

CHAPTER 1

ORGANIZATION AND DUTIES

Section I. HEAVY FORCES ORGANIZATION

Mission

The overall design of the heavy forces structure provides mobile armor-protected firepower. Because of their mobility and survivability, heavy forces are best employed where battles are fought over wide areas. They destroy enemy armed forces and control land areas, including populations and resources. In offensive operations, heavy forces quickly concentrate overwhelming combat power to break through or envelop enemy defenses. They then strike deep to destroy fire support, command and control, and service support elements. Heavy forces can defend wide frontages. Using mobility for rapid concentrations to attack, reinforce, or block, they defeat an enemy while economizing forces in other areas. Heavy forces operate best in basically open terrain where they can use their mobility and long-range direct fire weapons to the best advantage.

Significant Features

Significant capabilities of heavy forces include the following:

- Ž Can conduct nuclear and chemical operations with organic delivery systems.
- Ž Can rapidly shift forces on the battlefield.
- Ž Can cover wide frontages.
- Ž Can conduct the entire battle – rear, close, and deep.

The more significant limitations are as follows:

- Ž Have limited strategic mobility.
- Ž Have restricted mobility in rugged terrain (jungle, built-up areas, and forests).
- Ž Require significant logistical support.

Section II. THE FIRE SUPPORT SYSTEM

Components

The fire support system supporting the heavy forces is the collective body of target acquisition and battlefield surveillance assets; attack systems (both lethal and nonlethal) and munitions; command and control systems and facilities; technical support (meteorological and survey); and the personnel required to provide and manage fire support.

Target Acquisition

Target acquisition assets are the target-producing *eyes* and *ears* of the system. They

gather targeting information and targets by using all available means. These means include, but are not limited to, observers, radars, intelligence and electronic warfare (IEW) assets, Army aviators, and frontline troops.

Attack Systems

The attack could be lethal or nonlethal (for example, smoke, illumination, and offensive electronic warfare). Assets normally available at brigade level and below are field artillery (FA), mortars, tactical air (TACAIR) support, communications jammers, and naval gunfire

(NGF). Air defense (AD) and engineer assets may also become important components of the fire support system. Fire support assets are described in Appendix A.

Command and Control

These are the elements that make the system work. These elements translate the commander's concepts and desires into the technical and tactical actions needed to attack targets quickly and effectively.

Technical Support

Meteorological (met) and survey support is that technical part of the fire support system that ensures accurate unobserved surprise fires, transfer of target data, and effective massed fires.

Fire Support Planning and Coordination

Fire support planning is the continuing and concurrent process of acquiring and analyzing targets, allocating fire support to targets, scheduling the attack of targets, and synchronizing all available fire support to achieve the commander's intent.

Fire support coordination is the continuous process of implementing fire support planning and managing fire support assets that are

available to the maneuver force. The greatest fire support plan in the world is worthless unless it is properly coordinated with the appropriate personnel and/or agencies. In short, coordination makes the plan happen. See FM 6-20 for detailed discussion.

PRINCIPLES OF FIRE SUPPORT PLANNING AND COORDINATION

Plan early and continuously.

Follow the commander's targeting guidance.

Exploit all available targeting assets.

Consider the use of all available fire support means, both lethal and nonlethal.

Use the lowest echelon capable of providing effective fire support.

Use the most effective means.

Furnish the type of support appropriate.

Avoid unnecessary duplication.

Consider airspace coordination.

Provide adequate fire support.

Provide rapid and effective coordination.

Remain flexible.

Provide for the safeguarding and survivability of friendly forces and/or installations.

Section III. FIRE SUPPORT ORGANIZATIONS, PERSONNEL, AND DUTIES

Role of the Direct Support Field Artillery Battalion Commander

The direct support (DS) FA battalion commander is the fire support coordinator (FSCOORD) for the supported brigade. As such, he is specifically responsible for all fire

support planning and coordination for the maneuver brigade. The DS battalion commander brings, as his unique contribution to battle, his professional assessment of the current and near-term capabilities of his unit and of other fire support assets supporting the force. His duty location at any given time is

where he can best execute the maneuver commander's intent for fire support. In addition to being personally in charge of fire support coordination for the brigade, the direct support FA battalion commander is responsible for—

