



HANDBOOK



CORPS AND DIVISION PLANNER'S GUIDE TO RECONSTITUTION OPERATIONS



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Corps and Division Planner's Guide to Reconstitution Operations

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Preface

Battlefields are expanding across all domains, geographic scale, and types of actors, all while becoming more intense and lethal. Operating in a counterinsurgency (COIN) environment has led to doctrinal, policy, and organizational changes that have affected the Army's capability and capacity to execute reconstitution operations in support of LSCO. As the following examples illustrate, reconstitution of combat forces has always been critical to the Army's success in past battlefields and will remain so for the Army's continued success.

In 1943, the battles of Sidi Bou Zid and Kasserine Pass resulted in 5,000 casualties in the first 10 days. In the Hurtgen Forest, the Army experienced more than 32,000 total casualties over a period of 144 days resulting in nearly 230 Soldiers killed per day. At the Battle of the Bulge, casualty levels were nearly 470 losses per day for a total loss of 19,270 killed and 62,489 wounded in 41 days. In July 2014, in a matter of four minutes, Russian forces were able to decimate Ukrainian defense forces where one battalion was destroyed and majorities of others were rendered combat ineffective due to heavy losses of vehicles and personnel. (FM 3-0, *Operations*, 06 OCT 2017, pages 1-2 to 1-3)

LSCO will require extensive reconstitution of combat forces and will require staffs to execute operations they may not have the experience or knowledge base to execute. Planners will need to be agile and work within the challenges mentioned above to be successful. They will have to understand their roles and responsibilities and consider items they have not needed to consider while operating in a COIN environment.

Introduction

Purpose. This handbook serves as an aid to corps- and division-level headquarters staffs as they plan and prepare to conduct reconstitution operations. It provides insights into challenges staffs will face when planning reconstitution operations. This handbook also provides planning considerations to facilitate an all-encompassing reconstitution plan.

Problem. The Army lacks the capability and capacity to reconstitute brigade forces and above during large-scale combat operations (LSCO).

Contributing/Limiting Factors. Commanders and planners need to understand that at a certain point, generating personnel and materiel to support large-scale reconstitution of units becomes a major limiting factor.

Doctrinal gaps exist when it comes to reconstitution operations. Field Manual (FM) 100-9, *Reconstitution*, 13 JAN 1992 (inactive), which supported the Army of Excellence force model, has become obsolete and has been rescinded. FM 4-95, *Logistics Operations*, 01 APR 2014, provides little information for planning reconstitution operations. FM 4-0, *Sustainment Operations*, 31 JUL 2019, was recently revised to expand on the doctrinal foundation of reconstitution operations since the requirement for reconstitution was reestablished in FM 3-0, *Operations*, 06 OCT 2017.

Organizational changes have degraded capacity at echelons above brigade (EAB) to conduct reconstitution operations. The capability to conduct limited reconstitution operations migrated to the tactical level, such as material management and human resource capabilities. This has led to a lack of operational-level capability to execute reconstitution operations. Currently at EAB, organizations are challenged when conducting necessary reconstitution requirements such as:

- Heavy equipment distribution
- Materiel integration and management
- Field-level pass back maintenance
- Sustainment-level maintenance
- Battle damage assessment and repair
- Human resource operations (division and corps)

Policy decisions have also affected the Army's ability to conduct reconstitution operations. Current regulations outlining wartime replacement operations such as Army Regulation [AR] 600-8-111, Wartime Replacement Operations, 13 AUG 1993, are outdated, do not support current force structure, and do not support LSCO. As the Army moved to Army Force Generation (ARFORGEN) and units rotated out of Iraq and Afghanistan on a frequent basis, reconstitution operations were not essential in theater, as ARFORGEN allowed units time to bring in replacements and train them in preparation for their next mission as well as reset equipment. However, this will be a challenge as the Army moves to a Sustainable Readiness Model that does not allow a deliberate reset phase to conduct reconstitution operations. Finally, no Department of the Army policy currently exists on reconstitution. Policy and doctrine must address the significant resources required to support reconstitution operations.

CHAPTER OUTLINE

Chapter 1. Defines the elements of reconstitution and additional key terminology. It addresses new doctrine the Army is developing and identifies common mistakes planners make when planning for reconstitution operations.

Chapter 2. Outlines commander and staff roles and responsibilities in executing reconstitution operations. It also identifies the roles and responsibilities of units supporting reconstitution operations such as the sustainment brigade and regeneration task force (RTF).

Chapter 3. Provides staff planners with some planning considerations to help plan, prepare, and execute reconstitution operations. Additionally, it provides points to consider when establishing the RTF and site selection.

CHAPTER 1

Defining Reconstitution and Army Challenges

This chapter defines reconstitution and the many aspects of reconstitution operations that planners must understand. In addition, this chapter addresses some planning misconceptions of reconstitution operations. U.S. Army Combined Arms Support Command (CASCOM) reconstitution products, as well as current doctrine, were used to define the following aspects of reconstitution.

DEFINING RECONSTITUTION

Department of Defense Dictionary of Military and Associated Terms, JUL 2019, defines reconstitution as:

- Reconstitution involves actions taken to rapidly restore functionality to an acceptable level for a particular mission, operation, or contingency after severe degradation.
- Reconstitution involves those actions, including regeneration and reorganization, commanders plan and implement to restore units to a desired level of combat effectiveness commensurate with mission requirements and available resources.

Field Manual (FM) 4-0, *Sustainment Operations*, 31 JUL 2019, and FM 4-95, *Logistics Operations*, 01 APR 2014, state that reconstitution includes actions that commanders take to restore degraded units to combat effectiveness commensurate with mission requirements and available resources. In-theater reconstitution should be considered when the operational tempo, mission, or time does not allow for replacements by an available unit. FM 4-0 also states that reconstitution must be planned and resourced during operations. The command directing the reconstitution mission uses assets under its control along with those provided by higher echelons.

RECONSTITUTION ELEMENTS

Reconstitution consists of two elements: reorganization and regeneration. These elements may be executed simultaneously as a degraded unit rebuilds combat power. Reorganization is the cross-leveling of resources within a degraded unit to restore necessary combat effectiveness; it is directed by the degraded unit's commander. Regeneration is more intensive and requires external resources, equipment, and personnel to regain lost combat power. Time is a strong contributing factor to which actions the commander chooses and to what level to execute.

Note: FM 4-95 lists rehabilitation as a third element of reconstitution. However, rehabilitation is not defined in Appendix C, Reconstitution, of FM 4-0. For the purpose of nesting this handbook with current doctrine, it has been omitted.

Reorganization. Reorganization includes actions to shift resources within an attrited unit to increase unit combat effectiveness. Commanders of all types of units at each echelon may conduct reorganization. Reorganization may be conducted when the operational tempo is such that the risk of removing a unit from the operation may jeopardize the mission. There are two types of reorganization operations: immediate and deliberate. The type of reorganization operation executed is based on mission variables (FM 4-0, pages C-1 to C-2). Reorganization may include such measures as:

- Cross-leveling equipment and personnel
- Matching operational weapons systems with crews
- Forming composite units (joining two or more degraded units to form a single mission-capable unit)

Immediate Reorganization. Immediate reorganization is the rapid and usually temporary restoration of attrited units to minimum levels of effectiveness. Normally, the commander implements immediate reorganization in the combat position or as close to that site as possible to meet near-term needs. Immediate reorganization consists of cross-leveling personnel and equipment, matching weapon systems to crews, or forming composite units (joining two or more attrited units to form a single mission-capable unit) (FM 4-0, page C-2).

Deliberate Reorganization. Deliberate reorganization is conducted when more time and resources are available. It usually occurs farther away from hostile activity than immediate reorganization. Procedures are similar to those for immediate reorganization; however, some replacement resources may be available. Also, equipment repair is more intensive and more extensive cross-leveling is possible (FM 4-0, page C-2).

Regeneration. Regeneration is the intentional restoration of a unit's combat power and is considerably more resource-intensive than reorganization. Regeneration is also time-intensive and normally requires days to weeks to execute. It requires large-scale replacement of personnel, equipment, and supplies.

