

## CHAPTER 14

# RECONSTITUTION OPERATIONS

### References

FM 12-6, Personnel Doctrine, 9 September 1994  
FM 54-30, Corps Support Groups, 17 June 1993  
FM 63-3, Corps Support Command, 30 September 1993  
FM 3, Operations 14 June 2001  
FM 100-7, Decisive Force: The Army in Theater Operations, 31 May 1995  
FM 100-9, Reconstitution, 13 January 1992  
FM 100-16, Army Operational Support, 31 May 1995  
FM 101-5-1, Operational Terms and Graphics, 20 September 1997

### Objectives

- Define reconstitution
- Describe the three major elements of reconstitution
- Describe the reconstitution procedures within the Theater
- Assess reconstitution capabilities of the division, corps, and COMMZ structures

### Background

"The whole of military activity must be related directly or indirectly to the engagement. The end for which a soldier is recruited, clothed, armed, and trained, the whole object of his sleeping, eating, drinking, and marching is simply that he should fight at the right place and at the right time."

Clausewitz

This lesson will cover the tasks, planning, and coordination processes necessary to reorganize and regenerate combat units on the battlefield. The discussion will include task organization to accomplish reconstitution, materiel, and weapons systems replacement operations, and related medical and personnel issues.

**Reconstitution is those actions that commanders plan and implement to restore units to a desired level of combat effectiveness commensurate with mission requirements and available resources. Reconstitution operations include regeneration and reorganization.**

FM 101-5-1, p.1-130.

The status of the unit is the key to initiating reconstitution. Commanders carry it out when units become combat ineffective or when shifting available resources can raise combat effectiveness closer to the level they desire. Besides normal support actions, reconstitution may include--

- Removing the unit from combat.
- Assessing it with external assets.
- Reestablishing the chain of command.
- Training the unit for future operations.
- Reestablishing unit cohesion.

The commander plans and implements reconstitution. His staff, as with all operations, plays a vital role. The G3/S3 role is particularly critical. He is responsible for coordinating reconstitution planning and activities. The mission and commander's intent are the keys in reconstitution planning, decision-making, and execution. The higher commander's plan establishes the intent, concept, and priorities. These influence subordinate commanders' reconstitution plans.

The commander and his staff plan reconstitution to fit the priorities of the main effort and to support the higher commander's objectives. The reconstitution plan takes into account the follow-on mission. The final decision on whether to reconstitute an attrited unit depends on the situation. The commander must remain flexible. Mission requirements and available resources (including time) dictate appropriate reconstitution actions.

Reconstitution planning and execution are **proactive**. During courses of action development, reconstitution planning must be integral to the process. Further units with roles in the process train in advance to perform their reconstitution tasks. In short, all elements--commanders, staffs, and executing units--plan and prepare for reconstitution before they confront it. **Any combat, combat support, or CSS unit may require reconstitution.** Therefore, planners at all levels of command should anticipate it.

Reconstitution requires aggressive application of current Army doctrine, as laid down in FM 3, and the associated logistics characteristics in FM 3 (Chapter 12). Commanders must be willing and able to take the initiative in reorganizing their units within the framework of the commander's intent. Also, the system must be able to regenerate units to allow the commander to set the terms of battle. These actions are necessary to maintain the force's agility. Quickly recognizing the need for and executing reconstitution help provide the commander with combat-effective forces needed to hold the initiative. The commander only takes these actions if he views the battlefield throughout its depth in time and resources, as well as space. He looks ahead and considers the resources required and available for reconstitution. The planning for and execution of that reconstitution depend on extensive synchronization. Though the commander makes the decision to reconstitute, numerous staff elements and support

units make it happen. They all must understand the commander's intent and have already developed and rehearsed responses to expected reconstitution needs.

Since CSS is such an important and challenging element of reconstitution, planners and executors must continually apply the eight CSS characteristics. **Responsiveness** is the crucial characteristic of CSS. It means providing the right support in the right place at the right time. Responsiveness includes the ability to foresee operational requirements. Personnel cannot wait until a unit requires reconstitution to begin to plan for it. Chapter three of FM 100-9 discusses the importance of incorporating it into SOPs, OPLANs, and training programs. However, **simplicity** means avoiding complexity in both planning and executing CSS operations. CSS plans and operations must be flexible enough to achieve both responsiveness and economy. The key to **flexibility** lies in the expertise for adapting CSS structures and procedures to changing situations, missions, and concepts of operations. **Attainability** is generating the minimum essential supplies and services necessary to begin operations. **Sustainability** is the ability to maintain continuous support during all phases of campaigns and major operations. **Survivability** is being able to protect support functions from destruction or degradation. **Economy** means providing the most efficient support to accomplish the mission. **Integration** consists of synchronizing CSS operations with all other aspects of the operation.

