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COMBAT OPERATIONS HANDBOOK.

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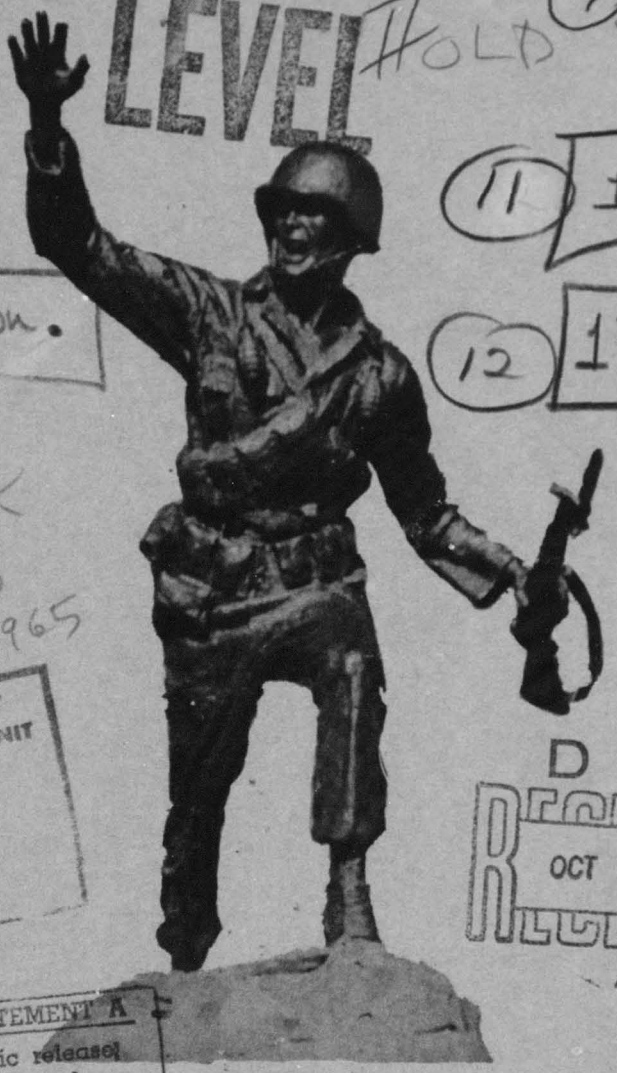
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SEE O & T HANDBOOK DATED 1965



PART	TITLE
1	Command and Staff Actions
2	Estimate of Situation
3	Operation Orders
4	Overlay Techniques
5	Troop Movements
6	Air-Ground Operations
7	Psychological Warfare
8	Records and Reports

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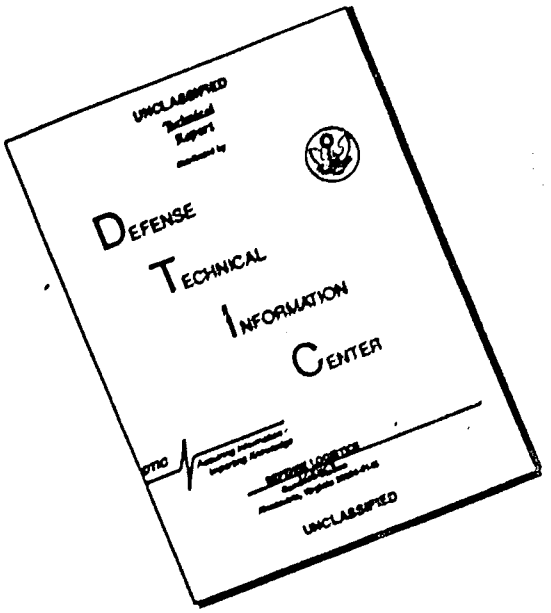
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FOR THE CHIEF:

ALEXANDER NICOLINI
Major, Infantry
R&D Coordinator

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INTRODUCTION

1. PURPOSE. This handbook is designed to provide a ready reference for use by students at the United States Army Infantry School and in future assignments.

2. THE BATTALION AND BRIGADE STAFF.

a. General. The staff's primary purpose is to assist the commander in the exercise of his command. The organizational principles of unit of command and direction, span of control, delegation of authority, and grouping of compatible and related activities are applied in organizing military staffs. The mission to be accomplished and the activities required to attain objectives essential to accomplishment of the mission are the fundamental considerations in the organization of a staff.

b. Organization.

(1) The unit staff at brigade and battalion level consists of the executive officer, the S1, S2, S3, and S4. They are the principal staff assistants to the commander.

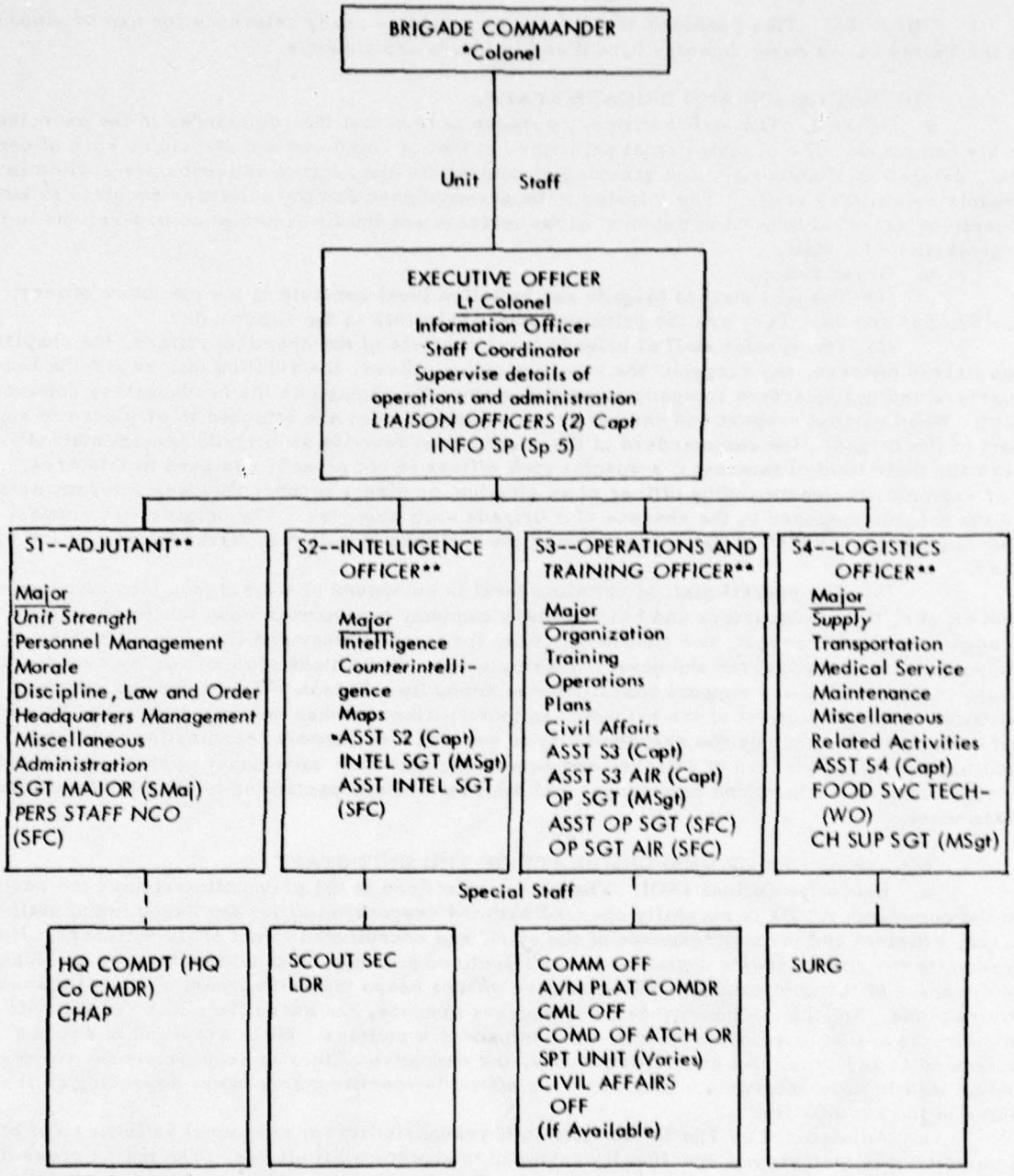
(2) The special staff at brigade level consists of the chemical officer, the chaplain, two liaison officers, the surgeon, the communication officer, the aviation officer and the headquarters and headquarters company commander when functioning as the headquarters commandant. When combat support and combat service support units are attached to or placed in support of the brigade, the commanders of these units may function as brigade special staff officers for their field of interest if a special staff officer is not already assigned in this area. For example, the commanding officer of an attached or direct support engineer company acts as the brigade engineer in the absence of a brigade staff engineer. The brigade fire support coordinator (FSCOORD) is the commander of the artillery battalion in direct support of the brigade.

(3) The special staff at battalion level is composed of the surgeon, the communication officer, the headquarters and headquarters company commander when functioning as the headquarters commandant, two liaison officers, the motor officer and the platoon leaders of the support platoon, the mortar and davy crockett platoon, the antitank platoon and the reconnaissance platoon. The fire support coordinator is normally a liaison officer from the artillery battalion in direct support of the brigade. In those instances when no artillery liaison officer is available, the S3 assumes the responsibility to see that fire support coordination is effected. Additionally, commanders of attached and supporting units and units under operational control are advisors to the battalion commander and staff on matters pertaining to the employment of their units.

3. MAJOR AREAS OF RESPONSIBILITY OF THE UNIT STAFF.

a. Executive Officer (XO). The executive officer is the principal assistant and advisor to the commander. He is normally charged with the responsibility for the execution of staff tasks, efficient and prompt response of the staff, and coordinated effort of its members. He transmits the commander's decisions to staff sections and to subordinate units when applicable, in the name of the commander. The executive officer keeps himself abreast of the situation and future plans. During his commander's temporary absence, the executive officer represents him and directs action in accordance with the commander's policies. He is prepared to assume command at any time. As an additional duty, the executive officer is responsible for troop and public information programs. The executive officer's specific duties vary, depending on the desires of the commander.

b. Adjutant (S1). The S1 has unit staff responsibility for personnel activities and other administrative matters not specifically assigned to another staff officer. The major areas of personnel responsibility are: maintenance of unit strength, personnel management, development and maintenance of morale, maintenance of discipline, law and order, headquarters management and miscellaneous. He performs functions similar to those of the personnel officer (G1), the commander's personal staff on a general staff level (FM 101-5) and the personnel function of those special staff officers who are not included in the brigade or battalion staff, such as the adjutant general, inspector general, staff judge advocate, provost marshal, special



---- Staff Relationships

*Brigadier General when authorized by DA

**See Fig 16-26, FM 101-5 (July 60) for staff relationships in selected activities.

Figure 1. Brigade Staff.

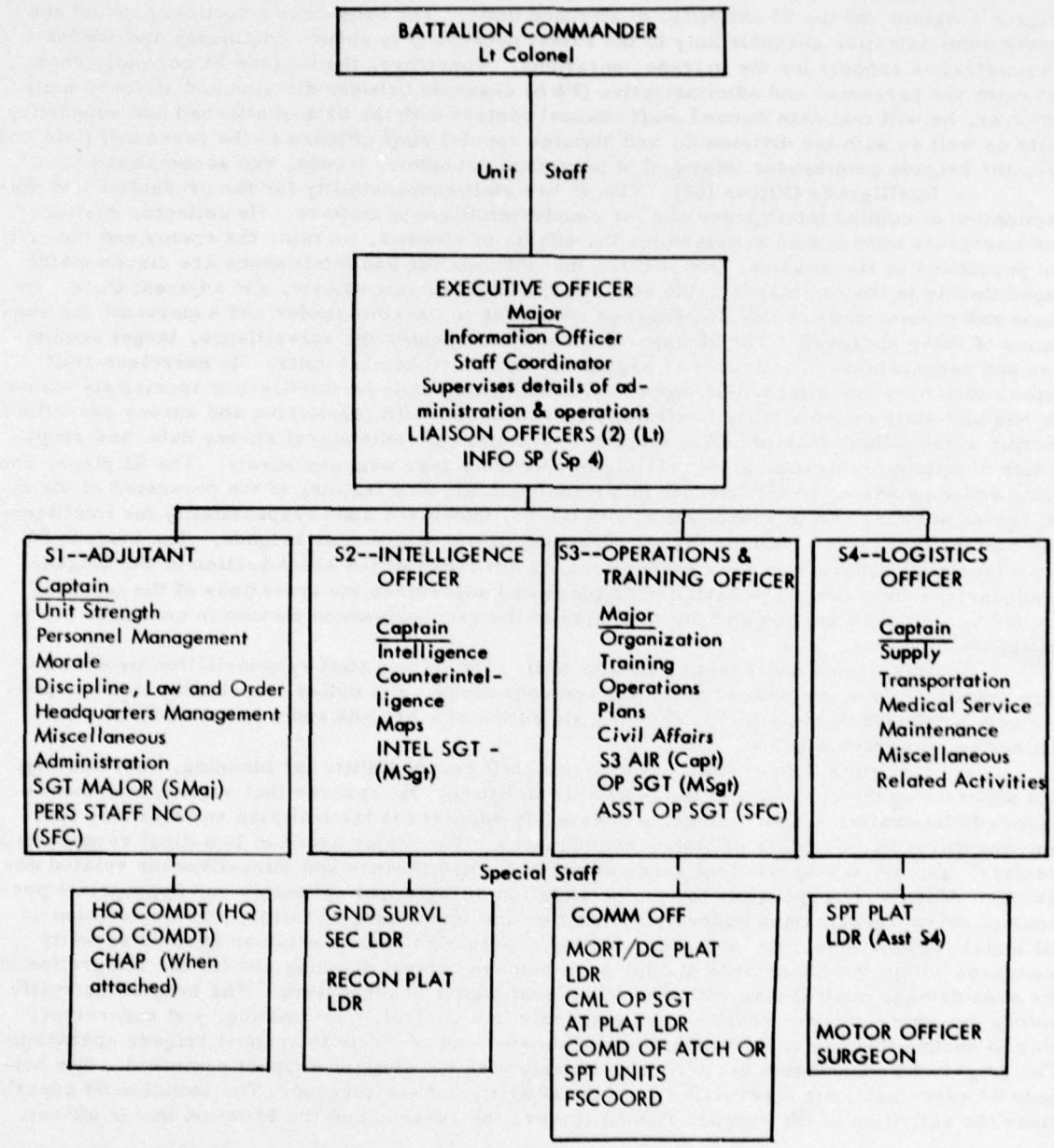


Figure 2. Battalion Staff.