Regeneration involves reestablishing or replacing the chain of command and conducting mission-essential training to get the regenerated unit to a required readiness standard. Because of the intensive nature of regeneration, it occurs at a designated regeneration site after the unit disengages from combat operations. The regeneration site is normally situated in a relatively secure location away from the battlefield, but still most conducive to regenerate combat power under the constraints of time and geography (FM 4-0, page C-2).

Regeneration requires help from higher echelons and may include elements from the generating force, contract support, and host-nation support. Because regeneration typically requires large quantities of personnel and equipment, commanders carefully balance these needs against other needs in the command as well as with the mission (FM 4-95, page 4-20).

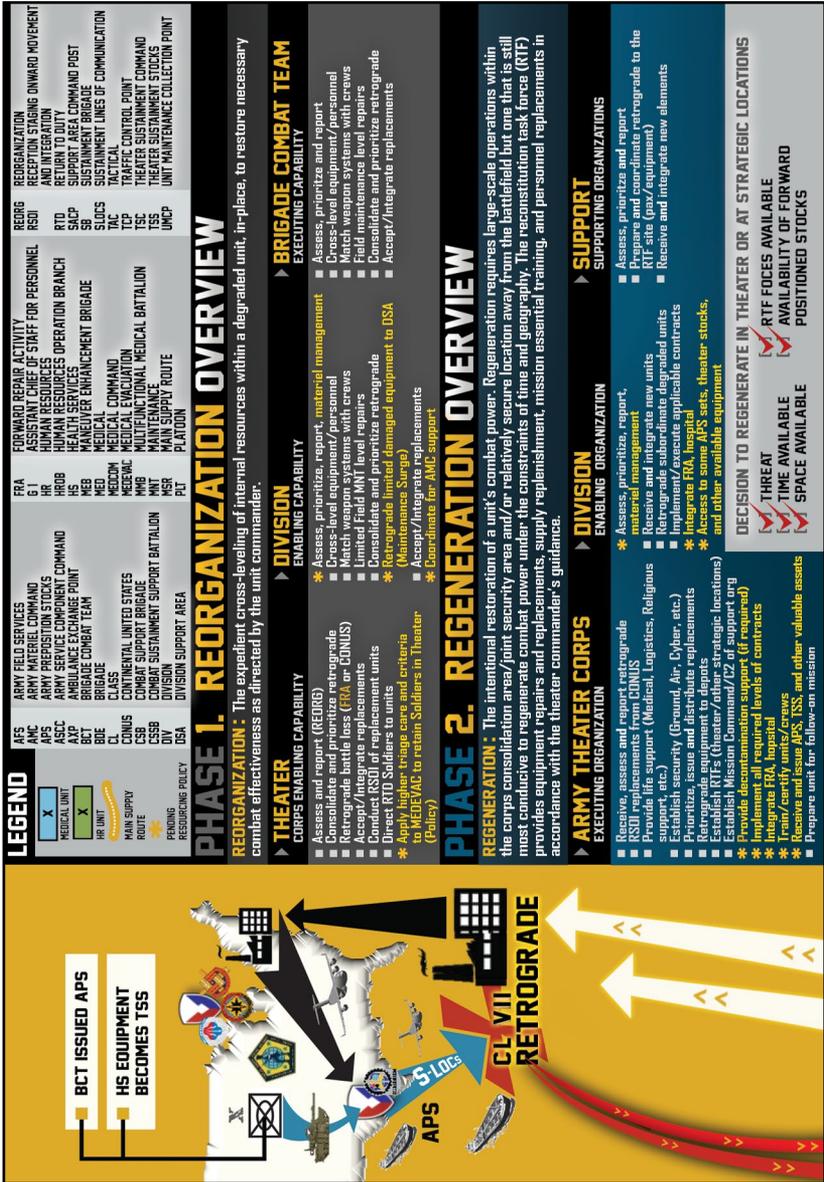


Figure 1-1. Reorganization and regeneration overview (source: CASCOM Briefing). (adapted from FM 100-9, *Reconstitution*, 13 JAN 1992 [inactive]). Graphic fills pages 4 and 5.

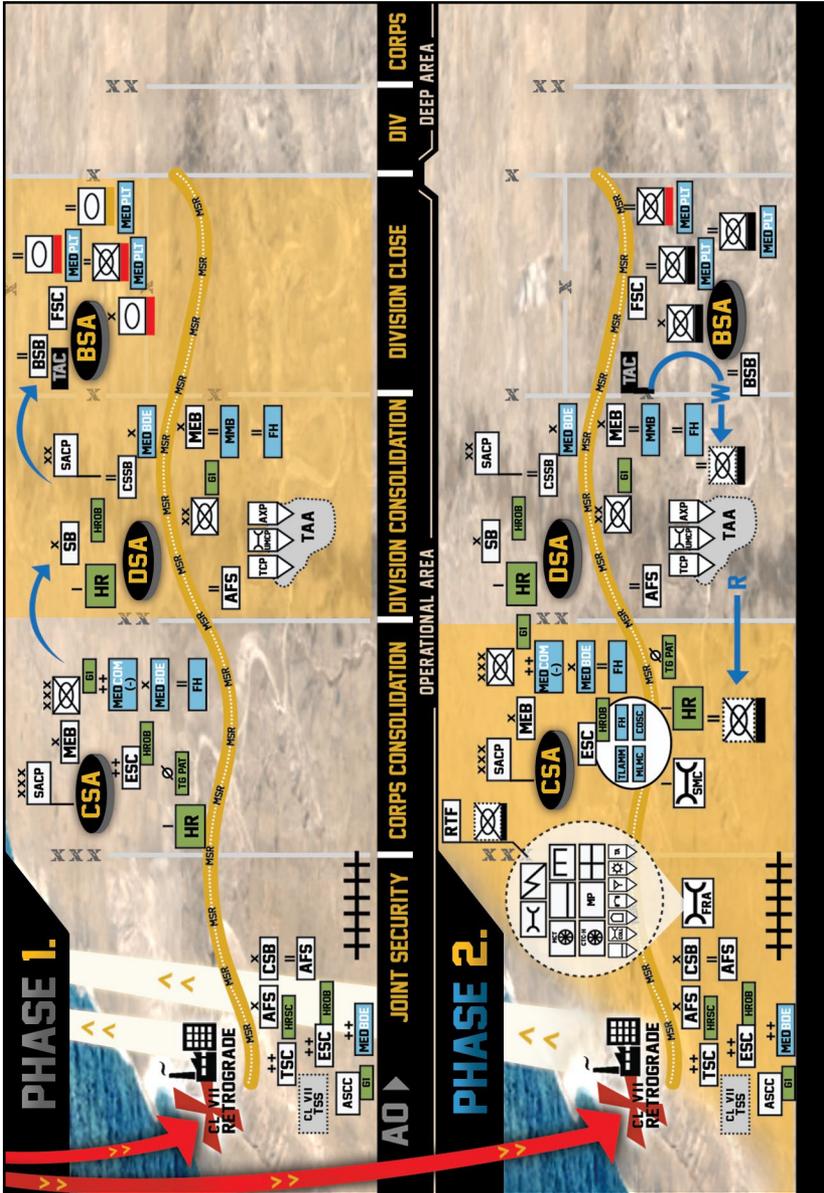


Figure 1-1 (continued). Reorganization and regeneration overview (source: CASCOM Briefing).
 (adapted from FM 100-9, *Reconstitution*, 13 JAN 1992 [inactive]).

RECONSTITUTION ASSESSMENT

The reconstitution process starts with the commander and his assessment of his unit's capabilities. The assessment determines what form of reconstitution will take place and to what extent the unit will execute the activity. If the commander determines that the unit is incapable of executing its assigned mission after conducting reorganization, the commander will request to conduct regeneration operations from his higher headquarters. The assessment is divided into two phases:

- **Phase I: Initial Assessment.** This is an ongoing assessment. This assessment is used to determine if the unit is mission capable or will need to be regenerated. Commanders assess the following in the initial assessment:
 - Effectiveness of the unit chain of command
 - Personnel strength
 - Equipment readiness and equipment on hand
 - Critical supplies on hand by class of supply
 - Unit training needs
- **Phase II: External Assessment.** This assessment begins when a unit begins its movement to the regeneration site. This results in a detailed report, in conjunction with the regenerating unit, to inform the regeneration task forces (RTFs) on the status of the degraded unit and resources needed for the unit to return to a mission-capable level.