## Reconstitution

Reconstitution is a total process. **It is an extraordinary action that commanders plan and implement to restore units to a desired level of effectiveness commensurate with mission requirements and available resources.** It transcends normal day-to-day force support actions in that it requires a task force to support weakened units. It can occur in the forward area or in a relatively secure regeneration site. The major elements of the reconstitution process are **reorganization, assessment, and regeneration. No resources exist solely to perform reconstitution.**

The reconstitution process begins with battlefield reorganization, followed by assessment by higher headquarters to determine the unit's combat effectiveness. Following assessment, further reorganization or regeneration may be required. Mission priorities, resource requirements, and time dictate the reconstitution process.

## Reorganization

**Reorganization is action to shift resources within a degraded unit to increase its combat effectiveness.** Commanders of all types of units at each echelon conduct reorganization. They reorganize before considering regeneration. Reorganization may be **immediate** or **deliberate**. Both forms may include such measures as--

- Cross-leveling equipment and personnel.
- Matching operational weapon systems with crews.

- Forming composite units (joining two or more attrited units to form a single mission-capable unit).

With both forms, **the goal is to improve the unit's capability until more extensive efforts can take place**, if resources, the tactical situation, and time permit. Since reorganization involves activities internal to a unit, it is the most expedient means of maintaining combat power in the early stages of a conflict. In forward units, it remains the most expedient method throughout the conflict. It also forms a basis for regeneration efforts.

**IMMEDIATE REORGANIZATION is the quick and usually temporary restoring of degraded units to minimum levels of effectiveness.** It normally occurs in position or as close to the unit's employment location as possible. An example of immediate reorganization is 'consolidation and reorganization on the objective' by a unit that has just seized its objective. **DELIBERATE REORGANIZATION is conducted when more time and resources are available.** It usually occurs farther to the rear than immediate reorganization. Procedures are similar to those for immediate reorganization. However, more time is available, equipment repair may be more intensive, and more extensive cross leveling is possible. Replacements may also become available.

Given the current austere CSS force structure of a forward-deployed corps, reorganization is normally the only reconstitution effort available before the corps matures and CONUS-based CSS units and personnel replacements arrive in theater. **During the early stages of combat, immediate and deliberate reorganization represents the reconstitution process most easily executed.** Brigades, battalions, and companies cross-level equipment and personnel or combine two or more weakened units to form a single mission capable unit.

**Commanders continually assess the ability of their unit (company, battalion, group, brigade, etc.) to perform assigned missions.** Their staff officers keep the commander and their next higher level of command informed on the status of personnel, equipment, supplies, maintenance, and morale.

## Assessment

The commander is in the best position both tactically and technically to assess the combat effectiveness of his unit. His assessment is an on-going process throughout the conflict and is a normal command responsibility. He conducts it whether or not he anticipates reconstitution. His staff and higher headquarters assist him with the assessment. In terms of reconstitution planning and execution, **the PHASE I ASSESSMENT is conducted by the unit commander. He continually assesses his unit before, during, and after operations.** Four broad areas provide indicators key to determining the ability of a unit to continue its assigned mission: Personnel Status, Logistics and Health Service Support Status, Combat Support Status, and Subjective Indicators. **If he determines his unit is no longer mission capable, even after reorganization, he notifies his commander.**

The **PHASE II ASSESSMENT** is conducted by external elements from the **regeneration task force after the unit disengages from its combat position**. These assessment elements do a more thorough evaluation to determine regeneration needs. They also consider the resources available to execute regeneration. The assessment element should work as quickly as possible. Delays in this process and subsequent decision-making can be extremely costly as battlefield conditions can rapidly change the effectiveness status of the unit. The assessment team evaluates five major areas: Command and Control (C2), Personnel, Equipment, Supply, and Training.

## Regeneration

If normal logistics support and reorganization actions are insufficient to restore weakened units to a desired level of combat effectiveness, regeneration may be necessary. **REGENERATION is the rebuilding of a degraded or reduced unit through large-scale replacement of personnel, equipment, and supplies; re-establishment of command and control (C2); and the conduct of mission essential training.** The Theater Support Command (TSC) or the COSCOM coordinates and executes the large-scale logistics support for regeneration of division or corps level battalions and brigades.