- Ž Training all personnel involved in fire support to perform successfully all stated and implied missions and tasks associated with providing fire support to a maneuver force.
- Ž Continuously articulating his assessment of the current and future capabilities and status of all fire support assets supporting the maneuver force. The FSCOORD may base this assessment on reports or on personal observation.
- Ž Providing a knowledgeable, experienced officer as the brigade fire support officer. The FSCOORD also must establish a special mentor relationship with this officer, since the FSO, in the absence of the FSCOORD, personally represents him to the brigade commander. More than any other officer, the FSO must understand the FSCOORD's intent in supporting the maneuver plan. In addition, the FSCOORD must ensure that his brigade FSO is equally conversant on the FSCOORD's assessment of fire support assets supporting the maneuver force.
- Ž Commanding his battalion. As the commander of the primary unit providing fire support to the force, the FSCOORD is responsible for the operational status of his unit, its morale and response to critical personnel shortages, and its current and future logistic capabilities to support the maneuver force.

NOTE: See FM 6-20-1 for further discussion on the responsibilities of the direct support FA battalion commander.

Fire Support Team Organization

There are two types of fire support team (FIST) organizations for heavy forces. The FIST for the mechanized (mech) infantry (inf) consists of a FIST headquarters (HQ) and three forward observer (FO) parties per company. Each FO party includes one FO (SGT) and one radio operator (PFC). The FIST for the armor company or armored cavalry regiment (ACR) consists of a FIST headquarters only. The FIST headquarters for both types of FIST organizations are the same.

FIST HEADQUARTERS ORGANIZATION

TITLE	RANK	NUMBER
Company FSO	LT	1
Fire Support Sergeant	SSG	1
Fire Support Specialist		
Radiotelephone Operator (RATELO)	PFC	1

Company Fire Support Officer Duties

The company FSO is the maneuver company FSCOORD. As such, he integrates all fires to support the commander's scheme of maneuver. Although he is not the primary shooter for the company, the FSO must be an expert at locating targets and adjusting fires. His duties are as follows:

- Ž Plan, coordinate, and execute fire support.
- Ž Advise the maneuver commander on fire support matters.
- Ž Keep key personnel informed of pertinent information (by spot reports and situation reports [SITREPs]).

Ž Train the FIST and FOs in applicable fire support matters.

Ž Request, adjust, and direct all types of fire support.

Ž Ensure that the fire support plan and/or fire support execution matrix is prepared and disseminated to key personnel.

Ž Allocate FOs and other observers to maintain surveillance of targets and named areas of interest.

Ž Provide emergency control of close air support (CAS) missions in the absence of qualified Air Force personnel (air liaison officer [ALO], enlisted terminal attack controller [ETAC], and/or airborne forward air controller [AFACJ]).

Company Fire Support Sergeant Duties

The company fire support sergeant is the senior enlisted assistant to the company FSO. The fire support sergeant acts as the company FSO in his absence. He is responsible for supervising and training all enlisted section members on the maintenance and use of their equipment. The company fire support sergeant must be able to perform all the duties of his FSO.

Company Fire Support Officer Working Relationships

The company FSO interacts and coordinates with other personnel as discussed below.

Maneuver Company Commander

The company FSO works with the company commander. The maneuver company commander is ultimately responsible for fire support. The company FSO gives recommendations and advice to the commander on all fire support matters;

therefore, he is the maneuver unit fire support expert. Final decisions on company (co) fire support are made by the company commander. The company FSO must work closely with the company commander and goes with him to receive plans and orders. The FSO must understand the scheme of maneuver as well as the company commander does. (See Appendix B.) On the basis of the commander's guidance and war-gaming, the FSO devises his fire support plan, which must be presented to the commander or his approval. (See Appendix C.)

Battalion Fire Support Officer

The battalion FSO is the FSCOORD at the maneuver battalion. The company FSO works for the battalion FSO. The battalion FSO provides guidance, battlefield intelligence, information on fire support assets, fire support coordinating measures, and technical advice to the company FSO. The battalion FSO coordinates and clears FIST fire missions that fall outside the company boundaries of the requesting company FIST. The company FSO provides updated friendly and enemy battlefield information to the battalion FSO. This information includes the forward line of own troops (FLOT) location, situation reports, spot reports, and other essential elements of friendly information (EEFI) and information relating to priority intelligence requirements (PIR). The battalion FSO helps the DS battalion (bn) commander train the company FSO.

Fire Support Team Headquarters

The company FSO is responsible for supervising the training of his team in all aspects of fire support. He also ensures that his team is fully equipped and that the equipment is fully operational. In heavy forces, most operations are conducted on the move. Therefore, the company FSO should locate himself where he can best support the company; this is not necessarily at the company commander's side. Most maneuver company

headquarters have a standing operating procedure (SOP) that specifies where the company headquarters will locate, move, and provide security in tactical operations. It is very important that all members of the FIST know and comply with the SOP. Also, in most company SOPs, the immediate-action drills delineate what each member of the HQ element will do in specific circumstances. Each member of the FIST must be thoroughly trained in these drills.