REGENERATION TASK FORCE

The RTF manages the overall reconstitution process. It synchronizes activities within the consolidation area or outside of theater to regenerate a degraded unit's combat power. The RTF provides synchronization of the following activities at the regeneration site:

- Mission command
- Security
- Sustainment support
- Training
- Assessment

REGENERATION SITE

The regeneration site is where the RTF conducts reconstitution/regeneration operations. The site requires extensive amounts of terrain to execute all regeneration tasks to include training. Due to its size, it will be hard to conceal and will require protection measures to allow the degraded unit to regenerate combat power and train new personnel. Site selection considerations will be discussed in detail in Chapter 3.

RECONSTITUTION MISCONCEPTIONS

Reconstitution operations are complex and are still not fully understood by planners at corps and division levels. The Army has not needed to conduct reconstitution in support of LSCO since World War II. Additionally, because the Army has been fighting in a counterinsurgency environment, there have been doctrinal changes and generations of planners who have become unrehearsed in the concepts of planning large-scale reconstitution. Below are some misconceptions regarding reconstitution operations:

- **There is a misconception that reconstitution is a sustainment operation.** Reconstitution is not a sustainment operation. It is a carefully planned operation that requires support from the entire staff. The assistant chief of staff for operations and training (G-3/S-3) is critical in reconstitution operations. As maneuver commanders direct reconstitution operations, the G-3/S-3 is responsible for coordinating reconstitution planning and activities.
- **There is a misconception that regeneration occurs each time there is a loss.** A commander will not nominate units for regeneration until the unit is determined to be combat ineffective. Until such time, the commander will utilize reorganization to support mission requirements.
- **There is a misconception that reconstitution is only the replacement of personnel and equipment.** Reconstitution operations are extraordinary actions that commanders take to restore degraded units to an acceptable level of combat effectiveness, as determined by the commander, commensurate with mission requirements and available time and resources. Reconstitution operations require more than just requesting replacement personnel and equipment. Although normal sustainment operations are part of reconstitution, reconstitution operations include retrograding units from combat, assessing their combat effectiveness, reestablishing chain of command, training for future operations, and reestablishing unit cohesion (FM 100-9, *Reconstitution*, 13 JAN 1992, [inactive], page 1-1).

- **There is a misconception that reconstitution plans do not incorporate reception, staging, onward movement, and integration aspects.** Replacement personnel must be integrated into the existing unit structure. Regenerating units must have time to train new personnel and develop effective teams prior to executing combat operations. New crews must be certified as well to ensure their combat effectiveness. Reconstitution plans have to look beyond just receiving personnel and equipment and have to identify second- and third-order effects.
- **There is a misconception that moving equipment to the brigade support area (BSA) constitutes combat power regeneration.** Moving equipment to the BSA will not result in regeneration of combat power. Similar to the first misconception, maneuver planners must be integrated into the sustainment plan and understand the capabilities at each sustainment hub. Currently, field-level maintenance for M1, M2/3, Paladin, and Stryker vehicle systems exists at the forward support company level, but not in the brigade support battalion or sustainment brigade. Divisions do not have the ability to surge capacity to support brigade maintenance operations. Reconstitution plans need to account for this shortfall in order to develop realistic regeneration operations.
- **There is a misconception that units will receive like-item replacements during regeneration.** Units may not receive like-item replacements during regeneration. Units may receive older models or versions of equipment that have been stored in reserve stocks for several years. Units may also receive upgraded or modernized models or versions of equipment that have been shipped directly from the continental United States industrial base to the theater. This issue should be addressed in the unit's regeneration/reconstitution planning process.
- **There is a misconception that Army prepositioned stocks (APS) will support reconstitution.** APS may be designated for deploying units and not be available to support regeneration of combat losses. APS from another theater may be a viable option. Additional sources for equipment could be pulled from non-deploying units (regardless of composition), equipment left behind in other lower priority established theaters, training sets at the Combat Training Centers or other major training locations, and theater sustainment stocks.

- **There is a misconception that regeneration is a first priority over reorganization.** Units tend to focus more on regeneration and ignore reorganization as a means to maintain combat power and operational tempo. Units should maximize reorganization prior to executing regeneration operations.
- **There is a misconception that resources will be devoted to one theater.** Regeneration is resource-intensive and will most likely require pulling stocks from sources outside of theater (donor units, reserve stocks, or APS). However, multiple theaters will be competing for the same resources. Resources will have to be prioritized to support regeneration across the Army's areas of operation. Planners need to be aware of this restraint when recommending regeneration to their commanders.

CHAPTER 2

Roles and Responsibilities

This chapter identifies the roles and responsibilities of all entities involved in the reconstitution of a degraded and regenerating unit. The roles and responsibilities listed are not all-inclusive and pull from Field Manual (FM) 100-9, *Reconstitution*, 13 JAN 1992 (inactive) and FM 4-0, *Sustainment Operations*, 31 JUL 2019.

Note: Reconstitution includes both reorganization and regeneration operations. Reorganization operations are actions to shift resources within a degraded unit to increase its combat effectiveness. Regeneration is more in-depth and requires extensive resources. Commanders need to consider both reorganization and regeneration when planning for and executing reconstitution operations. Commanders will request/nominate units up the chain of command for regeneration after maximizing reorganization.

ROLE OF THE COMMANDER

Commander Directing Regeneration. *The decision to execute regeneration operations is held by the commander, normally two levels above the degraded unit.* Generally, the authority to direct regeneration is held at echelons above brigade. This does not mean that commanders at lower levels cannot execute reorganization operations at their levels. In fact, units should maximize reorganization operations prior to executing regeneration operations. The duties of the directing commander include the following:

- Include regeneration consideration in all operational planning.
- Ensure the unit's training program includes training for regeneration.
- Ensure regeneration standard operating procedures and plans exist.
- Set unit effectiveness goals for regenerating units.
- Set regeneration priorities that align with operational and tactical objectives.
- Identify and activate a regeneration task force (RTF).
- Determine the specific actions required for regeneration.
- Provide an assessment team/certification element.

- Select site location in which the degraded unit has the time and ability to regenerate.
- Determine follow-on mission for a regenerated unit.

Nominating Command. The nominating command is normally the first headquarters in the chain of command. The nominating command will coordinate with the higher command, supporting commands, and the RTF commander to initiate regeneration operations. The nominating commander will ensure the combat-ineffective unit is trained in accordance with the operations plan (OPLAN) and theater guidance. Responsibilities of the nominating commander include:

- Validate initial assessment of the degraded unit.
- Nominate unit for regeneration.
- Maximize reorganization. If the unit is still not combat effective after reorganization, then submit the unit for regeneration.
- Coordinate support for retrograde of regenerating unit.
- Requisition, receive, and issue all required material and personnel replacements.
- Maintain command and control (C2) until degraded unit arrives at the RTF site.

ROLES AND RESPONSIBILITIES OF THE STAFF

The staff plays a key role in contributing to the commander's understanding of the situation. Staff input will help support the commander's decision on whether or not to execute regeneration operations given available resources, time, and mission requirements. The lists below were adapted from FM 100-9, Chapter 2, *Responsibilities*:

G-1/S-1 Personnel Staff Officers:

- Develop personnel replacement plans in the OPLAN (theater level).
- Forecast expected unit losses for specific missions.
- Identify manning requirements.
- Identify Soldiers with required qualifications.
- Manage strength accountability and determine the availability of replacements for current and upcoming operations.

- Advise the commander on cross-leveling or replacing of personnel under his command, consider required skills sets and available grades of replacements, and be aware of the friction that will arise from unfilled low-density or hard-to-fill personnel gaps.
- Coordinate casualty reporting with the medical system.
- Anticipate any increase in battlefield stress.
- Coordinate with supporting medical elements to manage the return-to-duty program.
- Coordinate personnel actions for contingency manning standards.
- Advise the commander and G-3/5 planners on the personnel elements for the RTF (directing unit).
- Determine personnel service support (PSS) functions at the RTF site (directing unit).