**Doctrinally, the echelon commander, at least two levels above the weakened unit, with the resources to perform regeneration approves and controls regeneration.** An uncommitted division could control regeneration of a battalion, provided significant corps assets augment the division regeneration task force. However, when divisions are committed to a combat mission, the corps or ASCC commander controls regeneration of battalions. The corps needs ASCC assistance to regenerate a brigade. Even with ASCC help, it may not be able to regenerate certain types of brigades, such as an aviation brigade.

Three commanders have roles in regenerations. They are the commander directing the regeneration, the RTF commander, and the commander of the attrited unit.

The commander directing the regeneration is the first commander in the chain of command who controls or can rapidly obtain the resources to accomplish the task. In most cases, this is the commander at least two echelons higher than the attrited unit. Even then he typically requires assets from higher echelons to assist. All divisions, particularly light divisions, have a very limited ability to conduct any regeneration. A corps with theater army help or the theater army itself controls brigade and higher regeneration operations.

**The commander directing the regeneration forms a REGENERATION TASK FORCE (RTF) and appoints an RTF commander to execute the regeneration activities.** The RTF commander's job has two aspects. First, he controls the process as directed by the regeneration order. He also controls support to the elements occupying the regeneration site.

**The RTF includes both CSS elements and operations elements.** The exact composition of the RTF is METT-TC driven. **CSS elements of the RTF coordinate**

**provision of replacement personnel, and provide the supplies, field services, health service support, maintenance, and transportation support required to regenerate units. Operations elements help reestablish and reinforce the chain of command, manage regeneration site terrain, provide a safe site for regeneration, and execute training.**

The RTF commander forms an RTF assessment element to determine whether regeneration is required. **The RTF assessment element conducts an assessment (Phase II) of units that are candidates for regeneration.** They assess the degraded unit's C2 and requirements for personnel services, logistics, and training. Assessment elements travel to a link up point to marshal unit resources and begin assessment. They arrange for degraded units to move to the regeneration site.

Once the weakened unit arrives at the regeneration site, the RTF provides essential soldier sustainment and completes the formal assessment of the unit. At this time the RTF **identifies the resources required to regenerate the unit to the desired level of combat or mission effectiveness.** This completes the Phase II assessment.

The internal command of the attrited unit remains with the unit if a viable chain of command exists. (If the chain of command is not viable, the unit in control of the process reestablishes the chain of command as a first step.) If the unit physically leaves its higher headquarters area of responsibility, the command of the unit transfers to the appropriate headquarters. For example, if a battalion moves to the division rear for regeneration, the division headquarters commands the battalion directly rather than through the brigade. If a brigade regeneration site is in the corps rear, the brigade is attached to the corps.

**A degraded unit may or may not be regenerated.** After the Phase II assessment is complete, the commander controlling the resources required to regenerate the unit must decide whether or not this particular action is the best use of his critical resources. Again this decision is METT-TC driven. **The commander controlling the resources may decide to continue with the regeneration, carry out further deliberate reorganization of the unit, or use the resources elsewhere in the command.**

## Steps in the Reconstitution Process

There are **nine major steps** in the reconstitution process:

1. Units develop SOPs and train for reconstitution.
2. Units include reconstitution in their OPLANS.
3. Unit commanders continually assess unit effectiveness (Phase I Assessment) and reorganize as required.

4. When a unit commander and his higher headquarters determine that reorganization cannot restore a unit to its required level of effectiveness, they recommend regeneration.

5. An element of the RTF begins to establish the proposed regeneration site. The directing headquarters adjusts the regeneration plan as necessary. It begins the Phase II Assessment based on available information.

6. The weakened unit reestablishes minimum essential command structure as necessary and moves to the regeneration site. Elements of the RTF typically link up with the unit to provide supplies and services to help it move. They also begin to assist it in the assessment process.

7. The RTF receives the unit at the site and provides essential soldier sustainment. At the same time, the RTF assessment element completes the formal Phase II Assessment of the unit. It also identifies the resources required to regenerate the unit to the desired level of effectiveness.

8. The first commander in the chain of command controlling all the resources required to regenerate the unit decides whether to regenerate the unit, carry out further deliberate reorganization, or use the resources elsewhere in the command.