services officer, and finance officer. The S1 supervises the headquarters commandant in administrative matters pertaining to the headquarters. The S1 also exercises staff supervisors over the Headquarters Commandant in the preparation and implementation of plans for local security of the command post. Additionally, the brigade S1 exercises staff supervision over the brigade chaplain and the S1 activities of attached units. The brigade is a tactical echelon and enters administrative channels only to the extent necessary to ensure continuous and adequate administrative support for the brigade operations. Therefore, the brigade S1 normally does not enter the personnel and administrative (P&A) channels between division and attached units. However, he will maintain normal staff channel contact with the S1's of attached and supporting units as well as with the division G1 and division special staff officers in the personnel field and keep the brigade commander informed of personnel problems, trends, and accomplishments.

c. Intelligence Officer (S2). The S2 has staff responsibility for the production and dissemination of combat intelligence and for counterintelligence matters. He collects, evaluates, and interprets information to determine the effects of weather, terrain, the enemy and the civilian population on the mission. He ensures that information and intelligence are disseminated expeditiously to the commander, the staff, and to higher, subordinate, and adjacent units. He plans and recommends counterintelligence measures to the commander and supervises the execution of those approved. The S2 supervises and coordinates the surveillance, target acquisition and reconnaissance activities of organic and attached combat units. He exercises staff supervision over any attached or supporting intelligence units or intelligence specialists teams. He has unit staff responsibility in all matters relating to CBR monitoring and survey operations; posting of the fallout contamination map; interpretation of radiological survey data; and preparation of fallout predication plots relating to enemy nuclear weapons bursts. The S2 plans, conducts and supervises the intelligence and counterintelligence training of the personnel of the intelligence section, and in coordination with the S3, exercises staff responsibility for intelligence and counterintelligence training for all personnel of the battalion or brigade. The brigade S2 exercises staff supervision over reconnaissance activities of the scout section of the brigade headquarters company. The battalion S2 plans and supervises the operations of the battalion ground surveillance section and the activities of the reconnaissance platoon in execution of intelligence missions.

d. Operations and Training Officer (S3). The S3 has staff responsibility for all matters pertaining to organization, training, and operations. His duties are similar to those prescribed for the G3 in FM 101-5. The specific duties of a brigade and a battalion S3 are explained in paragraph 4 below.

e. Logistics Officer (S4). The S4 has staff responsibility for planning, coordinating, and supervising the operation of the logistical facilities. He ensures that organic and nonorganic administrative support elements adequately support the tactical plan and that they function according to the orders of higher commanders. The major areas of logistical responsibilities are: supply, transportation, medical service, maintenance and miscellaneous related activities. The S4 is responsible for the preparation of logistical estimates and appropriate portions of operation plans and orders, the location and functioning of trains, and supervision of all logistical functions. He is responsible for supervision of the execution of local security measures within the trains area and for area damage control planning and for the integration of the area damage control plan with that of the next higher headquarters. The brigade normally enters the administrative chain of command only in a control, coordinating, and supervisory role to ensure that logistical support is coordinated and adequate to support brigade operations. The brigade S4 coordinates his activities closely with the division support command. The brigade S4 exercises staff supervision over the activities of the surgeon. The battalion S4 supervises the activities of the support platoon leader, the surgeon and the battalion motor officer.

4. SPECIFIC DUTIES OF THE OPERATIONS AND TRAINING OFFICER (S3).

a. The S3 is charged with staff responsibility for all matters pertaining to the organization, training, and operations of the unit. His specific duties involve planning, coordination, and/or supervision of the following items:

(1) Organization.
   (a) Making a continuous study of the units' organization, and preparing recommended changes to TOE's.
   (b) Requesting assignment or attachment of combat, combat support and combat service support units or teams, recommending the requesting of unit replacements, and in accordance with priorities established by the commander, and in coordination with appropriate staff officers, allocating these units or teams to best accomplish and support the mission.
   (c) Recommending allocation of personnel and equipment based on mission requirements.

(2) Training.
   (a) Preparation and execution of training directives, programs, orders and the planning and conduct of field exercises.
   (b) Determination of requirements for procurement and distribution of training aids and facilities.
   (c) Determination of requirements for allocation of training ammunition.
   (d) Planning and conducting training inspections and tests.
   (e) Maintaining training records and reports.
   (f) Requesting and allocating school quotas.

(3) Operations.
   (a) Preparation of the operation estimate.
   (b) Preparation and publication of operation plans and orders, and supervision and coordination of the execution of combat and combat support operations.
   (c) Integration of fire support and scheme of maneuver. The S3 has staff responsibility for fire support planning and coordination, exercising staff supervision over the FSCOORD.
   (d) Recommendation for allocation of nuclear, chemical and biological weapons to subordinate units, as appropriate.
   (e) Maintaining current information on the tactical situation.
   (f) Supervising the preparation of the communication plan.
   (g) Planning and supervision of overall command security.
   (h) Recommendation for the special ammunition load for organic and attached units.
   (i) Recommendation for the basic load for combat and combat support units.
   (j) Recommendation for priorities of personnel allocations, supplies and equipment for combat and combat support units.
   (k) Tactical troop movements.
   (l) Integrating psychological warfare into combat operations.
   (m) Exercises staff supervision over psychological warfare elements or personnel that may be attached.
   (n) Coordinating engineer, signal, chemical, aviation and other combat support activities with combat operations.
   (o) Integration of combat support provided by elements of other services with combat operations.
   (p) General location of command installations.
   (q) Combat patrolling and reconnaissance in force.
   (r) Operational records and reports.
   (s) Civil affairs functions. Exercises staff supervision over civil affairs elements or personnel that may be attached.
   (t) Planning rear area security measures.
   (u) Exercises staff supervision over chemical personnel in all matters pertaining to the tactical employment of chemical and biological agents and in the preparation of fallout prediction plots relating to friendly delivered nuclear weapons.

(v) Integration of tactical cover and deception plans with operation plans.

(w) Damage assessment to include organization and employment of control and assessment teams.

b. The brigade S3 exercises staff supervision over the communication officer, aviation officer and chemical officer.

c. The battalion S3 exercises staff supervision over the battalion communication officer, antitank platoon leader, mortar and davy crockett platoon leader, and the CO of combat support units attached or placed in support of the battalion. The battalion assistant S3 (S3 air) is a qualified nuclear weapons employment officer and will normally prepare the detailed target analysis when required.

5. ORGANIZATION OF THE S3 SECTIONS OF THE BRIGADE AND BATTALION.

a. Brigade S3 Section.

(1) The S3 section of the airborne, infantry and mechanized division brigade consists of the following personnel:

Personnel	Duty Position	Grade
Officers: 3	S3	Maj
	Asst S3	Capt
	Asst S3, Air	Capt
*Enlisted Men: 3	Op Sgt	E-8
	Asst Op Sgt	E-7
	Op Sgt, Air	E-7

(2) Vehicles, Radios and Nets, infantry division brigade:

Personnel	Vehicle/Radio	Net
S3 (as required)	Carr Pers (Radio and Veh auth comd veh sec of TOE)	
	1 AN/VRQ-3	Div CG Comd Net, FM
		Bde Comd Net, FM
S3	Trk 1/4-Ton	
	1 AN/VRC-10	Div CG Comd Net, FM
	1 AN/VRC-10	Bde Comd Net, FM
S3 Air	Trk 3/4-Ton	
	1 AN/VRC-18	Bde Comd Net, FM
	1 AN/GRR-5 (Monitor)	Div Air Request Net
	1 AN/VRC-24	Spot Report Receiver System
S3 (Bde Op)	Trk Shop Van	
	1 AN/VRQ-3	Div CG Comd Net, FM
		Bde Comd Net, FM
S2-S3 (Bde Op)	Trk 3/4-Ton	
	1 AN/GRC-19	Div Air Request Net
	1 AN/GRR-5 (Monitors)	Div Warning Broadcast Net

(3) Vehicles, Radios and Nets, mechanized division brigade:

Personnel	Vehicle/Radio	Net
S3 (as required)	Carr, Pers (Radio and veh auth Comd Veh Sec of TOE)	
	1 AN/VRQ-3	Div CG Comd Net, FM Bde Comd Net, FM
S3	Trk 1/4-Ton	
	1 AN/VRC-10	Div CG Comd Net, FM
	1 AN/VRC-10	Bde Comd Net, FM
S3 Air	Trk 3/4-Ton	
	1 AN/VRC-18	Bde Comd Net, FM
	1 AN/VRC-24	Spot Report Receiver System
S2-S3 (Bde Op)	2 Carr Pers	
	2 AN/VRQ-3	Div CG Comd, FM Bde Comd Net, FM
	1 AN/VRC-29	Bde Comd Net, RATT
	1 AN/VRC-29	Div Comd Op Net, RATT
S2-S3 (Bde Op, S3 Air)	Carr, Pers	
	1 AN/VRQ-3	Bde Comd Net, FM
	1 AN/GRC-19	Div Air Request Net, AM, (Voice, CW)
	1 AN/GRR-5	Div Warning Broadcast Net, AM

(4) Vehicle, Radios and Nets, airborne division brigade:

Personnel	Vehicle/Radio	Net
S3	Trk 1/4-Ton	
	1 AN/VRC-18	Bde Comd Net, FM Monitors CG Comd Net, FM
S3 Air	Trk 3/4-Ton	
	1 AN/VRC-24	Spot Report Receiver System
	1 AN/GRR-5 (Monitors)	Div Air Request Net
	1 AN/VRC-18	Bde Comd Net, FM (Monitors supported unit Comd Net, FM)
Op	Trk 1/4-Ton	
	1 AN/VSC-1	Div Comd/Op Net RATT

b. Battalion S3 Section.

(1) Each type infantry battalion S3 section consists of the following personnel:

Personnel	Duty Position	Grade
Officers: 2	S3	Maj
	Asst S3 Air (Nuclear Weapons Employment Officer)	Capt
*Enlisted Men:	Op Sgt	E-8
	Asst Op Sgt	E-7

(2) Vehicles, Radios and Nets, infantry and airborne infantry battalion:

Personnel	Vehicle/Radio	Net
S3	Trk 1/4-Ton	
	1 AN/VRC-10	Bde Comd Net, FM (Voice)
	1 AN/VRC-10	Bn Comd Net, FM (Voice)
S3 (Op)	**Trk Shop Van	
	1 AN/VRQ-3	Bde Comd Net, FM (Voice)
		Bn Comd Net, FM (Voice)
S3 Air	Trk 3/4-Ton	
	1 AN/VRC-18	Bn Comd Net, FM (Voice)
	1 AN/VRC-24	Spot Report Receiver System (Voice, Monitors)
	1 AN/GRR-5	Div Air Request Net, AM (Voice, CW, MCW) (Monitors)
Bn Op (S2-S3)	Trk 3/4-Ton	
	1 AN/GRC-19	Div Air Request Net, AM (Voice, CW)
	1 AN/GRR-5	Div Warning Broadcast Net, AM (Monitors)

(3) Vehicles, Radios and Nets, mechanized infantry battalion:

Personnel	Vehicle/Radio	Net
S3	Trk 1/4-Ton	
	1 AN/VRC-10	Bde Comd Net, FM (Voice)
	1 AN/VRC-10	Bn Comd Net, FM (Voice)
S2-S3 (Bn Op)	2 Carr, Pers	
	1 AN/VRQ-3	Bde Comd Net, FM (Voice)
	1 AN/VRQ-3	Bn Comd Net, FM (Voice)
	1 AN/VRC-29	Bde Comd Net (Voice, CW, RATT)
S3 Air	Carr, Pers	
	1 AN/GRC-7	Bn Comd Net, FM (Voice)
	1 AN/GRC-19	Div Air Request Net (Voice, CW)
	1 AN/VRC-24	Spot Report Receiver System (Voice, Monitors)
	1 AN/GRR-5	Div Warning Broadcast Net (Voice, CW, MCW) (Monitors)

NOTE:

*Clerical support is provided by S1, usually by detailing a clerk typist and the operations assistant to work for both S2 and S3. During combat the S2 and S3 sections normally function in the same working area. Shifts are arranged to permit continuous operation.

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COMBAT OPERATIONS HANDBOOK

PART 1

COMMAND AND STAFF ACTIONS

PART I
COMMAND AND STAFF ACTIONS

1. GENERAL. The commander utilizes his staff in every phase of command and staff action. The S2 and S3 are the principal staff officers concerned with tactical operations. The S2 provides the latest information on the enemy, weather and terrain and the S3 conducts the tactical planning. The S1 and S4 are concerned with the administrative and logistical considerations and determine how tactical operations can be supported from that standpoint.