G-2/S-2 Intelligence Staff Officer:

- Assess the threat for prospective regeneration sites.
- Advise the commander on the threat situation facing units undergoing regeneration.
- Obtain medical intelligence on the site for the command surgeon to evaluate.
- Advise operational planners on the intelligence elements for the RTF (directing unit).
- Coordinate intelligence requirements with the RTF, degraded unit, and supporting commanders.

G-3/S-3 Operations Staff Officer:

- Include regeneration in the OPLAN and consider expected losses and future mission requirements.
- Consolidate adjacent staff and subordinate input on reconstitution site location and provide the commander a formal recommendation on the location of a regeneration site.
- Align regeneration efforts with command priorities.
- Based on formal assessment, recommend whether to regenerate a unit and if so, the extent of that regeneration.

- Advise the commander of the availability of personnel and equipment.
- Serve as the focal point for control and coordination of regeneration efforts as directed by the commander.
- Coordinate with the support area commander to integrate a unit undergoing regeneration into the security plan.

G-4/S-4 Logistics Staff Officer:

- Provide logistics input for the reconstitution OPLAN.
- Coordinate with staff planners and sustainment commanders to recommend a regeneration site.
- Identify logistics resources needed to execute regeneration operations.
- On the basis of command priorities, recommend allocation of critical supply items (excluding medical and cryptographic items).
- Determine host nation and operational contracting support requirements for the regeneration process.
- Identify movement control needs for units undergoing regeneration and coordinate movement to regeneration site.
- Plan for prepositioning of supplies and equipment to support regeneration.
- Plan for services essential to the regeneration process. Ensure expeditious handling of remains and personal effects.
- Recommend logistics elements for the RTF and coordinate requirements with sustainment commanders.
- Recommend allocation of logistics personnel and units during regeneration.
- Recommend the extent the degraded units' sustainment activities will play in regeneration.

G-5/S-5 Plans Officer:

- Be responsible for the overall planning of reconstitution operations.
- Consider how personnel will be moved to the RTF location.
- Identify critical shortfalls.

- Recommend priorities for reorganization and regeneration.
- Recommend the role for the degraded unit.
- Advise the commander on the need for, composition of, and functions of the RTF.
- Recommend regeneration sites after coordinating with the logistics staff and sustainment commanders.
- Advise the commander on security measures for the regeneration site.
- Advise the commander on the training needs of units undergoing regeneration.
- Identify required resources to execute regeneration operations.

G-6/S-6 Communications Officer:

- Recommend employment of signal assets and resources to support regeneration.
- Advise the operations staff on any signal considerations for site selection.
- Recommend allocation of critical communications and cryptographic equipment.
- Coordinate communications needs for liaison elements, the RTF, and units being regenerated.

Engineer Staff Officer:

- Recommend the allocation and redistribution of engineer assets, personnel, and equipment.
- Participate in site and terrain reconnaissance of any proposed regeneration site.
- Determine regeneration site engineer requirements.
- Recommend engineering elements for the RTF.
- Coordinate engineer efforts at the regeneration site (be prepared to support area damage control and mobility/countermobility/survivability and sustainment actions).

Medical Staff Officer/Surgeon:

- Maximize the return-to-duty rate.
- Coordinate combat operational stress control (COSC) support for the RTF site.
- Recommend allocation and distribution of medical personnel, materiel, and units during regeneration.
- Recommend the medical composition of the RTF.
- Advise the commander on the preventive medicine aspect of regeneration (availability and use of combat stress/mental health teams).
- Advise the commander on the effects of accumulated radiation exposure and possible delayed effects from exposure to chemical or biological agents.
- Identify resources required for patient decontamination.
- Advise the commander on the disposition of personnel exposed to lethal but not immediately life-threatening doses of radiation or chemical and biological agents.
- Advise on any health service support (HSS) considerations for site selection. This may include proximity to medical facilities.

Chemical Officer:

- Coordinate decontamination requirements.
- Coordinate nuclear/chemical route and regeneration site reconnaissance.
- Plan for and coordinate the establishment of decontamination sites enroute to the regeneration site (if required).
- Coordinate use of battlefield obscurants to assist in the regeneration effort.
- Coordinate with the logistics staff for resupply of chemical defense equipment.

Public Affairs Officer:

- Monitor the flow of information in and out of the regeneration site through media operations.
- Provide a public affairs team to advise and assist in dealing with public information and press requirements.
- Ensure information flows to the team at the regeneration site.

Provost Marshal:

- Advise the commander and corps/division transportation officer on route and area security considerations for selecting and moving to the regeneration site.
- Coordinate with the maneuver enhancement brigade (MEB) to provide security support along the route and at the regeneration site.
- Advise the commander on enemy prisoner of war (EPW) considerations unique to the regeneration site.
- Ensure units selected for regeneration are relieved of any EPW responsibility as soon as possible.

Chaplains:

- Provide unit ministry support, particularly for cases of combat stress and fatigue.
- Coordinate needs for worship and memorial services, sacramental acts, and pastoral counseling at the regeneration site.

Support Area Command Post Personnel:

- Integrate any unit being regenerated into support and consolidation area operations.
- Consider low-risk operations/missions for units undergoing regeneration to enhance unit training and restore the unit's confidence.
- Ensure plans are consistent with the commander's overall projected use of the regenerated unit.
- Provide command oversight to the regeneration process.
- Track the regeneration process.

- Coordinate movement forward of the reconstituted unit (keeping in mind the commander's priorities and mission requirements).
- Manage security of the regeneration site in conjunction with the MEB.
- Integrate support from echelons above brigade that are outside of the normal command structure.

ROLES OF THE DIVISION SUPPORT BRIGADE, EXPEDITIONARY SUSTAINMENT COMMAND, ARMY SERVICE COMPONENT COMMAND, AND THEATER SUSTAINMENT COMMAND

For Logistics:

- Recommend a regeneration site.
- Provide status of supplies and equipment.
- Develop the sustainment concept of support; plan and execute theater opening including reception, staging, onward movement, and integration.
- Establish priorities of the joint security areas.
- Plan and coordinate with multiple agencies including Transportation Command, Army Materiel Command, Defense Logistics Agency, and Surface Deployment and Distribution Command.
- Coordinate with the logistics staff of the directing headquarters on the availability and applicability of logistics elements for the RTF.
- Coordinate logistics requirements with the Army Service Component Command and the combatant command.
- Coordinate the integration of higher-level logistics elements into the RTF.
- Advise on the availability and mobility of support facilities.
- Coordinate the move to the site for subordinate elements in the RTF.
- Support operations at the regeneration site as required.
- Direct lateral transfers and personnel moves within the corps.
- Prioritize replacements in accordance with the commander's intent.

- Support maintenance efforts and provide theater-level distribution.
- Provide materiel management capability for the RTF.
- Provide maintenance, transportation, supplies, field services, distribution, operational contract, and general engineering support to the degraded unit and the RTF.

For Human Resource Management:

- Advise the commander and staff on the availability of replacement personnel.
- Provide PSS elements for the RTF.
- Identify critical military occupational specialty shortages and gaps.
- Direct and monitor the replacement flow in accordance with any fill plan and command priorities.
- Coordinate with replacement and transportation agencies to move replacements to the regeneration site.

For Medical Support:

- Maximize the return-to-duty rate while minimizing mortality and morbidity rates.
- Coordinate needs for medical materials and supplies for onsite support through the medical activity.
- Combat operational stress control (COSC) detachment provides augmentation to organic COSC capabilities at Role 2 and Role 3 level care.
- Coordinate medical support to any reconstitution with surgeon cells throughout all echelons.
- Monitor medical readiness of units in the regeneration phase.
- Provide Army Health Services support to the RTF.
- The medical brigade provides C2 over field hospitals and multifunctional medical battalions supporting the RTF.
- Coordinate with the medical staff to ensure that HSS assets are properly allocated and positioned.
- Stage patients for continuing evacuation out of theater.

