



Mission Command

and the Brigade Headquarters Company

部隊指揮與管制-以旅部連為例

來源：美軍工兵期刊

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Since the Army began transforming to brigade combat teams (BCTs), brigades have created different business rules for their headquarters company. The question has never been whether the Soldiers in this company require leadership, resourcing, and supervision. The question is which organization should provide those things. Some believe that this company should remain as a separate, subordinate organization in the BCT. On the other end of the spectrum, some would argue that the company should be attached to the brigade special troops battalion (BSTB), with the BSTB leaders assuming complete ownership as they do for their other companies. The compromise is that an operation order or a memorandum of agreement outlines what responsibilities and authorities the BSTB has. As the Army undergoes another transformation from BSTBs to brigade engineer battalions (BEBs), the question of how to exercise mission command with respect to the brigade headquarters company remains relevant. This article will make the case that the company should be attached to the BEB and that the battalion should assume 100 percent responsibility for the organization. This increases the ability of the BCT to accomplish its mission, which is what we are all trying to achieve.

自從陸軍開始轉型為旅戰鬥隊，各旅的旅部連被賦予不同職責角色，領導、資源及督導已不是旅部連士兵們要去關心的問題，問題是哪一個組織要提供這些事情，有些人覺得旅部連應維持為旅戰鬥隊下的獨立下級單位，在某種角度

來看，有些人認為旅部連應該配屬在旅特戰營底下，加上旅特戰營幹部也認為其對連應有完整的主導權，以便來支援其他連隊。妥協結果是以作戰命令或協定備忘錄的方式來概述旅特戰營有什麼責任及權力。當陸軍執行另一個旅特戰營轉換為旅工兵營的階段，如何執行指揮與管制的問題仍然與旅旅部連有關，這篇文章假定連配屬在旅工兵營，營負有完全責任，這增加了旅戰鬥隊完成任務的能力，這也是我們極力想要去達成的目標。

The headquarters company requires supervision like every other company in the Army. There are numerous tasks that Soldiers must complete each week. Some of these are directed, such as the requirement that everyone using e-mail complete their information assurance training. Some of the tasks are created at the battalion level, based on the experience of the commander and staff. For example, after 2 months on a recent deployment, everyone was required to update their emergency data and life insurance.

旅部連和陸軍其他連隊一樣需要督導，每週有許多任務需要士兵來完成，部分是指定要做的，像是每個人使用電子郵件完成他們的資訊保證訓練，有些任務屬於營級階層，依據指揮官或幕僚的經驗，例如，經過近期兩個月的部署，每個人必須要更新自己的緊急資料及保險。

Opponents of attaching the headquarters company to the BEB say that such supervision is the responsibility of the company commander and first sergeant. That is partially true, but all companies need items to be reinforced or prioritized, and a company commander and first sergeant do not have the same depth of experience as a battalion commander and command sergeant major. Table 1 shows numerous things that the BEB can ensure are accomplished by headquarters company Soldiers. Many of these things require mature proofreading, guidance, and input to the content, all of which a battalion commander and a battalion staff can provide.

反對將旅部連配署在旅工兵營的說，這樣的督導是連長與士官長的職責，這不全然正確，所有連隊都需要把一些事務加強或排列優先順序，連長及士官長不像營長或營士官長這麼有經驗，表一是旅工兵營可以確保旅部連士兵可完成的部分，許多事情都是需要審慎的校對、指導及達到滿意的結果，這些所有事務都是營長及營級幕僚可以提供的。

Apply Global Assessment Tool 2.0.1	Conduct Congressional investigations.
Apply U.S. Army Forces Command Soldier Risk Assessment Tool.2	Conduct field grade Uniform Code of Military Justice actions.
Conduct information assurance training.	Distribute command information.
Update emergency data records.	Audit family readiness group accounts.
Submit timely award recommendations.	Maintain unit status reports.
Process timely evaluations.	Process Financial Liability Investigation of Property Loss.3
Report serious incidents.	Maintain security clearances.
	Record fags and bars to reenlistment.
	Inspect privately-owned vehicles.

Report accidents.	
Conduct incident/accident review boards.	