2. COMMAND AND STAFF ACTION. In the ideal situation after receiving a mission, the sequence of events leading up to the employment of a unit in a tactical operation is as outlined in the following paragraphs and portrayed graphically in charts 1 and 2.

a. Mission. The commander and staff analyze the mission to insure that they thoroughly understand it, to include implied tasks. The commanding officer collects pertinent information available from his own staff and from higher, lower and adjacent sources. Based on this information, his knowledge of the situation, a study of the map, and a personal reconnaissance if appropriate, knowledge of the higher commander's future plans and intentions, and application of his own professional experience and judgment, the commander formulates and disseminates his planning guidance.

b. Planning Guidance. Planning guidance provides the necessary staff direction for concurrent planning by providing a framework for making studies and estimates. It guides the staff personnel along common lines of investigation in their search for the best possible course of action to accomplish the mission. It will include the commanders analysis of the mission and may include the following:

(1) Any special aspects of the situation, and/or course(s) of action the commander desires the staff to consider in their estimates, including a general plan for using nuclear weapons or CB agents, if applicable.

(2) Restrictions placed on the operation.

(3) Any additional information that will assist the staff in preparing or revising their estimates.

(4) Pertinent assumptions.

c. Staff estimates. Having studied the mission and received the commander's planning guidance, the staff, under supervision of the executive officer, make their individual staff estimates. Development of each staff officer's estimate and formulation of the staff recommendation requires an exchange of detailed information among the principal staff members. When the mission requires a basic decision as to the tactical employment of the unit, the operations estimate, made by the S3, is the key estimate. All of the other staff officers contribute to it as a result of their estimates. The information provided by and furnished to each is as follows:

(1) The S2 furnishes the S1, S3 and S4 the results of his analysis of the weather, terrain, enemy situation, and enemy capabilities.

(2) The S1 and S4 provide the S3 with information pertaining to the personnel situation and logistical support, respectively.

(3) The S3 determines the possible courses of action he plans to use for his operation estimate and advises the other unit staff officers.

(4) The S2 re-evaluates his own estimate in light of the courses of action to see if additional detailed intelligence is required.

(5) The S1 and S4 based on the information received from the other staff members and an evaluation in their own area or responsibility, complete their estimates to determine what major problems and limiting features exist in providing the required support and which of the courses of action considered by the S3 can best be supported from a personnel (S1) and logistical (S4) point of view.

(6) Meanwhile, the S3 completes his operations estimate. The result will be that course of action which offers the greatest probability of success from a tactical viewpoint. To this result must be applied any additional advantages or limitations developed as a result of the estimates of the other staff officers.

(7) The S3 presents to the commander the operation recommendation, which has been coordinated with the remainder of the staff, commenting where appropriate on the courses of action considered. Other staff officers may be asked by the commander to comment on significant aspects within their respective fields and present the conclusions of their respective estimates. The commander may further question his staff to determine any additional information he requires to make a decision.

d. Commander's estimate. Concurrently, while the staff members are each completing their estimates, the commander is also making an estimate. His estimate prepares him to receive and evaluate the staff recommendation and to make a decision.

e. Decision. Upon receipt of the recommendations of the staff the commander completes his estimate based on these recommendations. The decision is a statement of the general scheme of maneuver (placement and movement of major maneuver units) to be adopted and any nuclear fires to be employed to complement it. It is based on the best course of action selected as a result of his estimate. The commander's decision, as amplified later by the commander's concept, is a basis for preparation by the S3 of paragraph 3a of the Operation Order.

(1) In the attack, the commander's decision statement includes the mission of the unit as a whole; time of attack; designation, direction and terrain to be seized by maneuver units making the main and supporting attacks; the employment of the reserve, and if applicable, a description of nuclear fires to be employed and their targets.

(2) In the defense, the decision statement includes the mission of the unit as a whole, the general trace of the FEBA, the maneuver units to be employed and the ground they will organize. It may include the effective time, priority of fires, and description of nuclear fires to be employed and their targets.

f. Commander's concept: In order that the staff may complete the tactical plan and prepare the operation order to execute the decision, the commander usually elaborates upon the decision by issuing his concept. This outlines to the staff the intent of the commander with regard to the operation. The details of the plan are made by the staff, but the commander should outline, in general, the direction he desires the planning to take. He issues guidance and instructions as necessary and in sufficient detail to allow his staff to carry out task planning and order preparation. The commander's concept may amplify his decision as necessary and may include instructions on any matters not covered in the decision on which the commander has arrived at firm conclusions. No form is prescribed for this concept; it may include, but is not limited to, explanations or clarification of:

(1) The purpose of the operation.

(2) The scheme of maneuver, to include any development and/or phasing if applicable.

(3) Use of nuclear and other fire support, including allocation of nuclear weapons/rounds and the duration of firing a preparation.

(4) Organization for combat.

(5) Requirements for security.

g. Complete planning. Based on the commander's decision and concept, the staff will complete planning in their respective fields. The S3 has primary staff responsibility for the preparation of the operation plan or order. Additional details, as required, are furnished the S3 by unit and special staff officers as a result of their planning. The operation plan or order will then be presented to the commander for his approval. After approval, the S3 prepares the order or plan, authenticates the copies and insures proper distribution if issued in written form. When the order is issued orally (the normal procedure at battalion level) it may be given at the command post of the issuing unit, at a vantage point overlooking the area of operation, or at another conveneint location. Normally the oral order is presented by the commander, although he may have members of his staff assist by orienting subordinates on such things as weather, terrain, and other pertinent matters, or he may require certain members of the staff to cover selected portions of the order pertaining to their areas of interest (e.g. S2 may present paragraph 1a, S3 may present paragraph 1b, S4 may discuss appropriate administration and logistics matters (paragraph 4), and the S3 or Communications Officer may cover items pertaining to paragraph 5a). Issuance of the oral order may be accomplished as follows:

(1) Subordinates are issued an operation overlay (or graphics are posted on subordinate commander's maps).

(2) Subordinates are oriented by the commander or a staff officer on the terrain (or are given a map orientation). This may also include orientation on the enemy situation, friendly situation and/or the operation overlay. The commander assisted by his staff, as necessary, issues the operation order. In doing so, he is not bound to terse, stereotyped language, such as may be used in a written order, but elaborates and explains as necessary. An oral order may be recorded verbatim or in note form by the recipient. When orders from battalion or higher headquarters are issued orally, normally the substance of the order is recorded and overlays and other material filed in the unit journal. The oral order may however, be followed by a written confirming operation order.

h. Execution, & supervision. After the order is distributed, the commander, assisted by his staff, supervises its execution. The primary purpose of the staff in this area is to assist subordinate units where possible to carry out the order in the manner in which the commander intended.

i. The executive officer will supervise the entire process of the staff through the above actions to insure that the proper coordination takes place between staff officers, and that the commander's desires are being followed. He is the unit staff officer responsibile for coordinating and training the staff.

3. OTHER APPLICATIONS. In order to effectively utilize the technique of command and staff action, the following should be clearly understood:

a. The techniques of application will vary with the time available, the desires of the commander and the professional ability of the staff.

b. Estimating and planning is a continuous process in preparation for accomplishing assigned or assumed tasks of present and anticipated operations.

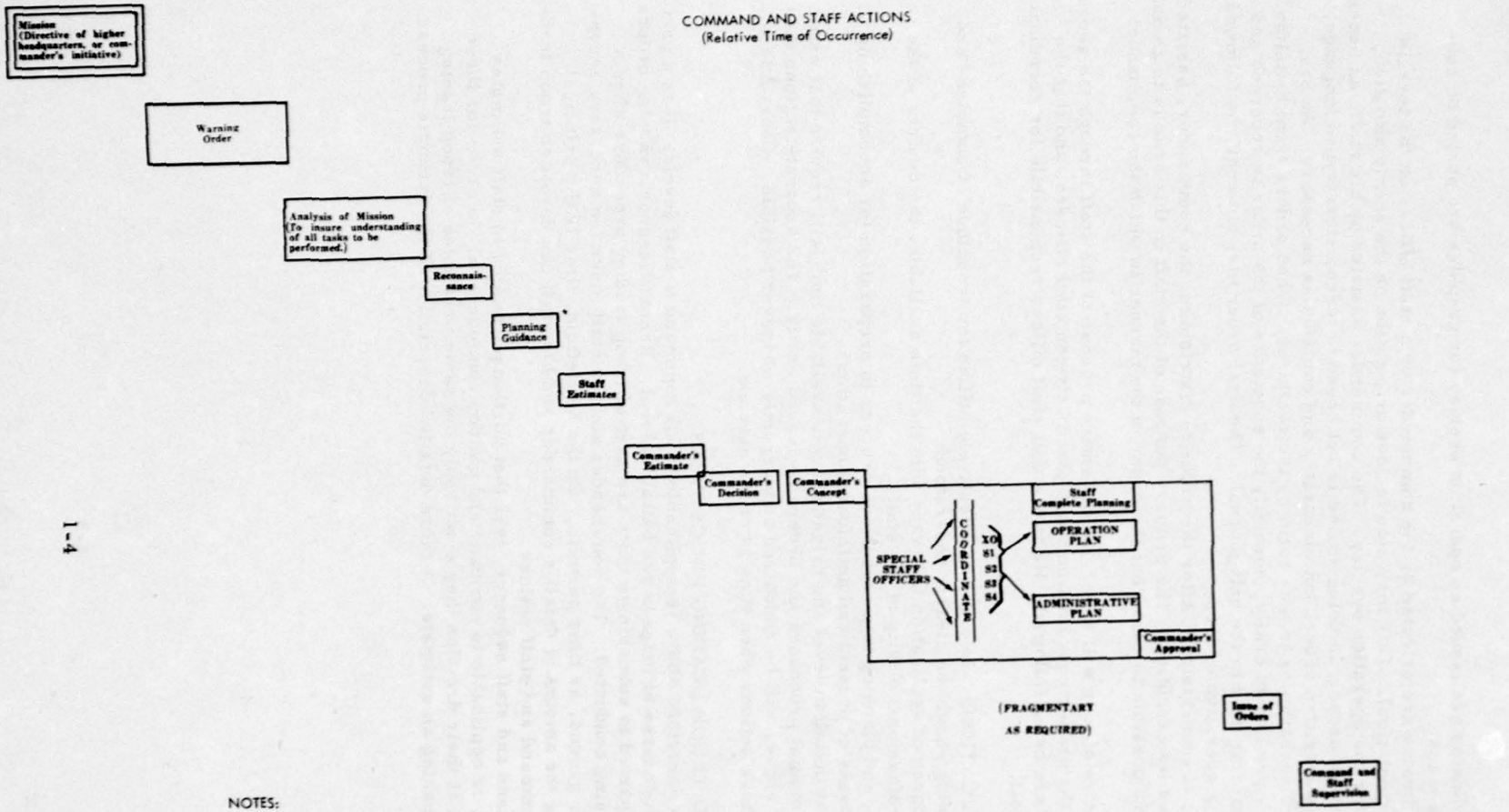
c. Normally at battalion level and brigade level, available time will require that estimates be abbreviated mental processes and orders be issued orally. The separate actions discussed in paragraph 2 above, will be conducted concurrently whenever possible. Chart 2 is a graphic portrayal of these actions when time is of the essence.

4. RELATION TO TROOP LEADING PROCEDURES.

a. The action described above is applicable to all command & staff levels. It is a part of the troop leading procedures at brigade and battalion level. Reconnaissance, warning orders and tentative plans imparted to subordinate units are part of troop leading procedure when a tactical operation is being conducted. The commander and his staff make the necessary reconnaissance, map and/or ground, as time permits. On the battlefield, time is the principal criteria in determining the amount of detail a commander and his staff can devote to troop leading procedures and command and staff actions.

b. The command and staff sequence, less that portion pertaining to staff estimates and recommendations, is applicable to company and platoon commanders. In order for these commanders to arrive at their decision they must apply the same principles of troop leading procedure to include making an estimate. A more detailed description of the estimate process is discussed in Part 2.

COMMAND AND STAFF ACTIONS
(Relative Time of Occurrence)



NOTES:

The above chart portrays the relative sequence of command and staff actions as they occur after receipt of a mission. Frequently many of these operations are carried out concurrently.

*Analysis of mission is also part of planning guidance.

This sequence of action is employed by a commander to ensure that concurrent planning, reconnaissance, and staff actions are accomplished.

The staff keeps the commander informed throughout.

The staff makes estimates and recommendations, the commander considers the staff estimates and recommendations before making his decision.

The staff prepares and coordinates plans and orders for the commander's approval and issues the orders in the commander's name after approval.