9. If the commander decides to regenerate the unit, the RTF and the weakened unit simultaneously carry out the following four activities during the actual execution of the regeneration process:

- They complete the re-establishment or reinforcement of the chain of command and its control over the unit as required.
- They provide the required personnel, equipment, supplies, and services.
- The unit conducts individual and collective training with help from the RTF.
- The RTF evaluates the unit's combat effectiveness for future operations.

Reconstitution is not solely a CSS operation, though CSS plays an integral role. Units receive CSS throughout all phases of operations. CSS activities help prepare a unit to perform its mission, sustain it during operations, and bring it back to a specified level of effectiveness after an operation. Normal CSS activities occur throughout operations up to and including reorganization. What distinguishes CSS during regeneration is that it:

- Occurs along with other regeneration activities of reestablishing the chain of command, training, and building unit cohesion.
- Involves a very high level of CSS activity requiring a task force. The task force temporarily dedicates support to the attrited unit.
- Occurs in a relatively secure regeneration site.

## **Key Terms**

### **Sustainment**

CSS to sustain units will involve the same types of supplies and services as under current doctrine. However, the system to provide them will differ. At the tactical level, sustainment will involve--

- Unit distribution of critical CSS resources. These will likely include fuel, ammunition, water, rations, and personnel replacements.
- Provision of essential recovery support.
- Responsive repair support.
- Timely evacuation of equipment and medical evacuation of casualties.

Continuity of support will depend on two concepts. Planners will integrate and synchronize support with the tactical commander's intent and concept of operation as they do currently. Support will also involve a seamless logistics system extending through the operational level to the strategic level. The aim of sustainment is to provide the commander the freedom of action to execute his plan throughout the operational cycle. Its criticality, however, culminates during force reconstitution. Sustainment integrates the flow of resources from CONUS, theater reserves, HNS, and US or local contract assets.

### **Reorganization**

Even under near optimum conditions, commanders may need to reorganize. As with current doctrine, this is a routine command function at the tactical level. Reorganization is within the capability of the commander directing it. CSS operations of organic or habitually associated support units will normally supplement reorganization. Except for the fact that this process is embedded as part of the fourth stage of operations, the nature of reorganization is consistent with current doctrine. The commander will assess his unit as he does now. He will use the same considerations. He will also use the same techniques. These include cross-leveling assets and matching operational weapons with crews.

### **Regeneration**

Extraordinary or catastrophic actions, possibly caused by weapons of mass destruction, may require force reconstitution efforts beyond normal sustainment and reorganization. A command decision at the operational level will trigger regeneration. Regeneration requires resources and synchronization actions beyond the capability of the force undergoing regeneration. Planners should integrate the location, timing, and extent with the operational commander's intent and concept of operations, as well as the CSS capability. Regeneration will focus on weapon system replacement operations. Because regeneration builds on a surviving force, sustainment operations will also occur



during regeneration. The regenerated tactical force may require some crew reorganization and hasty training to achieve combat readiness.

This concept is consistent with current doctrine except that regeneration is an inherent part of the operational cycle. However, the principles in FM 100-9 will still largely apply. Many of the techniques can also be adapted to fit the situation. The recovery area on the nonlinear battlefield may not be in the rear area. However, it still should be relatively secure.

## Redeployment

The successful combat campaign will result in destruction of the enemy's center of gravity. It will attain strategic military objectives. As the need to maintain the full forward-deployed force abates, redeployment considerations increase. The goal of redeployment operations is to reestablish the strategic military, economic, and cultural posture of the US. Several factors will drive redeployment. These include the following:

- Redefined world threats.
- Revised national military strategy.
- Demobilization decisions.
- The nature of current contingency needs.

The supported Combatant Commander's concept, priorities, and needs remain significant. At the strategic and national political level, redeployment triggers re-establishment of national military power projection capability; it better postures the US Army to continue its strategic mission.

## Regeneration Site

Site selection is an important consideration early in the planning process. The terrain manager for the rear area of the relevant echelon evaluates the terrain. The commander directing regeneration uses this analysis to pick the site. Coordination of the site with host-nation representatives and allied commands is essential in a combined environment. **Some** key site selection considerations are:

- Out of enemy direct support artillery range.
- Distance attrited unit has to travel not excessive.
- Size large enough for unit and RTF to occupy without presenting a concentrated visual or electronic signature.
- Training space adequate.
- Access to road net, railhead, and/or landing zone or airfield.
- Decontamination site available for unit en route to regeneration site.
- Water sources adequate.
- Site at or near essential facilities required in supporting regeneration.
- Commercial power and telephones available.