Table 1. Company Tasks Supervised by a Battalion

申請全球評估工具2.0.1版	執行國會調查
申請美國陸軍司令部士兵風險評估工具2版	執行校級軍官軍法條例
執行資訊保證訓練	分發指揮訊息
更新緊急資料紀錄.	稽核家庭整備團體帳戶
遞交適時獎勵建議.	維持單位現況報告
處理適時評估	處理財務可信度財產損失調查
報告嚴重意外	維護安全查核許可
報告意外	記錄回役兵差勤與臂章
召開意外/失事檢討會	檢查私人車輛

表一 營級督導連級任務表

The company has resourcing requirements just like the other 29–37 companies in the brigade. Soldiers in the headquarters company must qualify on their weapons, complete training for a valid military driver's license, undergo annual drownproofing, train on warrior tasks and battle drills, attend numerous schools, and satisfy many other requirements. Resourcing the ammunition, ranges, motor pool, vehicles, field rations, and training areas is the responsibility of a battalion staff; and the BEB can do this for the headquarters company. Who will do this if the company does not work for the battalion? The company commander is not staffed to accomplish this on his own, and the brigade staff is busy enough without having the responsibility of caring for an extra company in addition to six or seven battalions. Headquarters company representatives should attend BEB training meetings, resource conferences, and executive officer meetings. The battalion commander can approve the company training schedules. These are duties that a busy brigade executive officer or operations officer (S-3) would gladly let someone else assume so that they can focus on responsibilities across the battalions instead of managing an individual company.

旅部連和其他 29–37 個旅級連隊一樣需要資源，士兵需要武器合格簽證、完成合格的軍車駕照訓練、接受年度泳訓、訓練戰士任務及戰鬥操演、上數種學校課程以及滿足許多不同條件，尋找彈藥、靶場、集用場、車輛、野戰口糧以及訓練區域等資源都是營級幕僚的職責，旅工兵營可以替旅部連完成，但是如果旅部連不是效力於旅工兵營，那誰會來幫連級做這些事情？連長沒有編制幕僚來自力完成，旅級幕僚本身要照顧六、七個營了，已經忙到無法額外再照顧這連隊。旅部連代表要參加旅工兵營的訓練會議、資源會議及副主官會議，營長可以核定連訓練表，忙碌的旅副主官或作戰官很樂意讓其他人分擔這些工作，這樣他就可以置重點於各營而不是管理一個獨立連。

Headquarters company leaders require battalion mentorship the same as

any other company commander, executive officer, or first sergeant. In the past, the headquarters company was frequently commanded by an officer who had already commanded another company. Today, the position is routinely filled by an officer who is commanding a company for the first time and frequently is not from a combat arms branch. These company level leaders need just as much mentorship as other BCT company command teams. This mentorship can come from the BEB commander, and it involves more than just signing Army Achievement Medal recommendations and other routine paperwork in an administrative control relationship. Again, the senior brigade staff officers are too busy to put sufficient effort into mentoring a young captain.

旅部連幹部需要營級的輔導，任何其他的連長、副連長或士官長也一樣。在過去，旅部連通常都是由歷練過連長的軍官來擔任，現在，這位置通常都由第一次接任連長的軍官或從非野戰單位來的軍官擔任，這些連級的幹部需要像其他旅戰鬥隊的連級指揮組一樣被輔導，輔導可來自旅工兵營營長，這關係到的遠勝於簽署個陸軍功績獎章推薦函，以及其他日常文書工作的行政管制關係上。再者，資深的旅幕僚已經忙到無法放足夠的心力在輔導一個年輕的上尉。

Also, some business should remain in the troop-leading chain of command because it is the business of commanders, not staff officers. Examples include executing or supervising the Command Supply Discipline Program and approving risk assessments, leader professional development programs, command maintenance, promotions, unit commander financial reports, and unit status reports. Every other company commander has a battalion commander to conduct change-of-command ceremonies and perform ratings. Should the headquarters company commander be different? But if the BEB commander is going to rate the headquarters company commander, that captain should be attached and completely accountable to the battalion. Only with complete supervisory and mentoring responsibilities can the BEB commander provide the headquarters company commander with an honest, justified Officer Evaluation Report.

還有，部份工作應維持在部隊的指揮關係上，因為這是指揮者的職責，不是幕僚，例如執行或督導指揮補給紀律課目、核定風險評估、領導職專業發展課目、主官保養、晉升、單位主官行政費用決算報告以及單位現況報告等。其他的連長都可以由營長來執行主官交接儀式及執行評比，旅部連連長應該有所不一樣嗎？但是如果旅工兵營營長來評比旅部連連長，那麼這個上尉就應該配屬且完全對營級負責，只有完全的管理與輔導責任下，旅工兵營營長可以提供旅部連連長一個真正的、正當的軍官考核報告。

Those who disagree with attaching the headquarters company to the BEB may argue that the company is designed to be a separate unit. However, the Army transformed and requires its leaders to be agile and able to accept change. Based on Stryker brigade after action reviews, transformed BCTs had a BSTB commander and staff to assume the leadership responsibilities for

what had been the brigade's separate companies. Now, the Army is transforming again so that even the Stryker brigades will receive a new BEB. If the BEB performs the function of "unique company" integrator for the BCT military intelligence and signal companies and numerous other attachments, why can it not perform the same function for the BCT headquarters company?