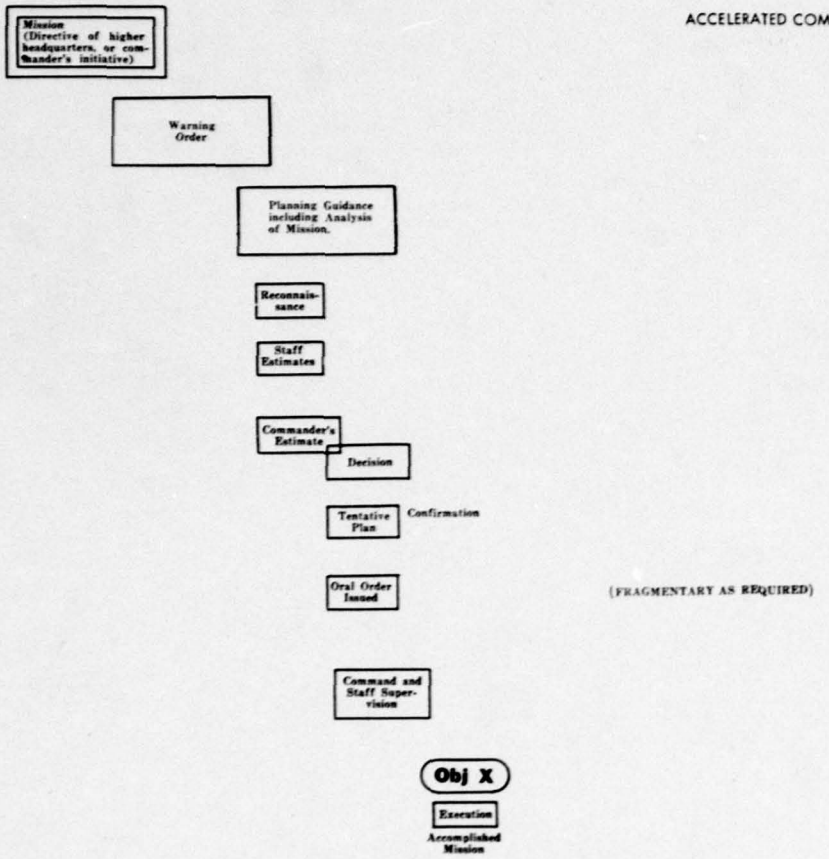
The commander and staff supervise the execution of orders.

The subordinate units start execution upon receipt of pertinent orders.

The executive officer supervises the activities of the entire staff.

Chart 1.

ACCELERATED COMMAND AND STAFF ACTIONS



(FRAGMENTARY AS REQUIRED)

NOTES:

Frequently actions indicated on Chart 1 may have to be carried out concurrently. This chart shows the technique that can be used by a commander when time is of the essence.

No matter how pressed for time, the commander first always analyzes his mission.

Then, based on a map reconnaissance, the recommendations of his staff and his own abbreviated estimate, he makes a decision and issues a tentative plan to his staff and subordinate commanders.

By issuing a tentative plan, the brigade and battalion commander and staff, as well as the company commanders, can coordinate and reconnoiter simultaneously, thus saving time and telescoping the troop leading procedure.

Once the tentative plan is issued, the commander and staff continue developing their estimates and conduct ground and/or air reconnaissance to confirm it.

The brigade and battalion commander usually issues his order orally and may follow it with a written order.

Finally, by supervision the commander and his staff insure that details of the plan are fully understood and properly executed.

Chart 2.

TAB
HERE

COMBAT OPERATIONS HANDBOOK

PART 2

ESTIMATE OF THE SITUATION

PART 2

ESTIMATE OF THE SITUATION

Section I

GENERAL

1. CONCEPT.

a. A problem usually offers a choice of more than one solution. This is true not only of those problems encountered in our personal life but also in our professional life as military leaders. We are familiar with individuals who either jump to conclusions, accept a solution without serious thought, or seize the first choice which enters their minds. In the military profession, the commander who adopts a solution to a problem without first carefully considering all aspects of that problem may place his commander in jeopardy and needlessly sacrifice the lives of his men.

b. The most important duty of a commander is to make decisions. If there is a secret to making sound decisions, it is the application of professional knowledge and judgment during the problem solving process. The steps of this process which are embodied in the estimate of the situation are:

(1) Know your problem.

(2) Assemble all the facts which bear on the problem.

(3) Seek out ways by which you may possibly arrive at a solution.

(4) Consider each possible way of solving the problem to determine their relative merits.

(5) Select the way most likely to best solve the problem.

2. DEFINITION AND PURPOSE.

a. The estimate of the situation is a military problem solving process, the purpose of which is to arrive at the best way to accomplish a mission. It involves a systematic analysis and evaluation of the possible ways to accomplish a mission, thus permitting a conclusion as to the course of action offering the greatest probability of success, which in turn provides the basis for a decision as to the action to be taken or manner in which the unit will be employed. In tactical operations, the decision normally expresses the general scheme of maneuver.

b. An estimate of the situation is not confined to military problems alone. It can be used by anyone as a basis for solving day to day problems.

3. FORM OF THE ESTIMATE.

a. A standard form for the estimate is arranged to facilitate systematic reasoning and to insure that facts pertinent to the mission or problem are considered. This form applies to any situation or to any echelon of command. It is used in a combat or administrative situation to determine the course of action to be adopted. It may be used by staff officers to arrive at recommendations for their commander.

b. The basic military form for an estimate of the situation is shown below.

1. MISSION. The task(s) to be performed.

2. SITUATION AND OWN COURSES OF ACTION.

a. Considerations Affecting Possible Courses of Action.

Conditions or factors of the situation which will influence the choice of a course of action. These are facts which have a bearing on the problem and are used to make the estimate. They include:

Characteristics of the area of operation

Analysis of the
weather
terrain
other, such as political, economical, communications, etc.
Enemy situation) Relative
) Combat
Friendly situation) Power

b. Enemy Capabilities.

Capabilities of the enemy (in general terms) which can affect the accomplishment of the mission - attack, defend, withdraw, delay. These are used in making the analysis (Para 3 below).

c. Own Courses of Action.
Ways to accomplish the mission.

3. ANALYSIS OF OPPOSING COURSES OF ACTION.

Analysis of each own course of action selected enemy capabilities (from steps in Para 2b and c above) in which the implications of those factors having a bearing on the problem (Para 2a above) are determined. The strengths and weaknesses (advantages and disadvantages) of each Own Course of Action with respect to the factors having a bearing on the problem (i. e., weather, terrain, enemy situation, friendly situation) are established.

Selection of Enemy Capabilities
Course of Action 1 vs Enemy Capabilities
Course of Action 2 vs Enemy Capabilities

4. COMPARISON OF OWN COURSES OF ACTION.

Summary, evaluation and comparison of the advantages and disadvantages of each Own Course of Action; conclusion as to the Own Course of Action which promises the greatest probability of success.

Course of Action 1:
Advantages
Disadvantages
Course of Action 2:
Advantages
Disadvantages
Conclusion as to the best course of action.

5. DECISION.

Statement of the general scheme of maneuver, based on the best course of action.

c. Normally, the assigned MISSION will not state specifically WHERE and HOW a commander will accomplish the tasks to be performed. This is left to the commander to determine; he must develop his own tactical plan to accomplish the mission. The tactical plan involves a scheme of maneuver (the placement and movement of his subordinate maneuver units) and a plan of fire support (the employment of the available weapons and fires to support the maneuver units). As a first step in developing his tactical plan, the commander makes an Estimate of the Situation. The primary purpose of his estimate is to decide on his scheme of maneuver. Based upon the scheme of maneuver (DECISION as a result of his estimate) the commander completes his tactical plan, to include his plan of fire support and other details of the operation.

d. The estimate is a continuing process and is constantly revised on the basis of available information. A revised estimate may dictate a change in the decision.

Section II

STEPS IN MAKING AN ESTIMATE OF THE SITUATION

4. ESTIMATE PROCESS.

a. The following discussion outlines the technique of completing a commander's (platoon leader's) estimate. This discussion is related to a tactical situation. It follows the steps taken in the mental thought process which usually begins upon receipt of a mission.

b. The steps of the estimate process are discussed below.

(1) MISSION. The mission is a clear, concise statement of the task(s) to be accomplished by the unit and its purpose.

(a) The commander carefully analyzes the mission to insure it is thoroughly understood. He analyzes it in light of the situation confronting him and his knowledge of the higher commander's plan and concept. When additional or intermediate tasks are implied from this analysis, the mission may be restated to include these tasks. These tasks are stated in the sequence in which they are to be accomplished, together with as much of the purpose of each task as is appropriate.

(b) The commander's DECISION for accomplishment of the mission normally will contain the elements WHO, WHAT, WHEN, WHERE, HOW and WHY. Since the statement of his mission will normally provide him with the WHO, WHAT, WHEN and WHY, the commander in his estimate must determine WHERE and HOW he will accomplish the mission. For example:

An ATTACK Mission: "1A1/66 Inf attacks 120600 Jan to seize HILL 765 (4120)."

Breaks down into elements:

FROM THE MISSION

WHO: 1A1/66 Inf (the unit to do the job)

WHAT: Attacks (the type of action)

WHEN: 120600 Jan (the time the action will begin or be completed)

WHY: To seize HILL 765 (4120) (the purpose of the action)

TO BE DETERMINED BY THE ESTIMATE

WHERE: Unanswered (the specific area(s) of the action)

HOW: Unanswered (the use of available means)

A DEFENSE Mission: "1A1/66 Inf defends by 251400 Jun from Road Junction 99 to HILL 116."

Breaks down into elements:

FROM THE MISSION

WHO: 1A1/66 Inf (the unit to do the job)

WHAT: Defends (the type of action)

WHEN: By 251400 Jun (the time the action will begin or be completed)

WHY: To defend (the purpose is inclusive within the term defend)

WHERE: From RJ 99 to HILL 116 (general area only is given, actual trace of FEBA to be determined as a result of the estimate.)

TO BE DETERMINED BY THE ESTIMATE

WHERE: Unanswered (specific trace of FEBA)

HOW: Unanswered (the use of available means)

(c) In his estimate, the commander determines the terrain over which the action will take place (WHERE) and his use of maneuver elements (HOW). This will constitute the general scheme of maneuver.

(2) THE SITUATION AND OWN COURSES OF ACTION. The commander next considers the pertinent facts of the situation which will influence friendly or enemy actions, hence may affect his ultimate choice of a course of action. These facts may be known, they may be obtained from other commanders, as applicable, or may require map study, reconnaissance and liaison. In the absence of facts, logical assumptions can be used. He then determines enemy capabilities and develops own courses of action. The following matters are pertinent.

(a) Considerations affecting the possible courses of action.

1. Characteristics of the area of operation.

a. Weather - Note the effects that weather might have on enemy operations and friendly operations with primary emphasis on visibility, trafficability, men and equipment.

b. Terrain - Study the terrain in the area of operation to become familiar with the observation and fields of fire, cover and concealment, obstacles, key terrain features, and avenues of approach. Determine and include the effects of weather on terrain. Summarize the effects of terrain on enemy and friendly operations. In attack operations, the commander examines the avenues of approach leading to the key (decisive) terrain in the objective area. In defense operations, the commander examines the avenues of approach available to the enemy that lead into the key terrain that must be held to accomplish the mission.

c. Other - Other considerations such as political, economic, communications and other factors where pertinent may be considered. (At company and platoon level, these factors normally have little if any effects on enemy or friendly operations.)

2. Enemy situation. Examine the enemy disposition, composition, strength, recent and present significant activities, and peculiarities and weaknesses, in light of the effects these factors may have on the choice of a course of action. For example:

In the attack: The disposition of enemy reserves may influence our choice of a course of action if one course of action offers an opportunity to seize the objective without interference by the reserve, and other courses of action do not offer such an opportunity.

In the defense: The enemy disposition has little influence on our selection of a course of action because the enemy is capable of redisposing his forces to his own advantage prior to or during his attack.

3. Own Situation - Note your own disposition, strength, morale and status of training, in light of the effects these factors may have on the choice of a course of action. For example:

In the attack: The disposition of our forces to facilitate continuation of an attack after seizing an objective may help determine the course of action to be selected.

In the defense: The strength of our forces may help determine along which line we should defend, thus affecting our choice of a course of action.

4. Relative Combat Power. Briefly analyze the Enemy and Own Situations to determine the relative combat power.

(b) Enemy Capabilities.

1. Enemy capabilities are those courses of action which the enemy is physically capable of adopting and which, if adopted, will affect the accomplishment of our mission. At platoon and company level we normally consider the enemy's capabilities to attack, defend, withdraw or delay.

2. Probable Enemy Courses of Action. As a result of consideration of the enemy situation, to include his capabilities, the most probable enemy courses of action are determined and are stated in the order of their relative probability of adoption.

3. Vulnerabilities. Enemy weaknesses, such as an exposed flank which can be exploited by our unit or a higher echelon, are vulnerabilities.

(c) Own Courses of Action.

1. The commander develops possible own courses of action to accomplish the mission. To facilitate the estimate process, these usually are in

broad terms. Tactical courses of action normally do not convey complete schemes of maneuver; however, they provide an easy, flexible basis for making the estimate, and each is developed into a complete scheme of maneuver as it is analyzed. Courses of action are expressed in the following terms (elements):

a. WHAT - The basic nature of the action, such as attack, defend or withdraw. (Normally given in the Mission)

b. WHEN - The time the action is to begin or the time by which it will be completed. (Normally given in the Mission)

c. WHERE - The possible area of the action, such as the area (line) which may be defended or the avenue of approach over which the attack may be conducted.

d. WHY - The reason for the action, such as to seize certain terrain features or to defend certain areas. (Normally given in the Mission)

2. Note that the HOW (use of maneuver elements) is not included in the course of action. This will be developed during the analysis step of the estimate.

3. In the attack, the commander utilizes as the WHERE of his courses of action the principal avenues of approach into the objective area, terminating at the objective (decisive terrain, where applicable). Using these avenues of approach, he expresses the course of action in terms of the general direction of attack. (At platoon level, this is considered as the direction of the platoon as a whole, while at company level it is considered as a direction of the platoon making the main attack). The following are examples of attack courses of action:

Platoon - "Attack 210545 Jun in direction HILL 265 - RUSSEL RIDGE - HILL 264, to seize HILL 264."

Platoon - "Attack 160615 Nov in direction HILLS 950 - 1025 - 1240, to seize HILL 1240."

Company - "Attack 230715 Oct in direction HILL 561 - HILL 571, to seize HILL 571."

4. In the defense, the commander utilizes as WHERE of his courses of action the line (trace of the FEBA) along which the forward committed units would defend. The following are examples of defense courses of action:

Platoon - "Defend HILL 600 by 161700 Jun along line HOFBURG on the north, to the lone pine tree in the center, to road junction 621 on the south."