RESPONSIBILITIES OF THE REGENERATING UNIT

The degraded/regenerating unit's focus will be on rebuilding combat power, integrating replacements, and preparing for follow-on missions. The regenerating unit will fall under the C2 of the RTF commander until regeneration is complete. Commanders and staff will coordinate with the directing headquarters for required support during the regeneration process. The degraded unit should maximize reorganization prior to and during the regeneration phase. Once the unit is regenerated, it may not return to its losing higher headquarters due to mission requirements. Responsibilities include:

- Prepare initial assessment; assess conditions and the status of the unit.
- Direct both immediate and deliberate reorganization. Reorganization can quickly return a unit to the fight, but Class (CL) VII timelines may not support quick regeneration.
- Conduct initial sustainment replenishments.
- Inform higher command of new combat power allocations.
- The unit staff coordinates with higher staffs to facilitate the regeneration process.
- Evacuate casualties, including the recovery of remains.
- Maintain unit security.
- Coordinate required support for movement to the regeneration site; conduct movement to regeneration site.
- Conduct minimal unit-level sustainment (including replenishment of basic loads and receive CL VII from RTF) once at the RTF site.
- Conduct integration activities for new crews and individual replacements.
- Prepare for next mission and follow-on assignments once regenerated.

RESPONSIBILITIES OF THE REGENERATION TASK FORCE

The RTF is responsible for the overall regeneration process. Assessment teams will conduct the Phase II assessment for regeneration and will provide regular updates on the status of the degraded/regenerating unit. Coordination between the regenerating unit and the RTF is critical for successful regeneration operations. RTF responsibilities include:

- The RTF commander executes the regeneration order.
- The RTF keeps the directing commander aware of progress of the overall operation.
- The RTF maintains C2 of degraded units until the units are restored to the designated level of combat readiness.
- The RTF staff requisitions, receives, and issues all materiel and incoming personnel; it maintains and distributes equipment.
- The RTF manages the degraded unit's training.
- The RTF provides assessment teams to track the progress of the regeneration phase.
- The RTF should be prepared to incorporate unit ministry, public affairs, civil affairs, judge advocate general support teams, and COSC detachments.
- The RTF ensures that operational and support sustainment elements (including low-density personnel and equipment) are included in the planning and regeneration of a degraded unit.
- The RTF surgeon coordinates uninterrupted continuity of care to RTF personnel and patients in and outbound of the regeneration site.

The reconstitution process requires involvement from commanders and their staff at all levels. The process is a complex operation; it starts with the commander's assessment of his unit's capabilities. The commander considers the following when making an assessment of the unit:

- Knowledge of his Soldiers
- Condition and effectiveness of subordinate commanders and leaders
- Previous, current, and anticipated situations and missions

The coordination of the staff at all levels will ensure that reconstitution operations are conducted effectively and efficiently. Reconstitution, as mentioned in Chapter 1, is not just the replacement of personnel and equipment. It is a critical component, but as the above lists show, there are many actions that must be synchronized to support reconstitution operations that extend past just requesting personnel and equipment. The entire staff is involved in all aspects of the operations, from planning to execution.

CHAPTER 3

Planning Considerations

This chapter outlines planning considerations to help a commander's staff prepare for reconstitution operations. This chapter pulls from Field Manual (FM) 100-9, *Reconstitution*, 13 JAN 1992 (inactive); FM 4-0, *Sustainment Operations*, 31 JUL 2019; and U.S. Army Combined Arms Support Command (CASCOM) reconstitution products. The lists provided below are not all-inclusive.

RECONSTITUTION PROCESS:

- Units develop standard operating procedures (SOPs) and train for reconstitution.
- Reconstitution is included in the unit's operations plans (OPLANS).
- Commanders continually assess units' combat effectiveness and reorganize as required to meet mission requirements.
- When the commander and his higher headquarters determine reorganization cannot restore a unit to its required level of combat effectiveness, he recommends regeneration to next higher level of command (two levels above degraded unit).
- The regeneration task force (RTF) begins to establish the regeneration site. The directing headquarters adjusts the regeneration plan as necessary and begins assessment based on available information.
- The degraded unit reestablishes minimum essential command structure as necessary and moves to the regeneration site. The RTF typically links up with the unit to provide support as needed to help move the unit to the regeneration site and provides assistance in the assessment process.
- The RTF receives the unit at the regeneration site and provides essential sustainment. It completes the formal assessment of the unit and identifies the resources required to regenerate the unit (Phase II assessment).
- The first commander in the chain of command controls all the resources required to regenerate the unit, carries out further deliberate reorganization, or uses the resources elsewhere in the command.

- If the commander decides to regenerate the unit, the RTF and degraded unit simultaneously carry out the following activities during the actual execution of the regeneration process:
 - Complete the reestablishment or reinforcement of the chain of command and its control over the unit as needed.
 - Provide the required personnel, equipment, supplies, and services.
 - The RTF supports the unit as it conducts individual and collective training.
 - The RTF evaluates the unit's combat effectiveness for future operations against the directing commander's priorities.
- The reconstituted unit is reassigned against current situation and mission requirements.

REGENERATION PRINCIPLES

As mentioned earlier, regeneration is one aspect of reconstitution. It is more complex than reorganization and requires more time to allow a unit to restore combat power and prepare for future operations. Units are regenerated from at least two levels higher. Below is a list of general principles to consider when planning regeneration operations as part of the reconstitution plan:

- The commander controlling the required resources to execute regeneration drives the process.
- Regeneration is a proactive and planned action. Regeneration must be integrated into a formal planning process. It is included as part of the reconstitution element of the unit OPLAN.
- Units are generally regenerated from at least two levels above.
- Regeneration is not conducted on a unit's current position or assembly area. Regeneration will occur off-site at a predetermined regeneration site.
- Regeneration is time-intensive. Time is needed to rebuild combat power, train, and develop unit cohesion. Time will dictate to which level a unit is regenerated.
- Unit SOPs should address the triggers for regeneration.
- Normal support operations continue as the unit withdraws to the regeneration site.

PLANNING CONSIDERATIONS

Each consideration will be discussed in detail later in this chapter. When planning reconstitution operations, the following should be considered:

- Commander considerations
- SOPs
- Battle planning
- Development of reconstitution plan
- Contingency manning standards
- Decontamination considerations
- Security considerations
- Regeneration task force composition
- Site selection considerations
- Key regeneration site activities
- Non-like replacement items
- Sustainment considerations

COMMANDER CONSIDERATIONS

The commander alone is in the best position to assess combat effectiveness and determine if the unit needs to be reconstituted. The commander considers many items when determining if a unit should be reconstituted. Commanders must honestly and accurately report combat status so if ineffective, a senior commander can make the decision for regeneration. Considerations include the following:

- Assess the desired level of capability needed. This will be based on the current situation and anticipated follow-on missions for the degraded unit.
- Assess the intensity, nature, and duration of the battle.
- Assess the overall condition of the unit to be reconstituted.
- Consider the availability of replacement personnel and equipment.
- Consider the location of regeneration sites related to the degraded unit's current location.

- Consider enemy capabilities.
- Consider availability of transportation assets to assist in moving the degraded unit to the RTF site.
- Consider competing requirements from other units that are requiring reconstitution.
- Consider exposure to mass casualty weapons, accumulated radiation status, and delayed weapons effects.
- Consider the tradeoff between time and the extent of reconstitution that is possible.

STANDARD OPERATING PROCEDURES

Unit SOPs must address reconstitution operations. This will identify the means required for the unit to maintain a continuous combat presence and the methods the unit will take to shift to more extensive reconstitution efforts. Key points that the unit SOP should address are listed below:

- Information needs to make reconstitution decisions and reporting procedures clear.
- Identify assessment procedures, roles, and responsibilities. The SOP will address the composition and functions of the RTF and RTF assessment element for the unit directing reconstitution.
- Battle rosters, to include assignment of and training for alternate duties, are included. This is crucial for low-density, highly technical areas. The SOP must cover contingency manning standards.
- Include critical reconstitution tasks to the overall mission accomplishment.
- Include procedures to reestablish or reinforce mission command systems.
- Include reorganization procedures, criteria, and priorities.
- Include techniques to maintain unit cohesion.
- Include personnel and equipment replacement procedures.
- Include procedures for transition to regeneration.
- Include evaluation criteria to determine combat effectiveness.

