle
Drills Fort Hood

guidance on risk.
Had Aspin either
reassessed the risk
of each TFR
operation more
thoroughly or done
a better job
coordinating the
policy shift in light of
the increased risks,
it is likely that the
three October raid
would not have

Online Library
Command In
Garrison Battle
Drills, Fort Hood

occurred.

A battalion is a military unit. The use of the term "battalion" varies by nationality and branch of service. Typically a battalion consists of 300 to 800 soldiers and is divided into a number of companies. A

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Command In

Garrison Battle

Drills Fort Hood

battalion is typically commanded by a Lieutenant Colonel.

In some countries, the word "battalion" is associated with

the infantry. The term was first used in Italian as

battaglione no later than the 16th century. It derived

from the Italian word

Online Library

Command In

Garrison Battle

Drills Fort Hood

for battle, battaglia.

Army Techniques

Publication (ATP)

4-94 describes the

organization,

mission, and

operations of the

theater sustainment

command (TSC). It

provides

fundamental

guidance for the

employment of the

Online Library
Command In
Garrison Battle
Drills, Fort Hood

TSC and an expeditionary sustainment command (ESC) during unified land operations. This manual describes the roles and responsibilities of the TSC and ESC during unified land operations. It describes the

Online Library
Command In
Garrison Battle
Drills Fort Hood

organization and functions of the staff to include roles, capabilities, limitations, and dependencies. The manual also provides information on strategic partners that work closely with a TSC and during all phases of an operation. This

Online Library

Command In

Garrison Battle

Drills, Fort Hood

doctrine is not intended to cover garrison operations, but should serve as a guide for training and operations in garrison to prepare for unified land operations. This publication provides guidance for Army commanders,

geographic

Online Library
Command In
Garrison Battle
Drills Fort Hood
combatant
commanders
(GCCs), joint force
commanders
(JFCs), and
sustainers
throughout the
Army. This ATP
serves as an
authoritative
reference for
students and
personnel who:

Online Library

Command In

Garrison Battle

Drills, Fort Hood

Develop doctrine
materiel

(fundamental
principles and TTP)

and force structure;

Develop institutional

and unit training;

Develop standing

operating

procedures (SOP)

for unit operations.

Commanders,

staffs, and

Online Library

Command In

Garrison Battle

subordinates ensure their decisions and actions comply with applicable U.S., international, and, in some cases, host-nation laws and regulations.

Commanders at all levels ensure their Soldiers operate in accordance with the law of war and the

Online Library
Command In
Garrison Battle
rules of
Drills, Fort Hood
engagement.

Chapter 1 * The

Theater

Sustainment

Command (TSC)

Role within the

Unified Land

Operations *

Theater

Sustainment

Command * Section

I - Theater

Online Library
Command In
Garrison Battle
Drills Fort Hood
Sustainment
Command Role in
Supporting the
Sustainment
Warfighting
Function *
Sustainment
Responsibility *
Section II - Role of
the Sustainment
Command
Supporting Unified
Land Operations *

Online Library
Command In
Garrison Battle
Drills Fort Hood
The Foundations
and Tenets of
Unified Land
Operations *
Theater
Sustainment
Command Strategic
Partners * Section
III - TSC/ESC
Operating
Environment *
Geographic
Combatant

Online Library

Command In

Garrison Battle

Drills, Fort Hood

Command * Army

Service Component

Command * Area of

Responsibility

(AOR) * Section IV -

Summary * Chapter

2 * Mission and

Organization *

Section I - TSC

Roles and Missions

* Mission * Section

II - TSC

Organization *

Online Library
Command In
Garrison Battle
Drills, Fort Hood

Sustainment

Command

Commander * TSC

Organization *

Coordinating Staff *

Special Troops

Battalion * Section

III - TSC Location

and Echeloning *

Section IV - TSC

Planning Horizons *

Section V -

Expeditionary

Online Library

Command In

Garrison Battle

Drills, Fort Hood

Sustainment
Command (ESC) *
ESC Mission and
Tasks * Section VI -
ESC Roles,
Functions, and
Organization *
Section VII -
Theater
Sustainment
Command and
Expeditionary
Sustainment