Platoon - "Defend by 251400 Jun along line junction RED and BLUE Creek, the big white rock, the lone pine tree to HILL 205."

Company - "Defend HILL 900 by 161700 Jun along line RJ 37, COBURG, RJ 67, to junction BLACK and WHITE Creeks."

5. During the commander's analysis (Para 3 below), he may introduce a new course of action, make a major change in one being considered, or eliminate one from further consideration. During his comparison (Para 4 below), the commander may conclude that the best course of action is a combination of two under consideration and previously analyzed.

(3) ANALYSIS OF OPPOSING COURSES OF ACTION.

(a) To provide a basis for the analysis, the commander selects from the enemy capabilities previously determined (Para 2b), those which would affect his choice of a course of action.

(b) Next the commander analyzes in turn each of his own courses of action against the selected enemy capabilities; he does this by keeping in mind the MISSION and determining the effects (advantages and disadvantages) of the weather, terrain, enemy situation and friendly situation, concentrating on the decisive effect these factors may have on the friendly courses of action being considered. He discovers the strengths and weaknesses of each course of action with respect to these aspects.

(c) In an attack situation, the commander normally considers, for the purpose of analysis, the enemy capability to defend or delay. Since the other enemy capabilities usually would not influence his choice of an attack course of action, they are not normally used. The enemy ability to attack, if employed prior to our attack, would present the commander with a new situation (defense) and require reconsideration of friendly courses of action. Any enemy attack capability employed during our attack is a counterattack capability inherent in the enemy defense capability. Should the enemy withdraw prior to or during our attack, no basis would be provided for choosing an attack course of action.

(d) In defense situations, the commander normally considers for purposes of analysis, the enemy capability to attack. Since enemy capabilities to defend, delay or withdraw, if considered, would provide no basis for choosing a defense course of action, these enemy capabilities normally are not used.

(e) While analyzing each of his courses of action against the selected enemy capabilities and the factors which have a bearing on the course of action, the commander develops the general scheme of maneuver which would be applicable if this course of action were employed. In so doing, he concurrently applies principles of war and considers appropriate tactical fundamentals, methods and techniques.

1. In the attack, he makes the analysis by visualizing the attack as it probably would be conducted if the attack described in the course of action were employed. During his analysis, he determines:
   a. Implications of the military aspects of the terrain. (At company level, particular attention is given to the avenues of approach being considered for the main attack.)
   b. The effects of enemy dispositions (location and strength of enemy units, forward, reserve, and in the objective area).
   c. The effects of enemy reaction capabilities to include counterattack and reinforcing.
   d. The manner in which his own forces would be employed and any implications involved.
   e. The manner of assaulting the objective and the reorganization and consolidation. The requirements for repelling a counterattack and for continuation of the attack are also considered, if applicable.
   f. The general scheme of maneuver which would be applicable if this course of action were employed based on the direction of attack as stated in the course of action.
2. In the defense, he makes the analysis visualizing the employment of his unit in defensive positions along the line described in the course of action. During his analysis he determines:
   a. The implications of the military aspects of the terrain, particularly on the best avenues of approach into his position that are available to the enemy.
   b. The effects of the enemy's ability to employ his forces over each avenue of approach.
   c. The effects of the enemy capability to continue his attack when encountering our own security and defensive forces.
   d. The manner in which his own forces would be employed and the terrain on which they would be employed.
   e. The general scheme of maneuver which would be applicable if this course of action were employed, based on the trace of the FEBA as stated in the course of action.

(f) The commander remembers that the primary purpose of his estimate is to develop a general scheme of maneuver (placement and movement of maneuver elements) to be adopted (decision). Therefore, during the analysis of each course of action he concentrates primarily on the scheme of maneuver that would be applicable and those factors which would influence it favorably or unfavorably. During the course of the analysis, matters which may not directly pertain to the scheme of maneuver will come to his attention. These may include

the need for supporting fires at particular locations or areas, the requirement for close coordination with adjacent units during the movement to and assault of the objective, vulnerability of a flank to enemy attack, and the need for flank security. The commander notes these for future reference for inclusion in the tactical plan since they will influence such things as the plan of fire support and security. Although these aspects are important elements, he does not allow the details of these matters to cloud the principal issue or to preclude timely completion of the estimate and arriving at a decision. He concentrates on the scheme of maneuver; other details not concluded upon determination of the scheme of maneuver to be adopted may be worked out afterward.

(g) Upon completion of the analysis for each course of action, the commander has arrived at the general scheme of maneuver that would be employed IF THE COURSE OF ACTION CONCERNED IS SELECTED (IN THE COMPARISON STEP) AS THE BEST.

(h) The above process is repeated for each friendly course of action being considered. NO ATTEMPT SHOULD BE MADE TO COMPARE OWN COURSES OF ACTION DURING THE ANALYSIS STEP.

(4) COMPARISON OF OWN COURSES OF ACTION.

(a) The commander compares the courses of action analyzed with one another. He considers each one in terms of the general scheme of maneuver as developed in the analysis and reaches a conclusion as to the one promising the greatest probability of success. He brings to bear all of his knowledge of tactics, judgment, skill and experience in making this comparison.

(b) In comparing the courses of action (in terms of the general schemes of maneuver), the commander reviews the advantages and disadvantages of each that emerged during his analysis. Ordinarily, the best course of action is the one which has the most significant advantages and least serious disadvantages, with respect to all the factors considered in the analysis. Some advantages and disadvantages may be so insignificant as to be ignored, at least temporarily. He should determine the significance of each advantage and disadvantage, before allowing them to influence his choice of a course of action.

(c) In reaching an overall conclusion as to the course which offers the greatest probability of success, the commander considers that the significance of advantages and disadvantages rarely will be the same. Therefore, any conclusion reached by him depends solely upon his appreciation of the degree to which they increase or decrease his opportunity for success or may improve the degree of success he might attain.

(5) DECISION.

(a) The decision is a statement of the general scheme of maneuver (for the unit as a whole) to be adopted, based on the best course of action selected as a result of his estimate.

(b) From the mission statement, the WHO, WHAT, WHEN and WHY are added to the WHERE and HOW (scheme of maneuver), which was developed during the analysis, to make up the decision statement as follows:

1. Attack -

Platoon (WHO) attacks (WHAT) 090615 Oct (WHEN) initially in platoon column, with 1st Sqd leading, followed by the 2d and 3d Sqds in that order, in direction (WHERE AND HOW) HILLS 215-230-246, to seize HILL 246." (WHY)

Company attacks 230715 Oct with 1st Platoon making the main attack in direction HILL 561 - HILL 715, to seize HILL 715 and 2d Platoon making a supporting attack in direction HILL 542 - HILL 645, to seize HILL 645. 3d Platoon in reserve follows 1st Platoon.

2. Platoon (WHO) defends (WHAT & WHY) by 161400 May (WHEN) along line RJ 37 to junction BLUE and RED Creeks with 1st Sqd on left from RJ 37 to the Big Rock, 2d Sqd in the center from the Big Rock to the lone pine tree, 3d Sqd on the right from the big pine tree to junction of BLUE and RED Creeks. (WHERE & HOW)

Company defends by 161700 June employing 1st Plat on the left from RJ 37 to Big Pond and 2d Plat on the right from Big Pond to Junction BLACK and WHITE Creeks. 3d Platoon in reserve occupies blocking position vicinity HILL 345.

(c) Based upon the decision (selected scheme of maneuver), the commander completes his tactical plan to include his use of fire support and other pertinent details of the operation. He does this in the process of developing his operation order. The decision arrived at by the commander is used as a basis for formulating paragraph 3a (concept of operation) of his operation order. A detailed description of the formulation of an operations order is discussed in Part 3.

COMBAT OPERATIONS HANDBOOK

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PART 3

COMBAT ORDERS

SECTION I. General

SECTION II. Body of the Operation Order

SECTION III. Techniques of Preparation and Issuance of Oral Orders

SECTION IV. Example of Company Orders

SECTION V. Example of Platoon Orders

OPERATION ORDER FORMAT
(Company and Platoon)

TASK ORGANIZATION

1. SITUATION
   a. Enemy forces:
   b. Friendly forces:
      Mission of next higher unit.
      Mission and location of adjacent units.
      Supporting and reinforcing units.
   c. Attachments and detachments: Units attached to or detached from the unit issuing the order and effective time.

2. MISSION
   Clear concise statement of task to be accomplished by unit issuing the order and its purpose.

3. EXECUTION
   a. Concept of operation.
      Summary of tactical plan to include as a minimum the scheme of maneuver and use of supporting fires.
   b. In separate lettered subparagraphs specific missions to each organic and attached unit in the following sequence:
      Organic and attached infantry units in alphabetical/numerical sequence.
      Organic and attached armor units in alphabetical/numerical sequence.
      Organic and attached mortars.
      Organic and attached antitank.
      Organic and attached elements in alphabetical sequence
         Aviation
         Chemical
         Engineer
         Ground Surveillance
         Transportation
   c. Coordinating Instructions: Always the final lettered subparagraph. Contains tactical instructions applicable to two or more units.

4. ADMINISTRATION AND LOGISTICS
   This paragraph contains information or instructions pertaining to rations, ammunition, locations of distributing points, medical support, transportation, and other administrative and supply matters. Only necessary information is included.

5. COMMAND AND SIGNAL
   a. Signal.
   b. Command.
      Location of leader during phases of operation.

PART 3

COMBAT ORDERS

SECTION I

GENERAL

1. ORDERS.

a. The terms "order," "directive," "instruction," and "command" are synonomous for all practical purposes. All are written or oral communications which convey information governing action. The term "directive" is used most often to describe a communication indicating broad aims, policies, or strategic plans promulgated by theater or higher commanders. The title "Letter of Instruction" is applied most often to documents prescribing guidance and control of the operations of a large command (such as an army) over a considerable period. The term "command" implies less choice in the manner of execution by the recipient than do the other forms of orders. Orders are of three general classes--combat, routine, and court-martial.

b. Routine and court-martial orders cover normal administrative operations in garrison or field service and include general, special, or letter orders, bulletins, circulars, memorandums, and court-martial orders.

c. Combat orders pertain to strategic or tactical operations and attendant administration in the field. They may be issued initially as a plan which will become an order at some future time, either specified or as stated contingencies arise.

2. COMBAT ORDERS.

a. Combat orders are issued as operation orders, administrative orders, fragmentary orders, and warning orders, and may be contained in standing operating procedures.

b. An operation order is an order which sets forth the organization for combat (task organization), the situation, the mission, the commander's decision and plan of action, and the details of execution needed to insure coordinated action by the unit in the conduct of a tactical operation

c. An administrative order is issued to provide coordinated combat service support for a command.

d. A standing operating procedure (SOP) is a set of instructions having the force of orders, covering those features of operations which lend themselves to a definite or standardized procedure without loss of effectiveness. This procedure is applicable unless prescribed otherwise in a particular case. Thus, the flexibility necessary in special situations is retained.

e. Fragmentary Orders. A fragmentary order contains instructions of immediate concern to one or more subordinate units. Elements normally found in a complete order may be omitted when these elements have not changed, are not essential to the mission, might delay or complicate transmission, or are unavailable or incomplete at the time of issue. The purpose of fragmentary orders is to provide brief, specific, and timely instructions without loss of clarity.

EXAMPLES:

Plat Ldr, 1st Plat:

"Enemy fire from HILL 735 has halted attack of 2d Plat. 3d Plat continues attack on HILL 721. 1st Plat: attack immediately to seize HILL 735 from east."

CO, Co A

Sqd Ldr, 1st Sqd:

"Enemy fire from HILL 735 has halted attack of 2d Plat. 3d Plat continues attack on HILL 721. We attack immediately to seize HILL 735 from east. 1st Sqd: lead squad to Final CL DEANVOR Trail. Base Squad in assault.

Plat Ldr, 1st Plat

f. Warning Orders. A warning order gives preliminary notice of an action or an order which is to follow. Its purpose is to give subordinate elements advance notice of a contemplated action so that they may have time to make necessary preparations. Warning orders are appropriate at all levels of command whenever time can be saved or energy conserved through their use. By facilitating concurrent planning and speeding the overall planning process, they are particularly valuable on the nuclear battlefield where planning time is at a premium. They usually are issued as brief oral or written messages.

EXAMPLES:

Plat Ldr, 1st Plat:

Co A moves by motor tonight beginning at 2000 hours and closing in at new assembly area vicinity BENOIT (630981) by 0300 hours. Relief of front line unit is expected.

CO, Co A

Sqd Ldr, 1st Sqd:

Plat moves by motor tonight beginning at 2000 hours and closing in at new assembly area vicinity BENOIT (630981) by 0300 hours. Relief of front line unit is expected.

Plat Ldr, 1st Plat

3. OPERATION ORDERS.

a. Types of Operation Orders. The following examples of platoon and company orders may be found in Sections I, IV, and V, Part 3, of this handbook.

(1) COMPANY ATTACK ORDER.

(2) PLATOON ATTACK ORDER.

(3) PLATOON AND COMPANY FRAGMENTARY ORDERS.