BATTLE PLANNING

“The analysis is part of the commander’s routine and continuing assessment of his unit.” (FM 100-9, page 3-1)

The commander makes a detailed assessment of the unit’s capabilities during battle planning. The commander assesses the unit against the specified and implied tasks of future missions. From this analysis, the commander develops a set of actions that will serve to reduce the impact of the battle and preserve the force. These actions include but are not limited to the following:

- Develop a course of action that directs friendly strengths against enemy weakness and also protects the force. The purpose is to maximize combat power at the decisive time and place while minimizing weakness and subsequent need for reconstitution.
- Conduct leader and Soldier cross training.
- Conduct an extensive information program within operations security constraints.
- Wargaming can identify when and where units will require reconstitution.

DEVELOP A RECONSTITUTION PLAN

A unit’s OPLAN should include a concept for reconstitution in the same way it includes the concept of operations and concept of support. A unit’s reconstitution plan should identify and address the following:

- The reconstitution plan should be based on the unit’s current conditions, assigned mission, reconstitution guidance provided by higher headquarters, and expected intensity of the conflict.
- Identify reconstitution methods.
- Identify the speed and priority with which the reconstitution method will be applied.
- Prepare for rapid restoration of units within command priorities.
- Reduced communications ability may restrict the degraded unit’s ability to provide the commander the information he needs to make decisions on reconstitution. The reconstitution plan should take this into consideration and identify potential contingencies.

- The situation may invalidate the reconstitution SOP. In this case, planners need to be prepared to draft a completely different reconstitution OPLAN.

To the extent to which it differs or is absent from the SOP, the reconstitution plan should address the items below:

- Include overall command and control structure for regeneration.
- Identify command and control of the regeneration site.
- Identify composition of the RTF and determine sourcing solutions to fill RTF requirements.
- Include timelines, responsibilities, and overlays.
- Include how regeneration of sustainment units will occur.
- Identify training requirements for units that received non-like replacement equipment.
- Include trigger points for considering regeneration over reorganization.
- Include procedures for contaminated units.

CONTINGENCY MANNING STANDARDS

Due to personnel or equipment constraints and limitations, a commander may not be able to man units or weapon systems to full capacity. In this case, the commander will have to be prepared for the possibility that they may fight with reduced combat capability and lowered unit endurance. Commanders will have to be able to deal with the higher risk inherent to that decision. Below is an example of this situation:

“A commander may receive 12 qualified tank crewmembers and four tanks. Rather than fielding three fully-crewed tanks, the commander may opt to field all four tanks with crews of only three per tank.” (FM 100-9, page 3-3)

DECONTAMINATION CONSIDERATIONS:

- Units undergoing immediate reorganization use basic Soldier skills and hasty personnel and equipment decontamination techniques.
- Provide deliberate decontamination support to units undergoing deliberate reorganization or regeneration.
- Identify personnel and equipment requirements to conduct decontamination enroute to the regeneration site.
- The RTF commander may have to send a liaison team to link with the unit while it is still contaminated to facilitate the commander's decision-making process to commit resources.
- The unit determines what equipment is contaminated.
- The RTF provides a nuclear, biological, and chemical (NBC) survey party to validate the unit's assessment.
- Planners need to consider the time required to conduct deliberate decontamination.
- Chemical personnel coordinate support requirements with operations and logistics personnel.
- The decontamination site should provide for security and adequate water.
- The RTF coordinates sites for decontamination with terrain managers and, as appropriate, with host nation authorities. Host nation support may already be established.

SECURITY CONSIDERATIONS

Units undergoing regeneration are vulnerable to enemy actions. Regeneration sites should be secured to allow units to rest, regenerate combat power, and train/integrate replacement personnel. The large amount of sustainment assets will make regeneration sites a high-value target. If operations are threatened, the ability for a commander to maintain momentum and the initiative of the operations could be greatly diminished. Some security considerations are listed below:

- Sabotage from terrorists, sympathizers, and irregular forces
- Attacks by special operations forces, airborne and air assault forces, and deep-strike units
- Artillery, air, and missile attacks, including NBC munitions
- Electronic warfare systems attacks

REGENERATION TASK FORCE CONSIDERATIONS:

- The commander directing regeneration appoints the RTF commander. The reconstitution SOP should identify the choice of RTF commander under normal conditions as well as having alternatives.
- The RTF should include both an operational and sustainment element.
- The RTF will require signal support to conduct operations.
- The operational element should include personnel of the same branch as the unit being regenerated:
 - The operational element helps reestablish command and control (C2) and assess the unit in relation to the commander's effectiveness goals.
 - The operational element assists in the training program.

- The sustainment element should have enough people and expertise in the required functional areas.
- The RTF should have an identified assessment element to conduct the Phase II assessment. Whenever possible, the core of the assessment element should be the element that determines whether the regenerated unit has met the commander's effectiveness requirements.
- The RTF will need a liaison element to link up with the degraded unit and begin the external assessment.
 - The liaison element should have adequate mobility and communications capability.
 - The liaison element should be able to communicate with the higher headquarters, supporting units, and the RTF.
- The RTF must be capable of providing critical support services to forces as they arrive to the regeneration site. The RTF provides the following (this list is not all-inclusive):
 - Food services
 - Bulk fuel and water replenishment
 - Health services to include casualty treatment, combat stress care, and preventive medicine
 - Laundry and bath support
 - Individual equipment replacements
 - Chaplain support
 - Morale, welfare, and recreation activities

Note: Tables 3-1 and 3-2 on the following pages outline possible segments of the RTF; however, they are not all-inclusive and should be based on mission requirements and availability.

Table 3-1. Sample regeneration task force elements.

Regeneration Task Force	
RTF Leadership (e.g., Distributed Common Ground/Surface System)	Protection personnel
Personnel managers	Engineer planners
Intelligence personnel	Provost marshal
Operations/plans/training personnel (e.g., G-3/5/7 or representative)	Sustainment Command (sustainment brigade/ Expeditionary Sustainment Command/combat sustainment support battalion) representation (e.g., defense coordinating officer/support operation officer representative)
Sustainment representative	Inspector general team
Communication/signal personnel	Unit ministry team
Medical providers/personnel	Assessment team
Movement control team	Materiel managers

Table 3-2. Additional supporting elements to the regeneration task force.

Additional supporting elements	
Support area command post	Finance support team
Army field service battalions representatives	Portions of staff judge advocate section
Maintenance control team	Personnel replacement element
Aviation intermediate maintenance (graphics) element	Chemical decontamination and NBC reconnaissance elements
Supply and field services element	Military intelligence element
Ammunition technicians/inspectors	Resiliency counselors
Military police	Mortuary affairs team
Movement control team	Civil-military operations team
Medical triage, treatment, holding, and evacuation elements	Public affairs team
Combat stress control element	

SITE SELECTION CONSIDERATIONS

Determining the site location to execute reconstitution and regeneration operations is critical to mission success. The site should not be under immediate enemy pressure. Staff planners at echelons above brigade provide evaluation, input, and recommendation on RTF sites. The following are some considerations that planners should consider when determining RTF sites:

- The RTF site should be out of enemy long-range fires.
- Consider the distance a degraded unit will need to travel to reach the regeneration site.
- The RTF should have adequate facilities to execute regeneration operations. A semi-permanent facility is preferred to conduct regeneration due to improved access to local infrastructure within proximity to multiple strategic transportation nodes.
- The RTF site should provide space large enough for the unit and the RTF to occupy without presenting a concentrated visual or electronic signature.
- The RTF site will need adequate space for units to conduct training.
- There needs to be access to a military load class 100 road network, rail head, and/or airfields.
- There needs to be enough materiel handling equipment to receive inbound equipment.
- Flow to support the efficient receiving of equipment is required.
- The site is to be situated to take advantage of host nation support facilities, training facilities, labor, and medical facilities.
- There should be commercial power availability.
- The site should be situated to facilitate movement to follow-on mission sites.
- The site must have adequate water sources.
- The site must be secure from enemy interdiction and harassment.
- The site must be beyond the enemy's immediate objective.
- The site must have a communication network.