Online Library
Command In
Garrison Battle
Drills Fort Hood
Command
Subordinate
Organizations *
Movement Control
Battalion *
Sustainment
Brigade * Financial
Management Center
* Human Resources
Sustainment Center
* Section VIII -
Attachments *
Medical Logistics

Online Library
Command In
Garrison Battle
Management Center
Drills Fort Hood
Support Team *
Sustainment
Brigade (Special
Operations)
(Airborne) * ARSOF
Support Cell *
Section IX -
Summary * Chapter
3 * Support
Operations *
Section I - Overview
* Section II -

Online Library

Command In

Garrison Battle

Drills Fort Hood

Support to Joint and
Multinational

Operations * Lead

Service

Responsibilities *

Multinational

Support *

Intergovernmental

Organizations

(IGO),

Nongovernmental

Organizations

(NGO), and

Online Library

Command In

Garrison Battle

Drills Fort Hood
International Agency
Cooperation *

Section III - Conduct
Reception, Staging,
Onward Movement,
and Integration

Operations *

Section IV - Provide
Theater Distribution

* TSC/ESC

Distribution

Management Roles

* Section V -

Online Library

Command In

Garrison Battle

Drills Fort Hood
Provide Movement
Control * Section VI

- Provide Materiel
Management *

Section VII - Provide
Sustainment *

Supply * Services *
Maintenance *

Operational Energy
* Operational

Contract Support *
Financial

Management

Online Library

Command In

Garrison Battle

Support * Human
Resources Support

* Section VIII -

Provide Army

Special Operations

Forces Support *

Section IX - Provide

Common-User

Logistics Support

Command, Training

and Tactics in the

British and German

Armies, 1888-1918

Online Library

Command In

Garrison Battle

The Bear Went
Over the Mountain

Backbone of the

Armed Forces

Combat Motivation

The

Noncommissioned

Officer and Petty

Officer

Training

This is a

comparative

study of the

Online Library

Command In

Garrison Battle

Drills Fort Hood

***fighting systems
of the British
and German
armies in The
Great War.***

***Taking issue with
revisionist
historians,
Samuels argues
that German
success in battle
can be explained
by their superior
tactical***

Online Library

Command In

Garrison Battle

Drills Fort Hood

philosophy. The book provides a fascinating insight into the development of infantry tactics at a seminal point in the history of warfare.

ADP 6-22 describes enduring concepts of

Online Library
Command In
Garrison Battle
Drills Fort Hood

***leadership
through the core
competencies
and attributes
required of
leaders of all
cohorts and all
organizations,
regardless of
mission or
setting. These
principles reflect
decades of
experience and***

Online Library
Command In
Garrison Battle
Drills Fort Hood

***validated
scientific
knowledge. An
ideal Army leader
serves as a role
model through
strong intellect,
physical
presence,
professional
competence, and
moral character.
An Army leader
is able and***

Online Library

Command In

Garrison Battle

Drills Fort Hood

***willing to act
decisively, within
superior leaders'
intent and
purpose, and in
the
organization's
best interests.
Army leaders
recognize that
organizations,
built on mutual
trust and
confidence,***

Online Library

Command In

Garrison Battle

Drills Fort Hood

accomplish missions. Every member of the Army, military or civilian, is part of a team and functions in the role of leader and subordinate. Being a good subordinate is part of being an effective leader. Leaders do not

Online Library
Command In
Garrison Battle
Drills, Fort Hood

***just lead
subordinates-
they also lead
other leaders.
Leaders are not
limited to just
those designated
by position, rank,
or authority.
Contains more
than 20 maps,
diagrams and
illustrations
Although***

Online Library

Command In

Garrison Battle

Drills Fort Hood

***"Fighting Joe"
Hooker skillfully
executes a well-
conceived plan
and out-flanks
his adversary,
months of
offensive
planning are
shelved as he
suddenly orders
his army on the
defensive. Lee
seizes the***

Online Library
Command In
Garrison Battle
Drills Fort Hood

initiative and achieves what has often been called his most brilliant victory.

How could this happen when Hooker's army outnumbered that of Lee 2 to 1 and is far superior in artillery and logistics?