Forward Observers

The forward observers are the primary shooters for the mechanized infantry company and are normally collocated with the maneuver platoon leaders. The company FSO must give the FOs enough information to ensure they understand how the fire support plan is to be integrated into the commander's scheme of maneuver. This information includes –

- Ž Target numbers.
- Ž Target lists (Appendix D).
- Ž Known points.
- Ž Priority of fires on targets.
- Ž Degree of control.
- Ž Commander's intent.
- Ž Fire support coordinating measures (Appendix E).

As the eyes and ears of the mechanized infantry company, the FOs must report battlefield information to the company FSO. They report this information, to include FLOT location, by means of situation reports and spot reports.

Required Fire Support Actions

Actions that the company FSO must take before any operation begins depend primarily

on the current situation and applicable SOP. The FIST deploys with the maneuver company on all combat operations.

The company FSO and/or fire support sergeant must –

- Ž Train the FOs.
- Ž Train the company personnel to call for and adjust fires.
- Ž Ensure that all equipment is properly maintained.
- Ž Ensure that FIST personnel know the company tactical SOP (TSOP) thoroughly.

As the company FSCOORD, the FSO should obtain the following information from the battalion FSO:

- Ž Status and location of fire support delivery systems that the company can use.
- Ž Status of TACAIR missions, tactical air control party (TACP), and CAS control personnel (ALO, ETAC, and AFAC).
- Ž Existing targets, scheduled fires, and known points.
- Ž Fire support coordinating measures in effect.
- Ž Verified frequencies and call signs.
- Ž Status of combat observation/lasing teams (COLTS), if available.
- Ž Availability of position location assets, position and azimuth determining system (PADS), or survey to accurately locate minefield or obstacles.

Also as the company FSCOORD, the FSO should obtain a mission briefing from the company commander, to include the following:

- Ž Scheme of maneuver and/or commander's intent.

- Ž Locations of platoons, crew-sewed weapons, and listening posts (LPs), and/or observation posts (OPs).
- Ž Current enemy situation.
- Ž Company strength (equipment and personnel).
- Ž Status and location of obstacles.
- Ž Location of final protective fire (FPF).
- Ž Mission-oriented protective posture (MOPP) level.
- Ž Air defense status.

The FSO should provide the following information, as a minimum, at the company orders briefing:

- Ž Fire support plan for the operation, to include responsibilities for its execution.
- Ž Existing targets, scheduled fires, and known points.
- Ž Fire support coordinating measures for the operation.
- Ž Status of priority fires.
- Ž Fire support assets available to support the operation, their location, and status.
- Ž Verified frequencies and call signs.
- Ž Availability of position location assets.
- Ž Status of FIST personnel and equipment (to include Classes I, III, and V).

The FSO or fire support sergeant should establish communications with the following (Appendix F):

- Ž Fire support assets (such as artillery and mortars).

- Ž The FOs, including COLTS, if applicable.
- Ž The battalion FSO.
- Ž The maneuver commander.

Battalion or Squadron Fire Support Organization.

The battalion FSO is the FSCoord at maneuver battalion. He is in charge of the fire support element (FSE) and is the principal fire support advisor to the maneuver commander, The FSE is located with the operations element of the maneuver force. The FSE may include the personnel shown below.

BATTALION OR SQUADRON FIRE SUPPORT ELEMENT PERSONNEL		
TITLE	RANK	NUMBER
Fire Support Officer	CPT	1
Fire Support Plans/Targeting Officer	LT	1
Fire Support Sergeant	SFC	1
Fire Support Specialist	SPC	2
Amplitude Modulated (AM) Radio Operators	PFC	2
¹ACR only until fielding of the AN/GRC-193		

When added to the FSE to perform their fire support functions, other representatives comprise a functional fire support cell (FS cell) to enhance and speed fire support coordination. These representatives may include the following:

- Ž S3 air.

- Ž Heavy mortar platoon leader.
- Ž Battalion chemical officer.
- Ž Tactical air control party.
- Ž Supporting arms liaison team (SALT).
- Ž Air defense officer.
- Ž Other representatives (engineer, allied forces, or Army aviation representatives).