KEY REGENERATION SITE ACTIVITIES

The RTF site activities enable the rapid restoration of combat power. Such activities include the reception, staging, onward movement, and integration use of joint logistics enterprise partnerships and retrograde operations. The RTF personnel should come from the generating command because they understand the intent of the commander and can align regeneration tasks with the commander's intent, such as:

- The commander directing regeneration identifies and establishes the RTF. Regeneration will normally be approved two levels above the unit being regenerated.
- The degraded unit may not be capable of conducting its own movement to the regeneration site and will need to coordinate with higher headquarters for support as needed.
- Planners need to develop a plan for the replacement, repair, movement, and transfer of equipment from strategic stocks.
- Planners need to address personnel replacement and medical operations.
- Planners develop a plan that synchronizes the restoration of combat power and integrates training of new Soldiers/crews that arrive as replacements to the unit.
- Planners develop a maintenance plan that maximizes return-to-duty capability. The maintenance plan should direct equipment to appropriate maintenance collection points. Operable equipment should be stored and staged for future regeneration operations.
- Units should have ample time to conduct individual and collective training. Units will be certified by the RTF.
- Clear benchmarks need to be identified to help RTF evaluate units' combat effectiveness.

NON-LIKE REPLACEMENT ITEMS

There is a possibility that a unit will receive non-like item replacements as it conducts regeneration operations. This may increase regeneration timelines because the unit may need to train on unfamiliar equipment. Additionally, unit maintenance personnel may lack compatible special tools and test equipment. Examples of such equipment include test, measurement, and diagnostic equipment; manuals; and repair parts to maintain received replacement equipment.

Some considerations when preparing for non-like replacement items are as follows:

- Units may have to adapt shop and bench stock.
- Supply support activities may have to adjust authorized stock levels to add lines that support different equipment sets.
- Consider changes in Class (CL) III and CL V usage rates.
- Low-density military occupational specialties may be needed to augment unit capabilities.

SUSTAINMENT CONSIDERATIONS

Sustainment plays a critical role in the reconstitution process. Below are some sustainment considerations that planners need to address when preparing to conduct reconstitution operations.

Logistical Considerations:

- Determine combat effectiveness of the unit. Identify the unit's ability to conduct routine resupply/repair operations. Assess the status of major weapons systems, current sustainment needs, unit strength, and level of training needed by replacements.
- Limit the burden on degraded unit sustainment formations. Sustainment units most likely will need reconstitution as well as the maneuver forces they support.
- Maintenance program:
 - Planners need to assess readiness of theater stocks.
 - Battle damage assessment and repair is critical to reconstitution operations and should be maximized when possible to return equipment to the fight.
 - Consider availability of forward-positioned CL VII.
 - Depending on resource availability and priorities, CL VII should be configured in unit sets to support rapid regeneration of forces.
- Consider operational contracting support requirements.
- Consider host nation support. Host nation facilities, personnel, and other resources can significantly enhance regeneration efforts.

- Movement control to and from the RTF sites:
 - Consider movement flow inside the RTF site to facilitate efficient flow of sustainment.
 - If the unit recovers disabled vehicles from forward positions to the regeneration site, planners should arrange to move the vehicle crews.
- Prepare for the need to provide specialized materiel handling equipment, tools, and materials to conduct CL V operations at the RTF site.

Human Resources Considerations:

- Determine forecasted personnel requirements.
- Reconstitution SOPs and plans should reflect procedures for managing replacement of Soldiers with low-density/specialty military occupational specialties; these may include medics and maintenance personnel.
- Consider force flow and source of replacement personnel (e.g., donor units, training bases, medical return to duty [RTD], or Individual Ready Reserve).
- Personnel constraints may prohibit full-strength manning of units. Planners should consider manning priorities, RTD rate, and internal reorganizations.
- Consider battlefield promotions and impact awards.
- Coordinate casualty reporting with the medical system.

Medical Considerations:

- Identify medical requirements for medical material and supplies for the RTF site.
- Forecast casualty rates/forecasted types of casualties.
- Consider decontamination of unit casualties.
- SOPs should include the role of combat stress elements to include stress counselors and psychologists.

- Maximize RTD rates as close as possible to the point of need while decreasing mortality, morbidity, and clearing the battlefield.
- Consider capabilities of medical infrastructure.

Training Considerations

Units at all levels need to be prepared to operate in a large-scale combat operations (LSCO) environment. Reconstitution as part of LSCO should be integrated into a unit's training plan. By conducting training for reconstitution on a continuous basis, commanders can prevent many of the problems that could cause a need for reconstitution, or could impede its successful execution. Training for reconstitution will complement existing systems and programs. Reconstitution training considerations include, but are not limited to, the following:

- Use reorganization techniques and procedures.
- Use contingency manning standards.
- Implement reconstitution SOPs.
- Cross training is a time-consuming process and should be completed before a unit engages in combat. Cross training should occur across sections, squads, and crews.
- Cross training of leaders across the spectrum of leader/staff/ commander skills is imperative for smooth reconstitution, particularly with reorganization.
- Staff officers should be trained to assume the duties of their counterparts at the next senior level.
- Integrate training of all elements identified to participate on the RTF.
- Staff officers and support units at all levels should be trained to plan for reconstitution requirements and activities, particularly in balancing reconstitution needs with overall objectives.
- Delineate roles and responsibilities of each staff member at all echelons.
- Provide training to ensure quick, accurate situation assessments and alignment of reconstitution efforts with commander priorities.
- Personnel should receive stress training aimed at reducing the negative psychological impact of battle.

CONCLUSION

This handbook has provided recommended roles and responsibilities of the staffs and key participants in the reconstitution process. In addition, it has provided planning considerations to help corps and division planners think through the reconstitution problem until doctrine, policy, and organizational structures adapt to meet the requirements established in FM 3-0.

APPENDIX A

Sample Reconstitution Standard Operating Procedure from Field Manual 100-9, *Reconstitution*, 13 JAN 1992 (inactive)

STANDARD OPERATING PROCEDURES

1. General

a. Purpose. The reconstitution standard operating procedure (SOP) prescribes guidance and assigns responsibilities for accomplishing reconstitution of degraded units. Details for a particular operations plan (OPLAN) are published in the body of the OPLAN as well as the service support annex of that plan or a separate service support plan.

b. Scope. The SOP applies to all elements of the command when performing reconstitution actions. Commanders modify it where necessary to fit the tactical situation.

c. Overview. Units should understand what reconstitution is and how it fits into the units' overall operations. Reconstitution is defined as extraordinary action that commanders plan for and implement to restore a unit to a desired level of combat effectiveness commensurate with mission requirements and availability of resources. It transcends normal day-to-day force sustainment actions. It may include removing the unit from combat, unit assessment, reestablishing the chain of command, and training the unit for future operations. Reconstitution is a total process with the major elements in order being reorganization, assessment, and regeneration.

2. Command and Control

a. Organization. This part of the SOP covers the organizations involved in a regeneration at this command level. It should address the:

(1) **Unit being regenerated.** The SOP should cover the types of units this organization may be involved in regenerating.

(2) **Regeneration task force (RTF).** The SOP should identify a generic structure for an RTF with significant differences for particular types of units the organization may regenerate.

b. Internal command. Internal command of the unit being regenerated remains with the unit whenever possible. The SOP should stipulate how the RTF determines if a viable chain of command exists. Assessment of the unit's internal chain of command includes the following:

- (1) Percent fill of command positions (listing of key command positions versus casualties of same)
- (2) Command assessment of percent fill required for combat effectiveness
- (3) Assessment of key noncommissioned officer leadership positions

c. External command. If the unit is physically removed from its higher headquarters area of responsibility, the external command of the unit transfers to the next appropriate headquarters as identified in the SOP. Otherwise, command of the unit being regenerated remains with its own headquarters.

d. RTF. The SOP should clearly give the RTF control of the regeneration process including helping assess unit effectiveness, reestablishing command and control (C2), receiving and issuing all required materiel, receiving and allocating all personnel, maintaining equipment, and managing the unit's training.

