

sional military education component of MQS II consists of a reading program and, for selected officers, advanced civil schooling as well.

MQS gives commanders the flexibility they need to establish leader development programs that complement their METL-based unit training programs. The METLs and warfighting must be the focus of unit leader development programs. Commanders must therefore tailor both their MQS task training programs and their professional reading programs to support their METL-based unit training plans. (MQS does not require commanders to train tasks that do not support their unit METLs.)

The MQS II implementation plan will include the distribution of both a common manual and a branch manual. The

MQS II common manual will be distributed in December 1990, and the MQS II branch manuals between January and March 1991. Each lieutenant and captain will receive personal copies of both manuals through his unit's pinpoint distribution system.

The U.S. Army Publications Distribution Center will ship the new manuals on the basis of specific unit requirements as identified on unit DA Forms 12-99. Unit commanders should make sure their pinpoint accounts accurately reflect authorizations for both lieutenants and captains, by branch. Similarly, officers should check with their units to make sure their copies of these manuals are on order.

After the initial fielding of the manuals, newly commissioned officers will receive their manuals through their officer basic

courses. Each service school should make sure enough copies of both manuals are on hand. In addition, each school should have some manuals for advanced courses officers who did not receive copies through their units. All officers should keep their MQS manuals when they leave these courses.

If all company grade officers and their leaders understand the overall Military Qualification Standards system, and if they have the materials they need, MQS II should effectively accomplish its goals.



## LNOing

ALLEN L. TIFFANY

Many first lieutenants and junior captains are assigned as liaison officers (LNOs) on brigade and division staffs, and occasionally on a battalion staff as well. These are table of organization and equipment (TOE) positions. Unfortunately, the young officers are given few opportunities to act as LNOs, and spend most of their time as "assistants to the assistant" or as "project officers." Because of this, they learn little about how LNOs are supposed to work and exactly what it is they are supposed to do. When they do occasionally serve as LNOs between their units and others, it is normally within their own division and therefore not too hard for them to "muddle through."

Sometimes, though, they must serve outside their division, and this is when their jobs become more difficult. Such was the case when I was assigned as an

LNO on a brigade staff in the 7th Infantry Division at Fort Ord. One Friday afternoon, when the brigade was on its highest alert status, my commander walked in, pointed at me, and said, "I want you at corps headquarters by tomorrow morning. We've just been alerted."

I was excited and eager to take on this mission, but I had given little thought to performing my LNO duties 2,000 miles from my home station with an outfit I knew less about than they did about me and my unit. Fortunately, a quick cram session and assistance from some wise veterans gave me a substantial amount of institutional knowledge.

I found that while Field Manual 101-5 does give a good overview of an LNO's responsibilities, it does not discuss some of the more subtle tricks of the trade.

Doctrinally, LNOs are supposed to be exchanged between units when possible. If this cannot be done, liaison is effected from left to right and from higher to lower. At times, however, liaison must be effected from lower to higher. Thus, a lieutenant or captain serving as an LNO on a battalion or brigade staff might suddenly find himself as his unit's sole LNO to a headquarters one or more echelons above his parent headquarters; in other words, a brigade LNO could find himself working at a corps headquarters.

My brigade's mission was highly successful, and I believe my eleventh-hour cramming helped me help the unit. Both before and during the exercise, I did learn a lot, although I realized there was much more I had to learn. But I would like to share some of that institutional knowledge I picked up and some of those subtle tricks

of the trade that came to my rescue with those of you who may have a similar task in the future.

First, you need to put together a deployment checklist of things to take along and a list of things to do when you get where you're going. I offer here some examples that you can tailor to your own preferences and to the peculiarities of your situation.

As a starting point, then, your deployment checklist should include the following:

**Telephone Calling Card.** You will need this card or some kind of authorization numbers, because you will spend a lot of time on the telephone calling various places.

**Phone Books.** Take a telephone directory for both the post (including AUTOVON) and the local community, and several numbers for sending facsimile (fax) documents (including the one at your unit's departure airfield or port operations center). Again, you may be calling anyone, anywhere, at any hour, and on any conceivable line and system.