Answers to these

Online Library
Command In
Garrison Battle
Drills Fort Hood

***and other
questions
concerning
leadership,
communications,
use of terrain,
and the
psychology of
men in battle,
are often found
by personal
reconnaissance
of the battlefield.
This book offers***

Online Library

Command In

Garrison Battle

Drills Fort Hood

***a staff ride
briefing of
Chancellorsville.
Since 1906 staff
rides have been
used to in the
education of U.S.
Army officers to
narrow the gap
between
peacetime
training and war.
Reducing the
Time Burdens of***

Online Library
Command In
Garrison Battle
Drills Fort Hood

**Army Company
Leaders
Mission
Command in the
21st Century
Army Techniques
Publication Atp
3-21.8 Infantry
Platoon and
Squad April 2016
The Organization
and Order Or
Batte of
Militaries in**

Online Library

Command In

Garrison Battle

Drills Fort Hood

**World War II
Field Manual FM
3-21. 8 (FM 7-8)
the Infantry Rifle
Platoon and
Squad March
2007**

**From One Leader
to Another**

This
publication,
Army
Techniques

Online Library
Command In
Garrison Battle
Drills Fort Hood
Publication
ATP 3-21.8

Infantry
Platoon and
Squad April
2016, provides
the doctrinal
framework for
all Infantry
 platoons and
squads. It
provides

Online Library

Command In

Garrison Battle

Drills Fort Hood

techniques for
employment of

Infantry

platoons and

squads in

conducting

decisive

actions. The

principle

audiences for

ATP 3-21.8 are

commanders,

Online Library Command In Garrison Battle Drills Fort Hood

staffs, and
leaders who
are
responsible
for planning,
preparing,
executing, and
assessing
operations of
the Infantry
platoon and
squad. It

Online Library
Command In
Garrison Battle
Drills Fort Hood
serves as an
authoritative
reference for
personnel
developing
doctrine
materiel and
force
structure,
institutional
and unit
training, and

Online Library
Command In
Garrison Battle
Drills Fort Hood

standard
operating
procedures
(SOPs) for
Infantry
platoon and
squad
operations.
Army
Techniques
Publication
(ATP) 3-21.8

Online Library
Command In
Garrison Battle
encompasses
Drills Fort Hood
techniques for
the Infantry
 platoons and
 squads of the
 Infantry,
 Stryker, and
 Armored
 brigade combat
 teams (I, S,
 and ABCTs). It
 replaces Field

Online Library
Command In
Garrison Battle
Manual (FM)
Drills Fort Hood

3-21.8,

published in
March 2007,
Army Tactics
Techniques,
and Procedures
(ATTP)

3-21.71,

published in
November 2010,
and ATTP

Online Library
Command In
Garrison Battle
Drills Fort Hood

3-21.9,
published in
December 2010.

ATP 3-21.8
provides
doctrinal
guidance;
describes
relationships
within the
platoon and
squad; defines

Online Library
Command In
Garrison Battle
Drills Fort Hood
organizational
roles and
functions,
capabilities,
limitations;
and lay outs
the responsibi
lities for
platoons and
squads during
unified land
operations.

Online Library

Command In

Garrison Battle

Drills Fort Hood

The Infantry platoon and squad is an all-weather, all-terrain unit. Against this backdrop, the Infantry platoon and squad must be ready to adapt to various

Online Library Command In Garrison Battle Drills Fort Hood

levels of
conflict and
peace in
various
environments.
This requires
bold,
aggressive,
resourceful,
and adaptive
leaders-
leaders of

Online Library
Command In
Garrison Battle
Drills Fort Hood
character,
competence and
commitment -
who are
willing to
accept known
risks to
accomplish the
mission.
Infantry
leaders must
use their

Online Library

Command In

Garrison Battle

initiative and
Drills Fort Hood
make rapid

decisions to

take advantage

of unexpected

opportunities.

This

publication

addresses the

significant

changes in

Army doctrinal

Online Library
Command In
Garrison Battle
terminology,
Drills Fort Hood
concepts, and
constructs and
proven
tactics,
techniques,
and procedures
(TTPs) :

Chapter 1 -
Organization
Chapter 2 -
Offense

Online Library

Command In

Garrison Battle

Drills Fort Hood

Chapter 3 -
Defense

Chapter 4 -
Stability

Chapter 5 -
Movement

Chapter 6 -
Patrols and
Patrolling

Chapter 7 -
Sustainment

Appendix A

Online Library

Command In

Garrison Battle

Drills Fort Hood

describes the
process of
troop leading
procedures
(TLPs) .