Battalion Fire Support Officer Duties

The battalion FSO's primary duty is to plan, coordinate, and execute fires to support the commander's scheme of maneuver. He must –

- Ž Advise the maneuver commander and his staff on fire support matters.
- Ž Keep key personnel informed of pertinent information, such as battlefield intelligence.
- Ž Train the battalion FSE.
- Ž Supervise all functions of the battalion FS cell.
- Ž Train the company FSOs.
- Ž Recommend fire support coordinating measures.
- Ž Write and disseminate the fire support plan and fire support execution matrix.
- Ž Coordinate with the TACP on TACAIR missions and coordinate with CAS control personnel (ALO, ETAC, and AFAC).

Battalion Fire Support Plans/Targeting Officer Duties

The plans/targeting officer gives the FSE a 24-hour FSO capability. He helps the FSO

perform his duties and acts as the FSO in his absence. Also, he interfaces with the battalion S2 and helps him and the FSO by providing information on the vulnerabilities of targets. He advises the maneuver battalion S2 on target accuracy and description requirements and evaluates dwell times for attack by fire support systems. His duties in the targeting area are as follows:

- Ž Help the battalion S2 develop the informal target acquisition and surveillance plan.
- Ž Help provide staff supervision of the target acquisition (TA) assets organic to and under operational control (OPCON) of the battalion.
- Ž Develop, recommend to the commander, and disseminate the attack guidance matrix to the FS cell, command post (CP), and subordinate elements. (See Appendix G.)
- Ž Determine, recommend, and process time-sensitive high-payoff targets to the fire support element.
- Ž Coordinate with the maneuver battalion S2 for target acquisition coverage and processing of battalion high-payoff targets.
- Ž With the battalion S2, produce target selection standards matrix for TA assets working for the battalion.

Battalion Fire Support Sergeant Duties

The battalion fire support sergeant is the senior enlisted assistant to the battalion FSO. He acts as the FSO in his absence. He is responsible for training the enlisted personnel of the battalion FSE and four maneuver FISTs. He supervises the maintenance of all equipment assigned to these sections. The battalion fire support sergeant must be able to perform all the duties of his FSO.

Battalion Fire Support Officer Working Relationships

The battalion FSO interacts and coordinates with many personnel within a maneuver organization.

Maneuver Battalion Commander

The battalion FSO is the maneuver commander's fire support expert. The maneuver battalion commander—

- Ž States his intentions through his concept of the operation and the commander's intent.
 - Ž Specifies priority of fires, including allocation of FPFs and priority targets.
 - Ž Specifies fire support coordinating measures required.
 - Ž Specifies special munitions required (smoke, illumination, lethal chemicals, riot control agents, family of scatterable mines [FASCAM]) (See Appendix H),
- #### **Maneuver Battalion S3**
- The S3 integrates fire support into the scheme of maneuver in accordance with the commander's guidance. The S3—
- Ž Develops the commander's intent into a scheme of maneuver or plan for the defense.
 - Ž Establishes boundaries for subordinate units and other maneuver control measures (phase lines, passage points, checkpoints).
 - Ž Answers questions and elaborates on commander's guidance on priority of fires, special munitions, use of TACAIR, employment of COLTS (Appendix I), allocation of FPFs, employment of mortars, and/or any other areas involving fire support planning and coordination.

Brigade Fire Support Officer

The brigade FSO is responsible for training the battalion FSOs. He is the assistant FSCOORD and is responsible for all fire support. The brigade FSO —

- Ž Disseminates fire support guidance as it applies to the battalion FSO (such as preplanned CAS missions, availability of immediate CAS, additional fire support assets, and target lists).
- Ž Disseminates the pulse repetition frequency (PRF) codes for laser designators.
- Ž Recommends fire support coordinating measures.
- Ž Writes and disseminates the brigade fire support plan.
- Ž Trains battalion FSOs.

Maneuver Battalion S3 Air

The battalion S3 air —

- Ž Works closely with the FSO to prioritize CAS requests.
- Ž Integrates TACAIR support into the commander's scheme of maneuver.
- Ž Forwards preplanned and immediate TACAIR requests to brigade.
- Ž Is the point of contact for Army aviation (attack helicopter) requests.

Maneuver Battalion S2

The battalion S2 is responsible for conducting terrain and weather analyses and for enemy situation templating. He then integrates the rest of the intelligence preparation of the battlefield (IPB) process and the creation of the decision support template as overseen by the S3. Through the intelligence preparation of the battlefield, he develops named areas of

interest (NAIs) and target areas of interest (TAIs) which the FSO uses in the development of the fire support plan.