那些不同意將旅部連配屬在旅工兵營的人，可能會抱怨說，旅部連本來就是設計為獨立的單位，然而，陸軍已經轉型，需要的是敏捷且可以接受改變的幹部。依據史崔克旅的訓後回顧，轉換後的旅戰鬥隊有旅特戰營營長及幕僚來擔任旅獨立連的領導之責，現在陸軍再次轉型，所以即使是史崔克旅一樣可獲得一個新的旅工兵營，如果這工兵營替旅戰鬥隊的情報與通信連隊，以及其他配屬單位扮演著整合這些「獨一無二連隊」的功能，那為何營不可以替旅戰鬥隊的旅部連執行同樣的功能呢？

The biggest objection from opponents of this task organization is that the brigade staff can be tasked by the battalion. For example, the brigade can tell the BEB to provide six Soldiers for a cleanup detail and the BEB can turn around and tell the headquarters company to provide one Soldier for the detail. There are two important points to make here. First, the brigade headquarters company has 175 Soldiers who can help accomplish brigade missions just like the other six or seven headquarters companies in the BCT. All Soldiers in the BCT are assigned for a reason, and all must assume a fair share of taskings. Second, the BEB S-3 —usually a major with 12–15 years of experience who has already served on a brigade staff—can be trusted to determine the fair share of the headquarters company. It is common for key and essential personnel to be exempted from duty. This technique may be applied to help keep the BEB S-3 from inappropriately tasking the brigade. Coupled with communication between the majors working on the BEB and brigade staffs, very few issues should arise in this unique relationship.

反對者對於任務組織的最大反對意見就是旅幕僚可被營指派任務，例如，旅可以請旅工兵營提供六個士兵出打掃公差，而旅工兵營可以轉頭告訴旅部連提供一名士兵出公差。這裡有兩個重點，第一，旅部連有 175 位士兵可以幫忙完成旅的任務，和其他六或七個旅戰鬥隊的旅部連沒什麼兩樣，所有在旅戰鬥隊的士兵都被賦予任務，所有人都必須承擔相當的任務。第二，大家都相信旅工兵營的作戰官(通常是由 12-15 年年資且已經歷練過旅幕僚的少校擔任)可以公平地分配旅部連的任務，對於重要及必要的成員來說，免除這些工作是很平常的事，這方法也許可以用來幫助旅工兵營的作戰官免於處於旅不適當的任務中，搭配旅工兵營的少校與旅幕僚之間的溝通，極少數爭議會產生在這個獨特的關係當中。

One of the headquarters company first sergeants I knew periodically suggested that things would work better if the company were not attached to the BSTB. I was always surprised by that opinion because of the many things

the battalion did for the company, such as providing resources and briefing the headquarters company unit status report so that the company commander and first sergeant didn't have to do so. Ironically, that first sergeant was unknowingly asking to become less empowered. If the brigade leaders were tasking the headquarters company for a senior noncommissioned officer (NCO) directly, they would almost certainly say, "Use Sergeant First Class Smith for the funeral detail." However, if the brigade tasks the BEB for a senior NCO for the funeral detail, the BEB will simply task the company for the name of a senior NCO. Now the first sergeant is empowered, because he can meet with brigade senior NCOs to discuss which NCO they should use for the detail.

某一個我所認識的旅部連士官長，常會建議說，如果旅部連沒有配屬在旅特戰營的話，工作會變得更順遂，我對這觀點很訝異，因為營對連做了很多事情，像是提供資源、報告旅部連單位現況，這樣連長及士官長都不用再去做這些事情。但是諷刺的是，士官長不知不覺地被要求擁有更少的權力，如果旅的幹部直接要求旅部連的一位資深的士官做一項任務，他們一定會說「用一個史密斯三等長去做這倒楣事」；然而如果旅交代旅工兵營的一位資深士官長來做這倒楣事，旅工兵營會很簡單的以資深士官長的名義來指派旅部連執行任務，現在士官長被授權了，因為他可以和旅資深士官長碰面討論哪個士官適合這個任務。

Finally, attaching the headquarters company to the BEB is good for Soldier morale. Leaders should provide inspiration, keep their subordinates informed and motivated, and create an environment where Soldiers want to come to work and feel proud of their accomplishments. Everyone wants to feel that they are a part of something bigger than themselves. But how many brigade staffs accomplish this? Most of the leaders I've known in headquarters companies are merely "rowing to serve the ship," working as hard as they can so that they can be home by 1900 and not have to come into the office over the weekend. Table 2 is a list of events that Soldiers in the headquarters company participated in when they were attached to the BSTB.