Appendix B
describes
direct fire
planning and
control.

Appendix C
describes

Online Library
Command In
Garrison Battle
indirect fire
Drills Fort Hood
support

planning.

Appendix D

addresses

security.

Appendix E

describes

vehicle

employment con

siderations.

Appendix F

Online Library
Command In
Garrison Battle
addresses
Drills Fort Hood
machine gun

employment.

Appendix G
describes and
addresses shou
lder-launched
munitions
(SLMs) and
close combat
missile
systems

Online Library
Command In
Garrison Battle
(CCMS) .
Drills Fort Hood

Appendix H
describes
obstacle
reduction and
employment .
Appendix I
covers
chemical,
biological,
radiological,
and nuclear

Online Library
Command In
Garrison Battle
(CBRN)
Drills Fort Hood
operations.

Appendix J
describes 14
selected
battle drills
for both the
Bradley and
Stryker. ATP
3-21.8 applies
to the active
Army, the U.S.

Online Library
Command In
Garrison Battle
Drills Fort Hood
Army National
Guard, Army
National Guard
of the U.S.,
and the U.S.
Army Reserve
unless
otherwise
stated. It is
designed for
platoon, squad
and company

Online Library
Command In
Garrison Battle
Drills Fort Hood

level chains
of command,
company grade
officers,
senior and
junior noncomm
issioned
officers
(NCOs), U.S.
Army Training
and Doctrine
Command

Online Library
Command In
Garrison Battle
(TRADOC)
Drills Fort Hood

institutions

and

components,

and the U.S.

Army Special

Operations

Command.

counterinsurge

ncy punctuated

by moments of

heady

Online Library
Command In
Garrison Battle
excitement and
Drills Fort Hood
terror.

Colonel Grau,
the editor and
translator,
has added his
own commentary
to produce a
useful guide
for commanders
to meet the
challenges of

Online Library
Command In
Garrison Battle
Drills Fort Hood

this kind of
war and to
help keep his
fellow
soldiers
alive. This
book will also
be of interest
to the
historian and
general
reader, who

Online Library

Command In

Garrison Battle

Drills Fort Hood

will discover
that advances
in technology
have had
little impact
on this kind
of war, and
that many of
the same
tactics the
British Army
used on the

Online Library
Command In
Garrison Battle
Northwest
Drills Fort Hood
Frontier still
apply today.
U.S. Army
company
leaders have
long been
recognized as
overworked.
This report is
intended to
help the Army

Online Library

Command In

Garrison Battle

Drills Fort Hood

identify ways
to reduce and
manage the
time burdens
on Active
Component
company
leaders in
garrison by
examining
these leaders'
time burdens.

Online Library
Command In
Garrison Battle
Drills Fort Hood
Command or
Control?

Commander's
Legal Handbook
Army
Leadership and
the Profession
(ADP 6-22)
Train to Win
in a Complex
World (FM 7-0)
16 Cases of

Online Library
Command In
Garrison Battle
Mission
Drills Fort Hood
Command

Quartermaster
Professional
Bulletin
Experienced
commanders
discuss
anecdotes and
case studies
from their past
operations.

Online Library

Command In

Garrison Battle

Drills, Fort Hood

This manual,
TRADOC Pamphlet
TP 600-4 The
Soldier's Blue
Book: The Guide
for Initial
Entry Soldiers
August 2019, is
the guide for
all Initial
Entry Training
(IET) Soldiers
who join our

Online Library
Command In
Garrison Battle
Drills Fort Hood
Army

Profession. It provides an introduction to being a Soldier and Trusted Army Professional, certified in character, competence, and commitment to the Army. The

Online Library
Command In
Garrison Battle
Drills Fort Hood
pamphlet
introduces
Soldiers to the
Army Ethic,
Values, Culture
of Trust,
History,
Organizations,
and Training.
It provides
information on
pay, leave,
Thrift Saving

Online Library
Command In
Garrison Battle
Plans (TSPs),
Drills Fort Hood
and

organizations
that will be
available to
assist you and
your Families.
The Soldier's
Blue Book is
mandated
reading and
will be
maintained and

Online Library
Command In
Garrison Battle
Drills, Fort Hood
available
during BCT/OSUT
and AIT. This
pamphlet
applies to all
active Army,
U.S. Army
Reserve, and
the Army
National Guard
enlisted IET
conducted at
service

Online Library
Command In
Garrison Battle
Drills Fort Hood
schools, Army
Training

Centers, and
other training
activities
under the
control of
Headquarters,
TRADOC.