Maneuver Battalion Signal Officer

The maneuver battalion signal officer (BSO) is a signal officer on the special staff. The BSO –

- Advises the commander and/or S3 on all communications and electronics matters including positioning command and control elements.
- Is the FSO's point of contact for signal operation instructions (SOI) issue during operations and for communications troubleshooting.
- Is responsible for repair, turn-in, and exchange of communications equipment of attached fire support assets. Coordinates for batteries and communications supplies.
- Has a retransmission capability that permits radio communications 'on one net over a greater distance.

Task Force Engineer

The coordination between the task force engineer and the FSO is critical to the success of the obstacle plan. Fires such as antibreaching team fires, smoke to silhouette targets emerging from a breach, and illumination fires for night breaching are essential.

Field Artillery Battalion S3

The FA battalion S3 may coordinate with the battalion FSO during quick fire planning and to disseminate the scheme of maneuver, as required.

Battalion Chemical Officer

The battalion chemical officer is responsible for advising the commander or S3 of the effects of

friendly and enemy nuclear, biological, chemical (NBC) attacks. When brigade has asked for nominations of chemical targets for friendly attack, the FSO coordinates with the chemical officer for the location of contaminated areas and NBC defense measures. The battalion chemical officer is also responsible for advising the commander on the use of riot control agents and obscurants.

Mortar Platoon Leader

The mortar platoon leader –

- Advises the S3 or FSO of mortar positions and ammunition.
- Seeks survey and/or met support from the FSO.

Tactical Air Control Party

The tactical air control party –

- Advises the maneuver commander and his staff on the capabilities, limitations, and use of TACAIR support.
- Helps process TACAIR requests.
- Controls CAS sorties supporting the battalion.
- Provides the battalion FSO with TACAIR information and characteristics.

Supporting Arm Liaison Team

The supporting arms liaison team –

- Advises the commander and/or S3 of naval gunfire matters.
- Provides the battalion FSO with NGF information and characteristics.
- Monitors the firepower control team and requests for fire support.

Company Fire Support Officers

The company FSOs work for the battalion FSO, and they work with their respective company commanders.

The battalion FSO provides the company FSOs with guidance, battlefield intelligence, information on fire support assets and coordinating measures, and technical advice. Company FSOs send target lists, FLOT locations, situation reports, spot reports, and other PIR to the battalion fire support element.

Requests for fires from the FISTS or observers may be sent directly to the field artillery over the FA fire direction (FD) net, or they may be sent through the battalion FSO. The method used may depend on the fire support assets available, situation, and equipment on hand. Requests for mortars may be handled in the same manner.

Brigade Fire Support Organization

The brigade or regimental fire support element is organized with the personnel shown below.

BRIGADE OR REGIMENT FIRE SUPPORT ELEMENT ORGANIZATION

TITLE	RANK	NUMBER
Fire Support Officer	MAJ	1
Fire Support Plans/ Targeting Officer	1 LT ¹	1
Fire Support Sergeant	SFC	1
Fire Support Specialist	SPC	2
AM Radio Operator ²	PFC	2
¹ ACR is authorized a captain.		
² ACR only until fielding of the AN/GRC-1 93.		

When added to the FSE to perform their fire support functions, other representatives comprise a functional fire support cell to enhance and speed fire support coordination. These representatives may include the following:

Ž An ALO for matters concerning the coordination and employment of Air Force assets in 'support of the brigade.

Ž A naval gunfire liaison officer (NGLO) for matters concerning the coordination and employment of naval gunfire and naval air in support of the brigade.

Ž A brigade chemical officer for matters concerning use of chemical agents, riot control agents, obscurants, and aerosol agents and deployment of NBC defense.

Ž An S3 air as a maneuver assistant S3 and to coordinate the employment of TACAIR support with Army aviation with the FSO. ALO, and AD platoon leader.

Ž Other representatives as required, such as liaison officers of allied forces supporting the operation or an Army aviation liaison officer when Army aviation is used as a fire support asset.

In addition to the staff officers described above and at battalion level, a few other staff members may be in the brigade tactical CP. The FSO should have a working knowledge of their duties. They are as follows:

Ž The brigade air defense officer manages the air defense assets in support of the brigade. He may have valuable information on airspace coordination, the enemy air situation, and the location of enemy air defense targets.

Ž The brigade engineer manages the engineer assets that are placed in support of the

brigade. He is the person with whom to coordinate the coverage of obstacles, the use of FASCAM, and requirements for general battlefield mobility and countermobility.