(4) PLATOON AND COMPANY WARNING ORDERS.

b. As with all orders, operation orders may be written or issued orally. In either case, the standard format is used. Combat conditions usually will indicate oral orders, particularly at the company and platoon. The written operation order may range from a hasty note on a piece of paper to a complete and formal expression of the leader's instructions, either typewritten, mimeographed, or printed.

c. Oral orders are issued from notes previously made by the commander issuing the order. Subordinates make such notes as are necessary for a complete understanding of the order.

d. Orders must be clear, concise and timely. CLARITY IS NOT SACRIFICED FOR BREVITY. The most important factor influencing the completeness and manner of the issuance of an order is the time available for its preparation and dissemination. Sufficient time must be allowed to permit the lowest subordinate leader concerned an opportunity to reconnoiter, place his troops in position, and issue his own order prior to the time of execution. The amount of detail necessary in an order will depend upon the type of operation to be conducted, the experience and training of subordinates, the degree of confidence which their superior places in them, and the clarity of the situation.

e. Orders should direct only so far as conditions can be foreseen. An order which attempts to regulate matters too far into the future will compel frequent changes. Frequent changes in orders overload communications, cause confusion and misunderstanding, impose needless hardships on the troops, and impair troop morale.

f. Orders giving missions to subordinate units should prescribe only those details or methods of execution necessary to ensure that the actions of the subordinate unit concerned will conform to the plan of operation for the unit as a whole.

g. In an operation order the leader informs his subordinates of the situation of the enemy and friendly troops. He announces his decision and general plan. He assigns specific tasks to each organic and attached unit and does not charge them with decisions which are his responsibility, nor does he trespass on their initiative by prescribing details of execution which lie within their province.

4. OPERATION ORDER FORMAT.

a. To ensure that orders are complete and uniformly issued, the Department of Defense has prescribed an operation order format for use by all the services. The format is also used by the NATO forces.

b. Written operation orders are divided into three principal parts: heading, body, and ending. When issuing oral operation orders, the heading and ending are omitted. Since operation orders at company level and lower are habitually issued orally, this discussion will be concerned only with the body of the operation order. The body consists of the task organization (organization for combat) and five main paragraphs.

c. The commander issues the operation order. In doing so he is not bound by terse, stereotyped language, such as may be used in a written order, but elaborates and explains as necessary. Further, he:

(1) Omits references to items that are applicable only to the format of a written order such as:

(a) Heading. Classification and issuing headquarters.

(b) Body. May omit reference to paragraph numbers and their headings as he issues the order.

(c) Ending. Authentication and distribution.

(2) Announces the task organization for the operation, where practicable in terms of changes to the existing task organization.

(3) Describes the SITUATION (paragraph 1), refraining from unnecessary repetition of matters already known by subordinates, and insofar as practicable referring to changes or confirming items that remain unchanged.

(4) Cites the MISSION of the issuing unit (paragraph 2) explaining or discussing his analysis of it as he considers necessary.

(5) Presents the "Concept of Operation" (paragraph 3a), which is his scheme of maneuver, and use of fire support. The "Concept of Operation" contains within it the missions of major maneuver units.

(6) Issues missions to units executing a tactical role; normally, he does not repeat those missions to major maneuver units that were covered in his "Concept of Operation."

(7) Covers "Coordinating Instructions" - tactical matters pertaining to two or more tactical units.

(8) Mentions pertinent administrative and logistical matters not a matter of SOP.

(9) Announces items of COMMAND AND SIGNAL.

d. The commander asks for questions to insure understanding and then establishes correct time.

SECTION II

BODY OF OPERATION ORDER

TASK ORGANIZATION: The task organization establishes the internal organization for combat of a unit, for an operation. An organization for combat formed by the attachment of one or more tank platoons to a rifle company, or the attachment of one or more rifle platoons to a tank company, is habitually called a "Company Team (Tm)," such as Tm ALFA illustrated below. Task organization includes all organic and attached combat and combat support elements, as well as those placed in direct support. For example, in a company order, the task organization depicts the rifle and tank platoons of the company, showing further any units the company commander wants attached to these platoons, and specifies those combat support units that will operate under company control, including those attached or placed in direct support by battalion. A company task organization as it would appear in a written order is as follows:

Task Organization:

1A1/69	1A2/4 Armor
2A1/69	Co Con:
1 AT Sqd	Mort Sec
	AT Sec (-)
3A1/69 Inf	Bn AT sqd

This same organization when stated orally by the commander would appear as follows:

"1st Plat, Co A, 2d Tk Bn, 4th Armor is attached to our company."

"A Bn AT Sqd is attached to our company and will remain under company control."

"An AT Sqd from the wpns plat is attached to the 2d Plat."

Use of the task organization, particularly in oral orders, shortens the commander's order, expedites its issuance, and facilitates ready understanding of instructions by subordinates.

In the issuance of oral orders, if there are no attachments or detachments from the unit and no attachments are to be made to subordinate units, the task organization need not be mentioned.

If the order contains a task organization and there are no changes in it from the previous order, the commander would state: "No change in task organization." On the other hand, if there are changes to the task organization the commander would mention only the changes; he need not mention all units. For example: Task Organization: "No change *except* 1 *AT Sqd* attached to 3d Plat."

When the task organization is used, the attachments to, and the detachments from the unit, or attachments to subordinate units, need not be repeated in subparagraph 1c or paragraph 3 of the order.

1. SITUATION.

This first paragraph has three subparagraphs, "Enemy forces" "Friendly forces" and Attachments and detachments." This paragraph is devoted exclusively to information and contains no part of the instructions of the commander.

a. Enemy forces: This subparagraph contains information of the enemy. It is confined to that which is likely to affect the accomplishment of the mission. A distinction should be made between factual information and conjecture. Information contained in this subparagraph is listed in a definite sequence as follows:

Items pertaining to the enemy situation (e.g., disposition, status of morale, and supply).

Enemy capabilities.

Conclusions pertaining to enemy's adoption of capabilities as determined by indications.

b. Friendly forces: This subparagraph will include information on the missions of the next higher unit, adjacent, supporting, or reinforcing units. Information should be limited to that which the subordinate leaders need to know in order to accomplish their assigned mission(s). Mention of friendly units is in a definite sequence as follows:

Mission of higher units (next higher unit as a minimum).

Mission and location of adjacent units.

Supporting units:

Artillery in numerical and/or aiphabetical order.

Remainder in any order.

Much of this information comes from the order of the next higher commander.

c. Attachments and detachments. No mention of this portion of the operation order is necessary. When the commander discusses Task Organization he will include such references to attachments, detachments and effective times of either, as appropriate. However, when an order is written the use of this subparagraph is applicable. Mentioned here are those units attached to or detached from the issuing unit for a particular operation, to include the effective time of attachment or detachment.

d. When the order is being prepared and information normally mentioned in paragraph 1 has not changed from the preceding operation order or the known situation, it is permissible, for sake of brevity, to cite only those items which have changed. (For example: Enemy forces: No change. Arty and Engr spt remains unchanged.)

2. MISSION. Based on the order of the next higher headquarters and the unit commander's analysis of his mission, this paragraph will contain a clear, concise statement of the task(s) to be accomplished by the unit issuing the order and its purpose. There are no subparagraphs in this paragraph.

3. EXECUTION. This paragraph gives the tactical plan for the conduct of the operation and assigns specific missions to each organic and attachment element of the command.

a. Concept of operation. In the concept of operation, the commander states his scheme of maneuver, as derived from his estimate of the situation (his decision), and his use of fire support for the operation. Full use of "Concept of operation", together with the terrain orientation is used to convey the tactical concept and missions of major maneuver units. This technique permits mentioning units in order to importance to the role they are to play, without regard to numerical designation, e.g., in an attack situation, the platoon making the main attack is mentioned first, followed by supporting attack(s), then the reserve. Thus, in oral orders, subordinates may grasp readily the overall scheme of maneuver while at the same time receive their specific mission of instructions.

b. When missions for the maneuver units are clearly stated in the "Concept of Operation" they need not be repeated in the mission subparagraph for that unit. Specific tasks not included in the "Concept of Operation" are stated in the subparagraph of the unit concerned; such tasks will normally include any contingency or "be prepared" missions applicable to the unit concerned. Missions to support elements of the platoon and company, for example the mortar section and antitank section, would be stated in the proper sequence in the operation order. Section IV, example of Company Attack Order illustrates this technique.

c. Listed below is the sequence in which units will be listed in either the written or oral order.

SEQUENCE OF UNITS

COMPANY

Rifle platoons (numerical sequence)
Attached tank platoons (numerical sequence)
Weapons Platoon
    Mortar Section
    Antitank Section
Attached Battalion Antitank Squad(s)
Attached and organic elements in the following sequence:
    Aviation
    Chemical
    Engineer
    Ground Surveillance
    Transportation

PLATOON

Rifle squads (Numerical Sequence)

Weapon Squad
Attached tanks
Attached mortars
Attached antitanks
Other attached elements in the following sequence:
    Aviation
    Chemical
    Engineer
    Ground Surveillance
    Transportation

d. The final lettered subparagraph is entitled "Coordinating Instructions:" and contains tactical instructions and details of coordination and control which are applicable to two or more elements of the command. Signal instructions which are covered in paragraph 5a do not fall into this category. Essential elements of information may be included in this subparagraph when the commander wishes to emphasize this information. Troop safety consideration, if different from the SOP, will be stated here. Restrictions on use of nuclear weapons may be included. If instructions relative to a preparation are not included in the concept of operation, they are stated here. Instructions contained in the issuing unit's standing operating procedures usually are not repeated in the order but may be for emphasis. Full use of this subparagraph, together with the task organization and paragraph 3a, will expedite issuance of oral orders and facilitate understanding on part of recipients. Type items which may be included:

Line of departure
Final Coordination Line
Boundaries
Control measures for the assault
Restrictions
Provisions for troop safety
EEI or specific orders for information

4. ADMINISTRATION AND LOGISTICS. This paragraph contains administrative and logistical instructions. It contains necessary information of instructions pertaining to rations, ammunition, collecting stations, distributing points, aid post, aid station, transportation, trains, personnel, and other such matters. Care should be taken that information to subordinate units is complete and understandable. However, units should not be burdened with information which is not essential to their operations. For example, a company commander need not tell his platoon leaders details concerning movement or control of company vehicles, because his subordinate leaders would have no need for this information.

5. COMMAND AND SIGNAL: This paragraph contains signal instructions, location of leaders, command posts, and other related command matters.

a. In this subparagraph is covered those items pertaining to signal instructions for the operation. Any special instructions relating to signal communications such as the use of radio, prearranged signals, wire, messengers, and restrictions on the use of any means of communications are covered.

b. The last subparagraph of the order includes those items pertaining to the location of the command post of the unit issuing the order; the location of the commander; either the prescribed locations, or instructions to select and report locations of command posts of subordinate units, and, when desired, location of the command post of the next higher headquarters. In platoon and company orders, this subparagraph includes, as a minimum, the location of the commander during the operation.

SECTION III

TECHNIQUES OF PREPARATION AND ISSUANCE OF ORAL ORDERS

1. PREPARATION. The purpose of uniform techniques in the preparation of operation orders is to provide for a system familiar to all military personnel, minimize chance for misunderstanding of orders, and insure accuracy, simplicity, and clarity in presentation of orders to subordinates. Only by consistent application of these techniques and procedures will confusion in presentation of orders disappear.

a. Ideally preparation of an oral operation order consists of the following: First, the planning of the operation on the ground and on a map or sketch; Second, making notes, with all details arranged in proper sequence; Third, final check for completeness.

b. Complete notes prepared by a leader, prior to the issuance of an oral operation order, simplify the issuance of the order and insure that no essential is omitted. Notes for an order may be written in simple language using abbreviations. Material covered in notes must be sufficiently complete to insure that the commander, when issuing his order, will provide each subordinate with information and instructions necessary for the accomplishment of his part of the operation. Irrelevant and extraneous information should be omitted. Notes for orders should use the current code names for units and terrain features and any other substitutes that are employed in the unit for counterintelligence purposes.

c. Orders must be clear, concise, and timely. Clarity must not be sacrificed for sake of brevity. The correct use of English is essential in all operation orders. An order is faulty if it does not convey to the recipient the exact meaning and intention of the commander. Subordinates must be told in direct and unmistakable terms exactly what their commander wants them to do.

d. The military profession, like other professions, has developed a technical vocabulary. This vocabulary is convenient and aids in the accurate and expeditious transfer of ideas between military persons. The use of this vocabulary in texts and instructions is natural, however, in operation orders, it is essential that there be no opportunity for misunderstanding by any subordinate of the exact intended meaning of each term used. With inexperienced troops the use of technical military language, or unfamiliar abbreviations, may cause such misunderstandings. Therefore, the use of technical expressions in operation orders should be avoided if there is any danger of misunderstanding. Words of common usage should be substituted even at the sacrifice of brevity. CLARITY IS NOT SACRIFICED FOR BREVITY.

e. In the interest of simplicity and clarity, the affirmative form of expression is used throughout the operation order. Such wordings as "Trains will not accompany the company" are not used because the gist of the order depends upon the single word "not." The proper form is "Trains remain in present area." No doubt arises in the affirmative expression. Expressions similar to the following are avoided in the order: "attack vigorously," which not only is meaningless and verbose, but weakens the force of subsequent orders in which the expression does not appear.

f. Areas are designated by taking the northernmost point first and giving the remaining points in clockwise order.

g. The terms "right," "left," "front," and "rear," in relation to the direction of the objective, enemy, or movement are normally used, however, if necessary for clarity the cardinal points of the compass (north, northeast, west, etc.,) may be included or used in lieu of these terms.

h. River banks are described as "left" or "right" or "far" from the point of view of observer facing the stream in the direction of movement, or when there is no movement, facing in the direction of the enemy.

2. ASSEMBLY OF SUBORDINATES.

a. It is preferable for oral operation orders to be issued by the leader, in person, directly to the subordinate leaders at a designated place and at an appointed hour. The place selected should be one from which the entire area of operation is visible, if practicable, but care must be exercised not to expose the group to hostile fire or observation.

b. Once a unit has been committed, assembling of leaders to receive an operation order is usually not advisable, because it deprives units of their leaders at a critical time and delays operations.