- Site situated to facilitate move to follow-on mission site.

## Sample Regeneration Task Force Elements

The following are samples of elements that may form the core of the RTF assessment element as well as participate in the execution of the regeneration:

<b>DIVISION LEVEL</b>	<b>CORPS LEVEL</b>	<b>THEATER ARMY</b>
ADC(S)	Deputy Cdr	Deputy Cdr
Asst G1	Deputy G1	PERSCOM XO
Asst G2	Deputy G2	Deputy DCSINT
Asst G3	Deputy G3	Deputy DCSOPS
Asst G4	Deputy G4	Deputy DCSLOG
DISCOM Deputy Cdr & HHC Rep (e.g.,MMC) MCO Rep	COSCOM Deputy Cdr & HHC Rep (e.g.,MMC) MCT	TAACOM Deputy Cdr & HHC Rep TAMCA Rep/TAMMC Dir, PI & Ops
Div Surgeon Rep	Deputy Corps Surgeon	MEDCOM Ops Off
Div Chemical Rep	Corps Chemical Rep	Chem Bde/Bn Rep
Asst Div Eng	Asst Corps Eng	Deputy DCSEN
Div Provost Marshal	Corps Deputy PMO	Deputy PMO
Asst Div C-E Off	Signal Bde S3	
IG Chief & Team	IG Chief & Team	IG Chief & Team
UMT	UMT	UMT

In addition to the elements listed above, other personnel and units should assist in the regeneration effort. These may include:

CSS battalion or group headquarters.  
Elements of the supporting personnel service company.  
Materiel commodity managers.

Direct support maintenance elements.  
AVIM element (if required).  
Supply and field services elements.  
Ammunition technicians and inspectors.  
Movement control team.  
Transportation mode operators.  
Medical triage, treatment, holding, and evacuation elements.  
Combat stress control elements.  
Personnel replacement elements.  
Public affairs team(s).  
Unit ministry team(s).  
Finance support team(s).  
Portions of staff judge advocate section.  
Rear area operations center.  
Chemical decontamination and NBC reconnaissance elements.  
Engineer elements.  
Military intelligence element.  
Master physical fitness personnel and other MWR personnel.  
Provost marshal/military police.  
Civil-military operations team.

## **CHAPTER 14 -- RECONSTITUTION OPERATIONS**

### **Homework Assignment**

Manuals Required to Complete Homework: FM 100-9, FM 63-3, and FM 54-30.

1. Define Reconstitution.

Ref: FM 100-9, p1-1

2. Besides normal support actions, reconstitution may include:

a.

b.

c.

d.

e.

Ref: FM 100-9, p1-1

3. What are the major elements of reconstitution?

a.

b.

c.

Ref: FM 100-9, p1-2

4. Define Reorganization.

Ref: FM 100-9, p1-2

5. List and briefly define the two types of reorganization.

a.

b.

Ref: FM 100-9, p1-2

6. Explain the difference between Phase I assessment and Phase II assessment.

Ref: FM 100-9, p1-2

7. Define Regeneration.

Ref: FM 100-9, p1-2 & 1-4

8. List the nine- (9) major steps in the reconstitution process.

a.

b.

c.

d.

e.

f.

g.

h.

i.

Ref: FM 100-9, p1-4

9. List seven (7) general principles that apply to regeneration.

a.

b.

c.

d.

e.

f.

g.

Ref: FM 100-9, p1-5

10. List the five (5) major areas evaluated during a Phase I or Phase II assessment.

a.

b.

c.

d.

e.

Ref: FM 100-9, p4-5

11. What are the first Class II stocks brought to the regeneration site?

Ref: FM 100-9, p4-9



12. Within the COSCOM, \_\_\_\_\_ develop the COSCOM reconstitution support plans. \_\_\_\_\_ is responsible for synchronizing logistics support requirements within COSCOM and with agencies outside the command.

Ref: FM 63-3, p10-4

13. During regeneration, CSG subordinate elements provide the required \_\_\_\_\_, \_\_\_\_\_, \_\_\_\_\_, and \_\_\_\_\_ to regenerate attrited units. They may also provide \_\_\_\_\_ for RTF elements at the regeneration site.

Ref: FM 54-30, pD-4

14. CSG support of regeneration depends on \_\_\_\_\_, \_\_\_\_\_, and \_\_\_\_\_.

Ref: FM 54-30, pD-5

## **Notes**