- Ž The IEW representative from the divisional combat electronic warfare intelligence (CEWI) assets controls and supervises the IEW assets that are in support of the brigade. He can provide some targets and information and is the tie-in for the offensive use of jamming. The FSO needs a working knowledge of the IEW assets available from this source to effectively coordinate their use in the attack of targets.

Brigade Fire Support Officer Duties

The FSCoord (the DS battalion commander) cannot be at the brigade headquarters constantly. Therefore, he has an assistant, the brigade FSO, to serve as a full-time liaison between the DS FA battalion and the maneuver brigade. He helps the maneuver brigade S3 integrate fire support into the maneuver commander's scheme of operation. Assisting the FSO are the other staff officers who make up the FS cell. The duties of the brigade FSO are as follows:

- Ž Keep the brigade commander informed of the fire support assets, their capabilities and limitations, and their tactical missions.
- Ž Keep the commander informed of enemy indirect fire capabilities and limitations.
- Ž Help the commander develop his estimate of the situation and war-game possible courses of action, resulting in the creation of the decision support template.
- Ž Develop the brigade fire support plan on the basis of the commander's intent, and brief the commander.

- Ž Ensure battalion FSOs plan fires in accordance with the brigade commander's guidance, and establish priority of fires.

- Ž Consolidate target lists from the battalion FSOs, and resolve duplications.

- Ž Plan targets in depth and other targets that were not planned by subordinate FSOs but are within the brigade zone of action.

- Ž Coordinate requests for additional fire support from battalion FSOs when the fire support means available at company or battalion level are inadequate.

- Ž Recommend and adhere to fire support coordinating measures.

- Ž Use commander's guidance (See Appendix B) as a checklist in preparing fire support plans and briefings.

- Ž Coordinate with the ALO on brigade use of TACAIR assets.

Brigade Fire Support Plans/Targeting Officer Duties

The plans/targeting officer gives the FSE a 24-hour FSO capability. He acts as the FSO in his absence and helps the FSO perform his duties. Also, he interfaces with the brigade S2 and helps him and the FSO by providing information on the vulnerabilities of targets. He advises the brigade S2 on target accuracy and description requirements and evaluates dwell times for attack by fire support systems. His duties in the targeting area are as follows:

- Ž Help the brigade S2 write the target acquisition and surveillance plan.

- Ž Help provide staff supervision of the target acquisition assets attached or organic to and under operational control of the brigade.

- Ž Develop, recommend to the commander, and disseminate the attack guidance matrix to the FS cell, CP, and subordinate elements. (See Appendix G.)
- Ž Determine, recommend, and process time-sensitive high-payoff targets to the fire support element.
- Ž Coordinate with the maneuver brigade S2 for target acquisition coverage and processing of brigade high-payoff targets.
- Ž With the brigade S2, produce a target selection standards matrix for TA assets working for the brigade.

Brigade Fire Support Sergeant Duties

The brigade fire support sergeant is the senior enlisted assistant to the brigade FSO. He may be a shift leader in the FSE. He is responsible for training enlisted personnel of maneuver battalion FSEs, maneuver FISTs, and assigned COLTs. He supervises the maintenance of all equipment assigned to these sections. The brigade fire support sergeant must be able to perform all the duties of his FSO.

Brigade Fire Support Officer Working Relationships

The brigade FSO interacts and coordinates with personnel as discussed below.

Maneuver Brigade Commander and/or S3

The maneuver commander is the person responsible for the operation. The maneuver

S3 is detailed responsibility for the integration of fire support into the operation.

Direct Support Battalion Commander

The DS battalion commander is the brigade FSCOORD. He is accountable to the maneuver brigade commander for the quality of fire support provided to the maneuver brigade. As the brigade FSCOORD, he advises and assists the brigade commander in all aspects of fire support planning and coordination. He is responsible for the training of all fire support personnel supporting the brigade.

Direct Support Battalion S3

The DS battalion S3 prepares the FA support plan and is responsible for ensuring that the plan is executed in concert with the maneuver plan. He continuously coordinates with the brigade FSO and the brigade S3 for position areas, movements, future operations, needs for additional fire support, and status of fire support systems.

Division Fire Support Cell

The division FS cell is the next higher link in the fire support chain. The division FS cell provides guidance to the brigade FS cell, and both FS cells exchange fire support planning and coordination information.

Battalion Fire Support Officers

The brigade FSO is responsible for the technical supervision and training of the battalion FSOs. He ensures that they properly develop and execute their fire support plan.