3. TERRAIN ORIENTATION. THE BEST METHOD FOR ORIENTATION OF SUBORDINATES IS THE TERRAIN ORIENTATION. THE COMMANDER, BEFORE ISSUING HIS ORDER, SHOULD THOROUGHLY ORIENT HIS SUBORDINATES ON THE GROUND AND ON THE MAP. The orientation should start with a brief description of the location of the group, and include references to the cardinal points of the compass. Those terrain features, which will be referred to later in the order, should be designated by pointing, indicated by compass bearing, and/or referred to by names, letters, or numbers, or by a combination of these methods. Such an orientation will save time by eliminating the necessity for pointing out terrain features during the issuance of the order itself.

4. PRESENTATION.

a. After the terrain orientation is completed, the commander is ready to issue his oral operation order. Subordinates should be warned that an oral operation order is to be issued by an expression such as "take notes." It is essential that commanders issue simple orders which will be clearly understood by his subordinates. He must speak slowly to permit the taking of notes.

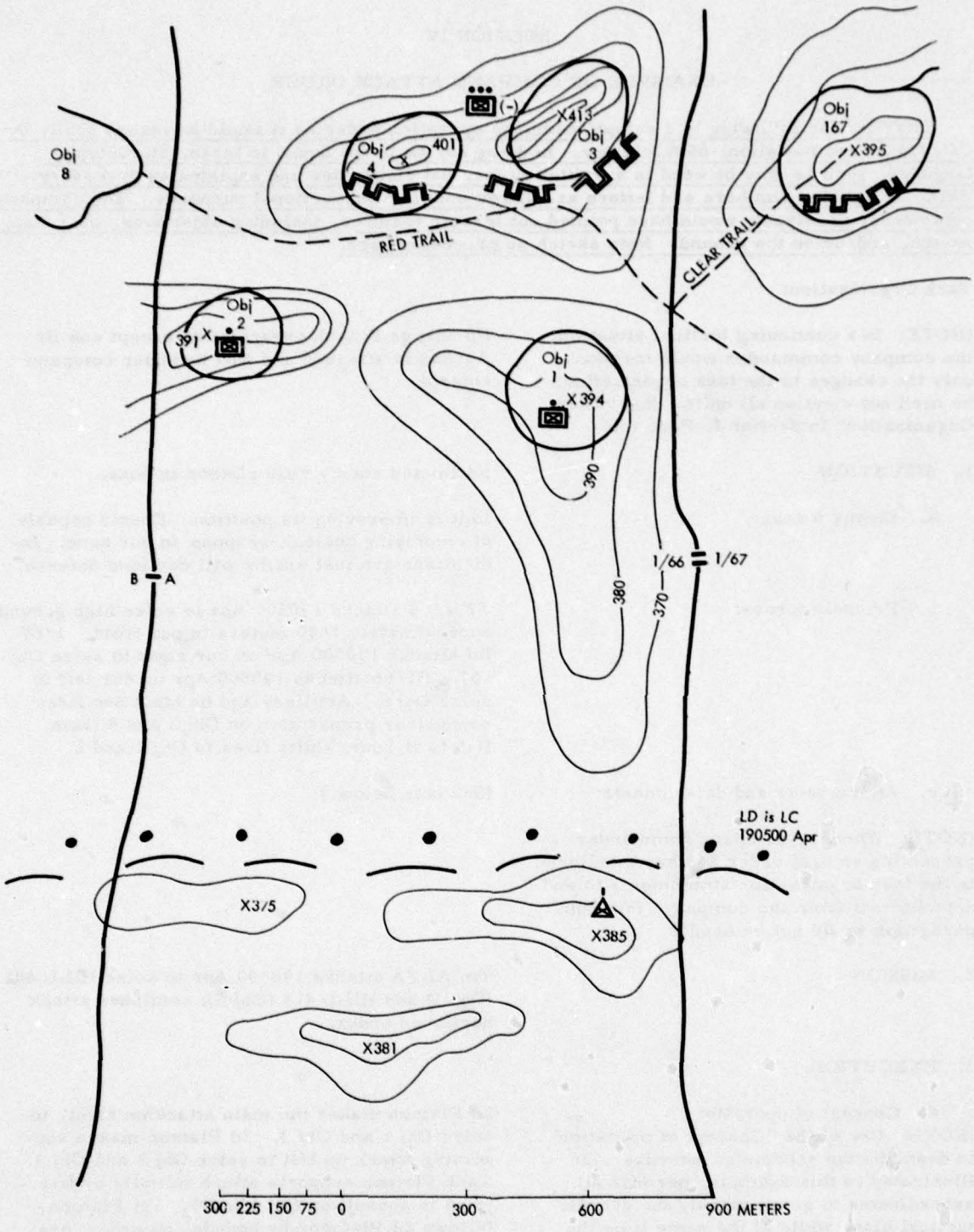
b. Orders must be clear and explicit, and as brief as is consistent with clarity. Short sentences are easily understood. A commander must have his plan firmly in mind and express himself simply and clearly. A commander who changes his instructions during the course of an oral operation order creates confusion and misunderstanding. Apparent indecision and vagueness arouse a lack of confidence in subordinates. Language employed should be simple. A more conversational style than is employed in the written order is permissible and will be more readily understood.

c. The body of the complete oral operation order follows the same sequence as that used in a complete written operation order. The commander, in issuing such an order, does not state where one paragraph ends and another begins, but indicates by pauses the transition from one thought to another.

d. Having completed the order, the commander synchronizes watches, invites questions, and answers them with patience and thoroughness. Questions arising during the presentation of the order should be deferred until the complete order has been issued. Subordinates uncertain as to the meaning of any portion of the order should then ask to have doubtful points clarified.

e. Taking Notes.

In receiving an oral operation order, the subordinate commander makes sufficient notes for future reference. Notes must be complete and legible to enable a successor to gain a clear understanding of the order in the event the leader should become a casualty. These notes may be recorded in whole, or in part, on any available map, notebook, or scrap of paper. The use of authorized abbreviations, military symbols, and conventional signs will insure speed and accuracy in the recording of notes.



NOTE: Individual tanks are located along the LD in Positions from which they can support the atk by fire.

SECTION IV

EXAMPLE OF COMPANY ATTACK ORDER

NOTE: The following is a sample company operation order as it would be issued orally by CO, Co A, 1st Battalion, 66th Infantry. In doing so, he is not bound to terse, stereotyped language, such as may be used in a written order, but elaborates and explains as necessary. Paragraph titles, numbers and letters are shown only for instructional purposes. The company commander previously would have pointed out terrain features, including objectives, on a map, sketch, and/or on the ground. Note sketch on preceding page.

Task Organization:

(NOTE: In a continuing tactical situation, the company commander would mention only the changes to the task organization; he need not mention all units. See "Task Organization" in Section I, Part 4.)

No change in task organization except one Bn AT Sqd is attached and will be under company control.

1. SITUATION

Estimated enemy rifle platoon in zone.

a. Enemy forces:

Unit is improving its position. Enemy capable of employing nuclear weapons in our zone. Indications are that enemy will continue defense.

b. Friendly forces:

TF 1/66 attacks 190500 Apr to seize high ground approximately 1500 meters to our front. 1/67 Inf attacks 190500 Apr on our right to seize Obj 167. B1/66 attacks 190500 Apr on our left to seize Obj 8. Artillery and bn Mort Sec fires nonnuclear preparation on Obj 3 and 4 from H-5 to H-hour; shifts fires to Obj 1 and 2.

c. Attachments and detachments:

(See note below.)

(NOTE: When the company commander is presenting an oral order and has mentioned in the task organization attachments to and detachments from the company, this subparagraph would not be used.)

2. MISSION

Tm ALFA attacks 190500 Apr to seize HILL 401 (Obj 4) and HILL 413 (Obj 3); continues attack north, on order.

3. EXECUTION

a. Concept of operation:

(NOTE: Use of the "Concept of operation" to describe the scheme of maneuver, as illustrated in this example, permits all subordinates to grasp quickly the overall tactical plan, while at the same time the

2d Platoon makes the main attack on right, to seize Obj 1 and Obj 3. 3d Platoon makes supporting attack on left to seize Obj 2 and Obj 4. Tank Platoon supports attack initially by fire; joins in assault on Obj 1 and 3. 1st Platoon follows 2d Platoon, by bounds, on order; pre-

platoons receive their missions or instructions. When platoon missions are clearly stated in the "Concept of operation", they need not be repeated in subparagraphs below. (See para 3a, Sec II.) This technique precludes the necessity for issuing instructions to maneuver units in a numerical sequence (subparagraphs 3b-f below), which often results in dealing with units without regard to the importance of the role they are to play. For example, in this situation the 1st Platoon is the reserve element of the company, yet under the prescribed numerical sequence it would be mentioned before the 2d Platoon, making the main attack, and the 3d Platoon making the supporting attack.

(NOTE: Tank Platoon was not mentioned in the task organization nor in attachments and detachments in this oral order for a continuing tactical situation. The tank platoon remains attached, having been mentioned in either the "Task Organization" or "Attachments and Detachments", as may have been appropriate, in a previous order. There is no change in the task organization regarding the employment of tank elements in this order.)

b.

(NOTE: This is an example of a type mission, not included as part of the scheme of maneuver in "Concept of operation" (para 3a), that would be appropriate to state in the missions subparagraph for units concerned.)

c. 2d Plat:

d. 3d Plat:

e. Tank Plat:

(NOTE: Since no missions other than those specified in "Concept of operation" (para 3a), are applicable in this case to the 2d, 3d and Tank platoons, these units are not mentioned again at this point in the order.)

f.

(1)

prepares to assist in seizure of Obj 1 or 3, on order. 81mm Mort Sec fires preparation on Obj 1 and 2 from H-5 to H-hour. Priority of fires to main attack.

1st Plat: For consolidation, be prepared to occupy HILL 394, on order.

Wpns Plat:

Mort Sec: GS rear of HILL 381. Displace to Obj 2, on order.

* * * * *

(2) AT Sec: GS vicinity HILL 375. Provide AT protection to left flank. Displace to Obj 2 and 4, on order.

g. Bn AT Sqd: GS vicinity HILL 381. Provide AT protection to right flank. Displace to HILL 394 upon seizure of Obj 1. Displace to Obj 4 upon seizure.

h. Coordinating instructions: Line of departure is line of contact.

(NOTE: The assignment of forward observers and medical aidmen to maneuver units is a matter of SOP and therefore not normally specified in the operation order. If a change to the SOP is required, e.g., assignment of an additional aidman to the main attack platoon, it would appear in this subparagraph.)

Base plat for assault on Obj 3 and 4 is right plat. Final Coordination Line for Obj 3 and 4 is RED Trail.

4. ADMINISTRATION AND LOGISTICS

Breakfast 0330 on position. Individual type C ration issued with breakfast meal. Riflemen carry one extra bandoleer of ammunition. Co Trains located rear of HILL 381. Co Aid Post in woods near RJ 274 to rear of HILL 381.

5. COMMAND AND SIGNAL

a. Signal: Emergency signal to lift supporting fire is: one RED SMOKE STREAMER.

b. Command: I will be with the 2d Plat. CP moves to rear of Obj 3 upon seizure. Time is now _____! Are there any questions?

(Accuracy.)

SECTION V

EXAMPLE OF PLATOON ATTACK ORDER

NOTE: The following notes represent the operation order as it would be issued orally by the Plat Ldr, 2d Platoon. In doing so, he is not bound to terse, stereotyped language, such as may be used in a written order, but elaborates and explains as necessary. His order is based upon the company order in Section IV, the platoon leader's estimate of the situation, and the operation sketch on page 3-11. Paragraph titles, numbers, and letters are shown only for instructional purposes.

TASK ORGANIZATION:

(NOTE: In the issuance of oral orders, in those instances where there are no attachments to or detachments from the platoon, and no attachments are to be made to squads, or when elements are placed under operational control of squads, the task organization need not be mentioned. (See "Task Organization", Sec II, Part 4, Combat Operations Handbook.).)

1. SITUATION

a. Enemy forces: Estimate two enemy squads on HILL 394 and HILL 413. They are improving their positions. The enemy is capable of employing nuclear weapons in our zone. Indications are that the enemy will continue to defend.

b. Friendly forces:

(1) Mission of next higher unit. Company attacks at 190500 Apr to seize HILL 401 (Obj 4) and HILL 413 (Obj 3); continues attack north, on order.

(2) Mission and location of adjacent units. 3d Plat attacks 190500 Apr on our left to seize HILL 391 (Obj 2) and HILL 401 (Obj 4). 1st Bn, 67th Inf attacks 190500 Apr on our right to seize Obj 167. 1st Platoon follows us by bounds, on order; prepares to assist in seizure of Obj 1 or Obj 3, on order.

(3) Supporting units. Arty and Mort/DC Plat fire nonnuclear preparation on Obj 3 and Obj 4 from H-5 to H-hour; shifts fires to Obj 1 and 2. 81mm Mort Sec fires preparation on Obj 1 and 2 from H-5 to H-hour. Tank Plat supports company attack initially by fire then joins us in assault on Obj 1 and 3. Bn AT Sqd are in GS; provide AT protection to right flank. Co AT Sqds are in GS; Provide AT protection to left flank.

c. Attachments and detachments:

(NOTE: When the platoon leader is presenting an oral order and has mentioned in the task organization attachments to and detachments from the platoon, or if there are no attachments and detachments this subparagraph would not be used).