**Unit SOPs.** Your unit tactical and administrative SOPs are critical for more reasons than I can count. Take several copies and leave a few when you return home.

**Money.** Take several hundred dollars. Get a temporary duty advance or take your own money if you're really short of time and have it to spare. You're going to need money for things you did not anticipate—sending overnight mail, cab rides, billets, rental cars, and other odd items that come up. And you're not going to have time to worry about finding it when you get where you're going.

**Unit Call Signs and Frequencies.** The need to know your unit call signs and frequencies may seem obvious, but how about the call signs, hours, frequencies, and azimuth and altitude required for the antenna at your destination to reach the TACSAT (tactical communication satellite) radio at your division's emergency operations center (EOC)? There are more ways to communicate than most people generally think of. Call the headquarters you are going to before you leave and ask the EOC communications officer to run down the system he has.

**List of Commanders and Staff Officers.** Make a list of unit commanders and staff officers from your level down to the platoon leaders, and keep it with you. Knowing names makes it easier to communicate when your unit and the controlling headquarters start talking to each other. In addition, you never know when one platoon or smaller unit will be sliced hither or yon for some reason or other.

**List of Unit Equipment.** Obtain a list of the unit's equipment by nomenclature. First, this information is critical for airload planning. To the planner, there is a world of difference between an M966 HMMWV (high mobility multipurpose wheeled vehicle) and an M1038 HMMWV, for instance. And, less specifically, there are many reasons related to equipment compatibility for knowing precisely what your unit has (and does not have).

**Permissive Jump Orders.** If you are airborne qualified and going to an airborne unit, obtain permissive jump orders if possible before you leave your home station. You never know when the headquarters you are attached to is going to decide to jump into an area of operations (AO).

**Security Status Verification.** You may feel the need to take your security status papers as well as any other "qualification" papers that may be relevant.

**"Go to War" Ruck or Field Kit.** At some point, you will probably find your-

self back in the field. Be ready for a long stint as an LNO and a rapid transition from a sterile, rear area corps EOC to a dirty, dark tactical operations center near the battle lines.

**Coordinate for Link-up with Sensitive Items.** Plan to have someone get your sensitive items to the field for you in case you can't take them when you leave. Although this is a simple task, it is also one that is easy to overlook. (You sure would feel funny in enemy territory without your M16.)

As for your second list — your "To-Do List" — you need to think in advance of what you are going to do when you arrive:

**Call Home.** As soon as you get to where you're going, call and check in. While you're enroute, you will be out of touch with your unit for some time, and many things can change. Even before you start on what was your first priority when you left, call to find out if that is still your first priority.

**List Everyone You Meet.** Meet everyone you can in the headquarters and keep a written record of who they are, their positions, and their phone numbers. Otherwise, you will be overwhelmed by the number of people you meet and then do not see again for days. Eventually, you will need to find some of them to help you solve the inevitable problems. Also, members of your own brigade will start asking for the names and phone numbers of people in the controlling headquarters so



they can start doing their own coordination.

**Send SOPs Back Home.** Send a copy of the controlling headquarters SOP home as quickly as possible, especially all report formats. Since everything you send to your unit has to be disseminated, give the staff as much time to react as possible.

**List Primary Operators.** Just as you are taking the names and telephone numbers of your unit to the controlling headquarters, you also need to send the names and numbers of the primary operators at the controlling headquarters back to your unit.

**Stick to the EOC Watch Officer.** If you attach yourself to the EOC watch officer and listen to what goes on (or fails to go on) around him, you will be able to give your unit a "heads up" on incoming missions, information, and the like. As an LNO you will be not only the official representative of your command but also a back-channel conduit of information and negotiator for your commander. You cannot get involved if you are not close to the watch officer.

**Seek out Resources.** Find out what is available that your unit may need. Be nose-y and think creatively. Look around the controlling EOC and elsewhere for information, units, materiel, or other resources, and ask yourself, "Does my unit know about that? Will we have a need for it?"