"What men will
fight for seems
to be worth
looking into,"

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Command In

Garrison Battle

Drills Fort Hood

H. L. Mencken noted shortly after the close of the First World War.

Prior to that war, although many military commanders and theorists had throughout history shown an aptitude for

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Command In

Garrison Battle

Drills Fort Hood

devising maxims
concerning
esprit de
corps, fighting
spirit, morale,
and the like,
military
organizations
had rarely
sought either
to understand
or to promote
combat

Online Library

Command In

Garrison Battle

Drills Fort Hood

motivation. For example, an officer who graduated from the Royal Military College (Sandhurst) at the end of the nineteenth century later commented that the art of

Online Library

Command In

Garrison Battle

Drills Fort Hood

leadership was
utterly

neglected

(Charlton 1931,

p. 48), while

General Wavell

recalled that

during his

course at the

British Staff

College at

Camberley

(1909-10)

Online Library

Command In

Garrison Battle

insufficient
Drills Fort Hood
stress was laid

"on the factor
of morale, or
how to induce
it and maintain
it'" (quoted in
Connell1964, p.
63). The First
World War
forced
commanders and
staffs to take

Online Library

Command In

Garrison Battle

Drills Fort Hood

account of
psychological
factors and to
anticipate
wideJy varied
responses to
the combat
environment
because, unlike
most previous
wars, it was
not fought by
relatively

Online Library
Command In
Garrison Battle
Drills Fort Hood

small and
homogeneous
armies of
regulars and
trained
reservists. The
mobilization by
the
belligerents of
about 65
million men
(many of whom
were enrolled

Online Library

Command In

Garrison Battle
Drills Fort Hood
under duress),
the evidence of
fairly

widespread
psychiatric
breakdown, and
the postwar
disillusion (-
xiii xiv

PREFACE

emplified in
books like C.
E. Montague's

Online Library

Command In

Garrison Battle

Drills Fort Hood

Disenchantment,
published in

1922) all

tended to

dispel

assumptions and

to provoke

questions about

motivation and

morale.

Weapons

Qualification

U. S. Army

Online Library
Command In
Garrison Battle
Theater
Drills Fort Hood
Sustainment

Command (TSC) -
Army Techniques
Publication ATP
4-94 - Covering
Unified Land
Operations,
Warfighting,
Missions,
Logistics,
Combat Service
Support, and

Online Library
Command In
Garrison Battle
Drills Fort Hood
Battle Command
Signal Support
to Operations
(FM 6-02)
Department of
Defense
Dictionary of
Military and
Associated
Terms

This field manual
provides doctrinal
framework for how

Online Library

Command In

Garrison Battle

Drills Fort Hood

infantry rifle platoons and squads fight. It also addresses rifle platoon and squad non-combat operations across the spectrum of conflict. Content discussions include principles, tactics, techniques, procedures, terms,

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Garrison Battle

Drills Fort Hood

and symbols that apply to small unit operations in the current operational environment.

The platoon leader and platoon sergeant are two of the most important leaders in the U.S. Army. The way platoon leaders and sergeants work

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Command In

Garrison Battle

Drills Fort Hood

together as a team can cause the success or failure of companies, battalions, brigades, and divisions. They represent the leading edge of leadership on and off the battlefield. On the battlefield, platoon leaders and sergeants build their

Online Library

Command In

Garrison Battle

platoons, empower
Drills, Fort Hood
squad leaders,

integrate outside

elements, and use

troop-leading

procedures to plan

and lead. Off the

battlefield, platoon

leaders and

sergeants prepare

their platoon for

combat through

tough training. The

Online Library

Command In

Garrison Battle

Drills Fort Hood

platoon leader and
platoon sergeant's
ability to coach,
teach, and mentor
their Soldiers leads
directly to the
readiness of our
formations. World-
wide, platoon
leaders and
sergeants are
personally leading
the U.S. Army at the

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Drills Fort Hood

lowest level. This handbook is a guide for new leaders to help prepare them for a critical crucible of leadership that will determine the U.S. Army's ability to fight and win our country's wars.