最後，旅部連配屬在旅工兵營對於士兵的士氣是有幫助的，幹部應該適時鼓舞，保持下級單位主動積極，給士兵一個愉悅的工作環境，對於達成的成就感到榮耀，每個人都想要覺得自己是組織的一部份，更勝於個人。但是多少個旅部幕僚可以做到這樣？大部份我認識的旅部連幹部僅僅只會顧好自己的業務，只做他們自己能力所及的，這樣他們就可以晚上七點前回家，假日不必回辦公室加班。表二為假設旅部連配屬在旅戰鬥隊時，士兵們要做的事項。

Best battalion competitions	Battalion runs
Company commander lunches	First sergeant lunches
Officer physical training	Battalion sports day
Organizational day	Deployment yearbook
Birthday cards from battalion commander	Battalion closeout formations
Command maintenance formations	Payday award formations
Combat patch ceremonies	Leader breakfasts
Safety awards	Battalion commander congratulatory notes
Family readiness group leader recognition	Graduation event participation

Table 2. Morale-Building Events

營競賽	營級路跑
連長會餐	士官長會餐
軍官體能訓練	營級運動日
組織日	部署年鑑
營長給的生日卡片	營清倉隊形
指揮保養編組	薪獎隊形
戰鬥徽章授予儀式	幹部早餐
安全獎	營長的祝賀便簽
家庭整備組長辨識	參與畢業典禮

表二 士氣建立事項

The majors and senior NCOs on the brigade staff may not care much about these events, but Soldiers do. Participating in a day of sports or hanging out with their Families at an organizational day is good for Soldier morale. Being included in combat patch ceremonies or having their own company pictures in a yearbook that documented their deployment makes Soldiers proud. Staying informed by hearing senior leaders speak at formations or lunches increases the level of job satisfaction for Soldiers. The bottom line is that battalion functions are important for Soldier morale and provide one more reason why the headquarters company should be attached to the BEB.

旅級幕僚的少校及資深士官長很少關心這些事情，但是士兵們會在乎。參與組織的運動日或家庭日可提升士兵的士氣，被列入在戰鬥徽章授予儀式或在年度書刊內有自己連隊的照片，記載他們的部署，都會讓士兵感到驕傲。列隊或者用餐時聆聽高階幹部講話，增加士兵對於工作的滿足感，重點是營級對於士兵所扮演的功能是很重要的，這也提供更多的理由，為何旅部連應該配屬在旅工兵連。

The intent of this article is to convince Army leaders that the best relationship for the headquarters company is to be attached to the BEB. No battalion commander wants to receive a mission such as caring for a company and then be given mere administrative control instead of full authority to

accomplish it. Centrally selected battalion commanders and experienced majors within a BEB are smart enough to appropriately task a headquarters company while taking care of the company and its Soldiers. The brigade and battalion executive officers and S-3s are certainly mature enough to maintain good communications as they refine roles and responsibilities in this unique relationship. When the company works for the battalion, the workload of the company command team is greatly reduced and busy senior brigade staff officers are not burdened with managing a separate company, much less providing command oversight that is not their responsibility. This means that the BCT has increased its ability to accomplish the mission by building a cohesive team through mutual trust, accepting prudent risk, and facilitating disciplined initiative. I would advise those brigade commanders, BEB commanders, headquarters company commanders and first sergeants, operations sergeants major, and anyone else who is still not convinced of this to try it. I'm sure they will discover that the benefits gained from a pure attachment far outweigh the burden of having the BEB task the brigade staff for someone to be on a post cleanup detail every once in awhile.

這篇文章的目的是要說服陸軍的領導幹部，將旅部連配屬在旅工兵營將是最佳的方式。沒有任何營長想要照顧一個連隊，而對其僅僅只是行政管制，沒有完全執行的權力，中央所選的營長或者旅工兵營內有經驗的少校，當他們在照顧旅部連及士兵時，都會夠聰明地分配適當任務給連隊；旅部及營部的副主官與作戰官，在這特殊的關係下，當他們精進角色與職責的同時，也夠成熟地維持良好溝通。當連隊為營級作業時，連級指揮組的工作負荷將會大大減少，忙碌的資深旅幕僚軍官們，也不必去負擔管理一個獨立連隊的責任，這也大大減少督管職責，這表示旅戰鬥隊已藉由凝聚團隊向心力，透過彼此相互信任、接受審慎的風險以及建立嚴謹的方案來增加他們的能力，共同完成任務。我會建議這些旅長、旅工兵營營長、旅部連連長以及士官長、作戰士官長以及其他任何還未被說服的人員，試著嘗試看看，我保證他們會發現，從真正配屬的單位獲得到好處遠遠超過旅幕僚可以給予的。