Although it may seem unusual, one brigade "acquired" a battery of 155mm howitzers and some airborne jammers for a short period this way. Also, when our long range surveillance detachment teams had to lay over for several hours at a nearby airfield before jumping into their AO, I realized it would be valuable to have the team leaders come to the corps EOC for a briefing from the corps G-2 and a review of his intelligence information (maps, photos, mock-ups). It was certainly a better use of their time than letting them sit in a hangar watching the hours grind slowly by. And it helped them accomplish their mission.

**Address EOC Problems.** If the need arises, be prepared to comment on an EOC's performance to the watch officer or even the G-3. If there are shortcomings that are hurting your unit and threat-

ening its mission and you know the reason, you have to address the issue. First, try to fix the problem by getting personally involved. If that doesn't work, bring it up with the watch officer. And if that doesn't work, bring it up with the G-3. First, make sure your facts are straight and you have a proposed solution; then be professional and speak in private. Just because you will leave the area in a few days does not mean you have the right to be reckless or self-serving.

**Overnight Mail.** Be prepared to send things by some form of overnight mail. Not every document can be fed through a fax machine.

**Keep Receipts.** Be sure to keep all your receipts for expenditures so you can settle up later.

**Call Ahead.** Once you think you have thought of everything, collect all your notes and call the headquarters you are going to before you leave your home station. Speak to one of the watch officers, run through what you are bringing, and ask him to comment. Then have him run through any other requirements he has. Ask him to describe, in his own words, what you will be doing. His description may help you think of additional items you need to bring. The way they do things there will be different from the way you are used to doing them — maybe better, maybe worse, but definitely different. Also let him know when and how you will be arriving. Coordinate how you will be billeted and how you are to get from your point of arrival to the EOC. Trade phone numbers and agree upon a time you will report for duty.

Start now putting together your own checklists. And once you think you have them right, give them to your S-3 or G-3 or commander for comment.

Throughout the process of serving as an LNO, there are several things you must remember. First, mission success, for your unit and for the controlling headquarters, is your first priority. And especially in the early phase of a deployment, that success rests largely on your shoulders as an LNO. Making mistakes is OK. You will make a few, and your adopted headquarters will forgive you if you make them because you are trying hard. But do not expect forgiveness or support if your

mistakes result from your timidity or laziness.

Remember that you are in a new, strange land. Ask questions. Demand explanations and force your way into conversations when you must. Every resource you fail to tap for your parent unit because you are not dynamic enough to grasp the importance of an item or creative enough to see the value of something may, in a shooting war, cost someone his life or threaten the mission.

The two questions that should always be on your mind are, "How can I help my unit?" and "How can I help the controlling headquarters?"

Perhaps the most important thing to remember is that you are your unit's sole representative to the controlling headquarters. You should strive to achieve such a standard that when a similar alert occurs, the controlling headquarters will ask for you by name, and your own unit will want to send you. Anything else means you are just another cog in the machine.

When it is all over and you are back at home station telling war stories, take a few minutes to write a letter to the G-3 (preferably) or the watch officer you worked for. In the form of an after action review, give him your impressions of his EOC and how you as an LNO from an attached unit fit into it. Be candid but prudent. He may want and need your honest, outside appraisal to make his operation better. But he does not need any name-naming potshots. Constructive criticism is highly valuable. And in that spirit, ask him for feedback on how you did and what you might do next time to be better prepared.

It is critical, for two reasons, that we LNOs prepare to be more effective. First, we need to be the best LNOs we can so we can serve our units well. Second, the better we do our jobs, the better able we will be as future commanders and S-3s to teach the young officers who will someday work for us as LNOs.

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**Allen L. Tiffany**, in addition to his liaison officer assignment, also served with the 7th Infantry Division as a platoon leader, a company executive officer, and a battalion S-1. He recently left active service and is now attending graduate school at the University of Kansas.

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