3. Orders and Plans

a. Required coverage. This part of the SOP covers the orders and plans that must address reconstitution operations. They include the OPLANs/operations orders (OPORDs) and the service support annexes to OPLANs/OPORDs or service support plans.

b. OPLANs/OPORDs. The SOP should require the OPLAN for a specific mission to include a concept for reconstitution. If planners anticipate regeneration, then the unit may draft a separate OPLAN to execute regeneration. The OPLAN includes a separate service support annex or service support plan. The plan is based on the following:

- (1) Unit's current condition
- (2) Assigned mission
- (3) Expected casualties, equipment losses, and battlefield situations
- (4) Method of assessment

- (5) Regeneration guidance provided by higher headquarters
- (6) Availability of personnel and resources
- (7) Unit training requirements
- (8) Anticipated future missions
- (9) Nuclear, biological, and chemical conditions

Note: The plan provides for the coordinated action required to carry out a regeneration operation based on the commander's decision. By continuing estimates, analyses, and studies within the overall planning process, planners change, refine, and keep the regeneration plan current. When it comes time to conduct a regeneration operation, they transform the plan into an OPORD with the inclusion of any additional facts and the time for execution.

c. Service support plan. This paragraph gives planners guidance on how to go about writing the service support plan for a reconstitution operation. Planners use standard planning factors and formats when computing the combat service support (CSS) requirements. The SOP should also identify any available automated logistics programs that have been developed to help planners quickly and accurately calculate requirements for specific situations. The service support plan is based on the following guidance:

- (1) Projected strength of the unit
- (2) Minimum/maximum time available
- (3) Theater reserve stocks available
- (4) Materiel and services support plan to include available host nation support (HNS) and operational contracting support
- (5) Road movement policy and military police support
- (6) Reinforcement/replacement plan
- (7) Possible regeneration sites
- (8) Medical evacuation and hospitalization plan
- (9) Available combat support and CSS

4. Coordination of Regeneration Operations

a. General. This part of the SOP covers the elements involved in ensuring synchronization of the activities of all units participating in a regeneration. The elements include the decision, execution sequence, priorities, and responsibilities.

b. Decision. The commander and his staff decide whether, how, and how much to regenerate a unit. The SOP should designate the role of the staff and any subordinate units in providing input to the decision. In general, regeneration is carried out when a unit becomes combat ineffective for its mission. Planners may include indicators of combat effectiveness and status of C2 here or as an annex.

c. Execution sequence. This paragraph gives units the basic steps they typically follow to perform regeneration. The units may conduct regeneration in three phases with an additional preparatory phase. A summary of the phases is as follows:

(1) Preparatory phase. The staff prepares a draft reconstitution plan. This includes a proposed RTF (an annex gives guidance) and possible sites (another annex presents a checklist).

(2) Phase 1. The commander decides to regenerate the candidate unit and the staff issues the plan as an OPORD. The advance party of the RTF deploys to and begins to establish the regeneration site. The RTF begins the assessment and development of requirements. The SOP includes an annex which gives a proposed composition of the advance party.

(3) Phase 2. The RTF main body arrives at the site and begins to reestablish C2 and the regeneration CSS functions.

(4) Phase 3. The RTF assists with training and carries out the combat effectiveness evaluation. Training considerations are in an annex of the SOP. The unit returns to operations, and the rear party of the RTF closes the site.

d. Priorities. The commander and his staff determine priorities based on the tactical situation. Priorities include the order in which regeneration will occur. The SOP also designates the priorities for types of support.

The following is an example of a supply priority list:

- (1) Classes VII, III, and V
- (2) Classes VIII and IX
- (3) Classes I, II, and water
- (4) Other classes as required

e. Responsibilities. Reconstitution decisions belong to the commander. Generic responsibilities are in Chapter 2 of this handbook. An SOP should assign responsibilities to specific positions within the unit. These positions include personnel, operations, and logistics staff officers as well as specialist positions such as engineer, signal, military police, chemical, and civil affairs.

5. Elements of the Regeneration Process

a. General. This part of the SOP covers the major elements of the regeneration process including decontamination, assessment, reestablishing C2, training, and providing CSS.

b. Decontamination. The SOP tells how contaminated units or parts of units are identified, segregated, and sent on different routes to the regeneration site. It also identifies which chemical units are responsible to decontaminate vehicles and other equipment. The unit being regenerated is responsible for personnel decontamination. The RTF may need to provide additional resources to support personnel decontamination due to unit attrition. Decontamination occurs before personnel and equipment enter the regeneration site.

c. Assessment. This section outlines the procedures the assessment element uses to assist the unit commander with a detailed analysis to determine losses and remaining capabilities. An annex of the SOP gives an assessment checklist. The assessment looks at the following five major categories:

- (1) C2
- (2) Personnel
- (3) Equipment
- (4) Supply
- (5) Training

Note: The assessment results, coordinated with the degraded unit commander, go to the directing headquarters which decides to conduct regeneration or to use required resources elsewhere.

d. Reestablishment of command and control. The SOP identifies personnel required so an adequate C2 capability exists for the execution of a regeneration operation. Key personnel are identified to replace losses in command positions in the unit.

e. CSS activities. This section details support procedures at the regeneration site. These include procedures for the request, storage, and issue and distribution of supplies, maintenance, personnel replacements, health service support, and all other services provided at the site. It includes the role of host nation support. It also covers how the RTF will support the unit's move from a forward assembly area to the regeneration site.

f. Training. The SOP designates responsibilities for training the unit being regenerated as well as the elements to consider in developing the training program.

g. Reports. At the completion of the regeneration operation, the RTF submits a unit status report to its higher headquarters.

h. Annexes. The SOP includes the annexes required by the commander. Some possibilities include:

- (1) Indicators of combat effectiveness
- (2) Composition of the RTF
- (3) Site selection checklist
- (4) Composition of the RTF advance party
- (5) Training considerations
- (6) Assessment checklist

APPENDIX B

Glossary

AFS	Army field services
AMC	Army Materiel Command
APS	Army prepositioned stocks
AR	Army Regulation
ARFORGEN	Army Force Generation
ASCC	Army Service Component Command
AXP	ambulance exchange point
BCT	brigade combat team
BDE	brigade
BSA	brigade support area
C2	command and control
CASCOM	U.S. Army Combined Arms Support Command
CL	Class
COIN	counterinsurgency
CONUS	continental United States
COSC	combat operational stress control
CSA	corps support area
CSB	combat support brigade
CSS	combat service support
CSSB	combat sustainment support battalion
DIV	division
DSA	division support area
EAB	echelons above brigade
EPW	enemy prisoner of war
ESC	Expeditionary Sustainment Command
FH	field hospital
FM	Field Manual
FRA	forward repair activity
G-1	assistant chief of staff for personnel

G-2	assistant chief of staff for intelligence
G-3	assistant chief of staff for operations and training
G-4	assistant chief of staff for logistics
G-5	assistant chief of staff for civil-military operations
G-6	assistant chief of staff for information operations
G-7	assistant chief of staff for information engagement
HNS	host nation support
HR	human resources
HROB	Human Resources Operations Branch
HRSC	Human Resources Sustainment Center
HS	health services
HSS	health services support
JP	Joint Publication
LSCO	large-scale combat operations
MEB	maneuver enhancement brigade
MED	medical
MEDCOM	U.S. Army Medical Command
MEDEVAC	medical evacuation
MLMC	medical logistics management center
MMB	multifunctional medical battalion
MNT	maintenance
MSR	main supply route
NBC	nuclear, biological, and chemical
OPLAN	operations plan
OPORD	operations order
PLT	platoon
PSS	personnel service support
REORG	reorganization
RSOI	reception, staging, onward movement, and integration
RTD	return to duty
RTF	regeneration task force
SACP	support area command post
SB	sustainment brigade

S-LOCS	sustainment lines of communication
SMC	support maintenance company
SOP	standard operating procedure
TAA	tactical assembly area
TAC	tactical
TCP	traffic control point
TLAMM	theater lead agent for medical material
TSC	Theater Sustainment Command
TSS	theater sustainment stocks
UMCP	unit maintenance collection point

APPENDIX C

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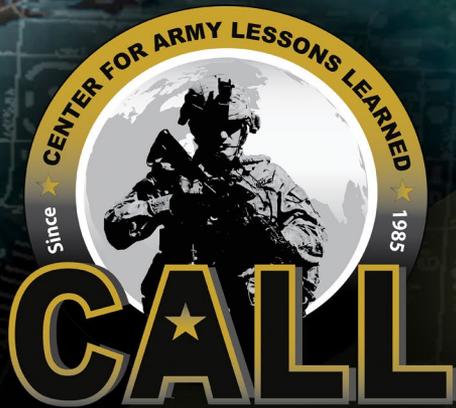
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