2. MISSION — Platoon attacks at 190500 Apr to seize HILL 394 (Obj 1) and HILL 413 (Obj 3).

3. EXECUTION

a. Concept of operation (NOTE: Use of the "Concept of Operation" to describe the scheme of maneuver as illustrated in this example permits all subordinates to grasp quickly the overall tactical plan while at the same time the rifle squads receive their specific missions or instructions. When squad missions are clearly stated in the "Concept of Operations" they need not be repeated in their mission subparagraphs below. — We'll attack in a platoon Vee. 1st Sqd will be on the left, 2d Sqd on the right, followed by Wpns Sqd and 3d Sqd. 1st Sqd will seize HILL 394, then our attack continues to seize HILL 413. For the assault on HILL 413, 1st Sqd will be on the left, 3d Sqd in the center and 2d Sqd on the right. We have priority of Arty and Mortar fires.

b. — 1st Sqd:

c. — 2d Sqd:

d. — 3d Sqd:

e. — Wpns Sqd: Machineguns displace to HILL 394 to support assault on HILL 413 during consolidation in 1st Sqd area.

f. Coordinating instructions. — Line of departure is line of contact. Base squad during assault is 3d Sqd. Final CL for assault on HILL 413 is Red Trail. 6-12 o'clock axis from HILL 394 to HILL 413. 1st Sqd consolidates from 9-12, 3d Sqd from 12-2 and 2d Sqd from 2-5.

4. ADMINISTRATION AND LOGISTICS — Breakfast 0330 on position. Individual type C ration issued with breakfast meal. Riflemen carry one extra bandoleer of ammunition. Co Tns located rear of HILL 381. Co Aid Post in woods near RJ 274 to rear of HILL 381.

5. COMMAND AND SIGNAL

a. Signal — Emergency signal to lift supporting fires is: ONE RED SMOKE STREAMER.

b. Command — I will be with the 1st Sqd initially and with the 3d Sqd during the assault. Plat Sgt with 2d Sqd initially and during the assault. Are there any questions?
Time is now_____ hours!

COMBAT OPERATIONS HANDBOOK

TAB HERE

PART 4

OVERLAY TECHNIQUES

PART 4
OVERLAY TECHNIQUES

1. MILITARY SYMBOLS.

a. Military Symbols are used to portray, in a condensed form a graphic and accurate picture of a unit, installation, or activity. Symbols are used extensively on maps, sketches, and overlays.

b. The following symbols supplement and consolidate those listed in current publications. They have been placed in this handbook to provide a convenient reference.

((1) Lines

Fire Support Coordination Line . . . . . FSCL ——— FSCL

No-Fire Line . . . . . NFL ——— NFL

Fire Coordination Line . . . . . FCL ——— FCL

Final Coordination Line . . . . . Final Coord Line ——— Final CL

Nuclear Safety Line. . . . . NSL NSL

Trace of Forward Dispositions (Blue: Friendly/ Red: Enemy). . .

Trace of Forward Enemy Dispositions (When using the same color for both friendly and enemy) . . . . . .

Trace of Thinly Held & Patrolled Parts of Front Lines (Blue: Friendly/Red: Enemy). . . . . .

Trace of Enemy Thinly Held & Patrolled Parts of Front Lines (When using the same color for both friendly and enemy). . . . . .

(NOTE: Dots for line of patrols do not indicate the actual size or specific location of patrols.)

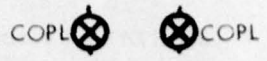
Phase Line . . . . . PL GOAT PL GOAT

Forward Edge of the Battle Area. . . . . FEBA FEBA

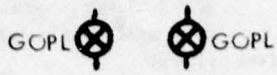
Trace of Forward Edge of the Battle Area. . . . .



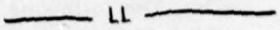
Combat Outpost Line . . . . . .



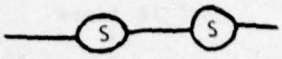
General Outpost Line. . . . . .



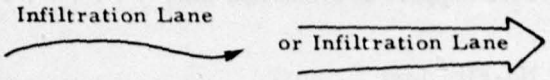
Light Line. . . . . .



Straggler Line . . . . . .



Infiltration Lane



(2) Area of Positions

Assembly Area of Co A, 1st Bn, 66th Inf (Offense and Defense) . . . . . .

or

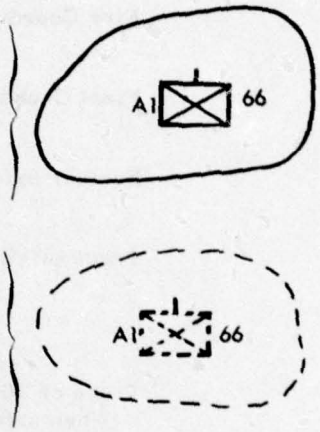
Reserve Location of Co A, 1st Bn, 66th Inf (Offense) . . . . . .

or

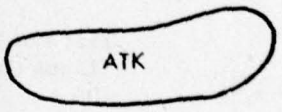
Proposed or future company assembly area of Co A, 1st Bn, 66th Inf . . . . . .

or

Proposed or future company reserve location of Co A, 1st Bn, 66th Inf. . . . . .



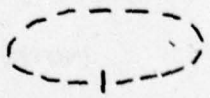
Attack Position . . . . . .



Occupied Company Blocking Position . . . . . .



Unoccupied Company Blocking Position . . . . . .



(3) Command Posts

Present Location (1st Bn, 66th Inf) . . . . . .



Future Location (1st Bn, 66th Inf) . . . . . 

(4) Tactical Unit Symbols

2d Army Group . . . . . 

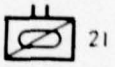
1st Army . . . . . 

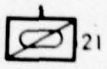
1st (US) Corps . . . . . 

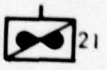
82d Airborne Division . . . . . 

1st Infantry Brigade, 21st Infantry Division. . . . 

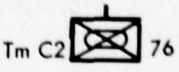
Divisional artillery units will use the infantry, mech inf, armor, or airborne symbol superimposed over the field artillery symbol. Example: Artillery Battalion organic to Infantry Division . . . . . 

1st Recon Sq, 21st Cav. . . . . 

Trp A, 1st Recon Sq, 21st Cav. . . . . 

Trp D (Air Cav), 1st Recon Sq, 21st Cav . . . . . 

Team B, 1st Tk Bn, 1st Armor (one or more platoons of a combat arms unit, non-organic, attached. One or more tank platoons may be detached). . . . . 

Team C, 2d Mechanized Bn, 76th Inf (one or more platoons of a combat arms unit, non-organic, attached. One or more rifle platoons may be detached) . . . . . 

1st Plat, B Co, 1st Bn, 66th Inf . . . . . 

1st Plat, A Co, 2d Mechanized Bn, 76th Inf . . . . . 

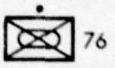
Antitank Plat, 1st Bn, 66th Inf . . . . . 

Bn Mort and Davy Crockett Plat, 1st Bn, 66th Inf, or General Position Area . . . . . 

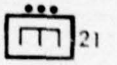
Mort Sec, Mort/DC Plat, 1st Bn, 66th Inf. . . . . 

Davy Crockett Sec, 1st Bn, 66th Inf . . . . . 

1st Sq, 1st Plat, B Co, 1st Bn, 66th Inf . . . . . 

2d Sq, 1st Plat, A Co, 2d Mechanized Bn, 76th Inf. 

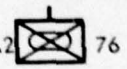
Engineer Battalion, Armored or Mechanized Division 

1st Plat, B Co, 21st Engr Bn . . . . . 

Recon Plat, Infantry Bn . . . . . 

Armed Cav Plat, Mechanized or Tank Bn . . . . . 

Co A, 1st Bn, 66th Inf (Mechanized) (used when carriers are not organic) . . . . . 

Co A, 2d Mechanized Bn, 76th Inf (carriers are organic) . . . . . 

Co B, 1st Bn, 66th Inf (Motorized). . . . . 

OP #1, 1st Bn, 66th Inf . . . . . 

(5) Combat Service Support

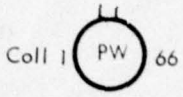
Support Command, 21st Inf Div . . . . . 

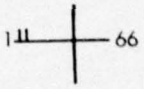
Division Supply and Transportation Battalion . . . . 

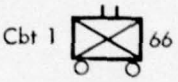
Division Maintenance Battalion. . . . . 

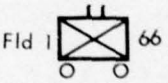
Brigade Trains, 1st Bde, 21st Inf Div
(Represents all installations normally found in the brigade trains as established by unit SOP) 

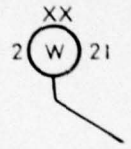
Company Trains Co A, 1st Bn 66th Inf. . . . . 

Collecting Point, Prisoners of War, 1st Bn, 66th Inf 

Aid Station, 1st Bn, 66th Inf . . . . . 

Combat Trains, 1st Bn, 66th Inf . . . . . 

Field Trains, 1st Bn, 66th Inf . . . . . 

Water Point #2, 21st Inf Division . . . . . 

(NOTE: End of staff in above example indicates the location of the installation.)

Airstrip (for light aviation). . . . . 

Army Heliport
(Helicopter Pad) . . . . . 

(6) Obstacles. (All indicated in green, both friendly & enemy)

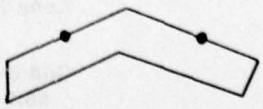
(a) Land Mines:

Claymore . . . . . 

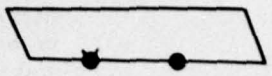
Single String of Antitank Mines . . . . . 

Single String of Antipersonnel Mines . . . . . 

Minefields:

Antitank. . . . . 

Antipersonnel . . . . . 

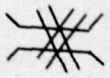
Mixed. . . . . 

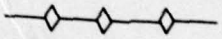
(b) Roadblocks:

Completed . . . . . 

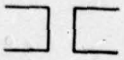
Prepared but passable . . . . . 

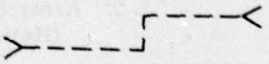
Proposed . . . . . 

(c) Destroyed Bridge. . . . . 

(d) Tank Obstacle (type unspecified and barrier trace) 

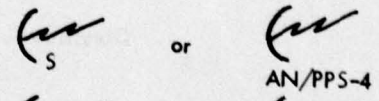
(e) Lanes or Gaps:

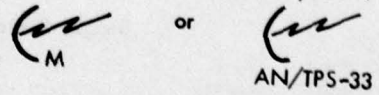
Vehicle lane . . . . . 

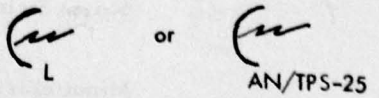
Patrol lane . . . . . 

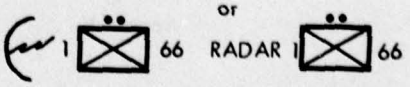
Gap . . . . . 

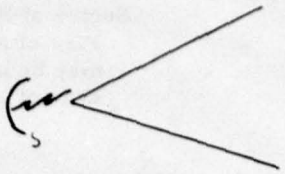
(7) Radar Surveillance Units and Devices (with type or set indicated)

Short Range Radar (AN/PPS-4) . . . . . 

Medium Range Radar (AN/TPS-33) . . . . . 

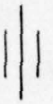
Long Range Radar (AN/TPS-25) . . . . . 

Gnd Survl Sec, Hq & Hq Co, 1st Bn, 66th Inf . . . . . 

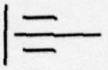
Lines indicate assigned area of scan and juncture of lines indicates radar location . . . . . 

(8) Weapons and Vehicles

(a) Weapons:
Basic Infantry Crew Served Weapon (machinegun).

Basic Artillery Weapon. . . . . 

NOTE: When it is desired to show the direction of fire of an artillery weapon, a line is drawn across the base of the symbol.

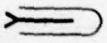
EXAMPLE: Base  Direction of Fire

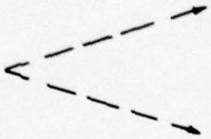
High Trajectory (placed on base of weapon symbol) . 

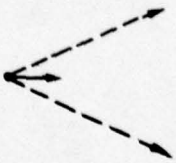
Antiaircraft/Air defense (surrounding weapon symbol). 

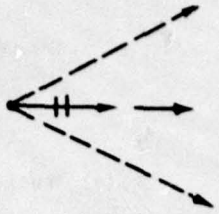
Self-propelled (Surrounding weapon symbol) (tracked and halftracked vehicles only) . . . . . 

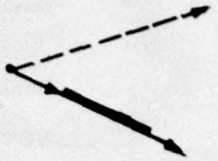
Basic symbol for Infantry antitank weapon, Recoilless Rifle or Rocket Launcher . . . . . 

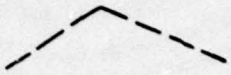
Antitank Guided Missile . . . . . 

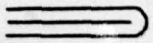
Sector of Fire of any weapon . . . . . 

Sector of Fire of light machinegun (Appropiate weapon symbol may be used. The base of the shaft of the symbol indicates the position of the weapon.) . . . . . 

Sector of Fire and Principal Direction of Fire of a heavy machinegun. (The two symbols may be used together, providing a weapon symbol is used.) . . . . . 

Sector of Fire and Final Protective Line of a light machinegun. (The heavy portion of solid line indicates grazing fire.) . . . . . 

Dummy (placed on top of symbol) . . . . . 

Guided Missile . . . . . 

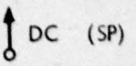
Guided Missile Launching Site:
(Base of vertical line indicates position.)
Surface-to-Surface Missile . . . . . 

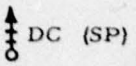
Surface-to-Air Missile . . . . . 

WEAPON	CALIBER		
	Light (and basic)	Medium	Heavy
Machinegun	 7.62mm or smaller	 7.63mm to 14.4mm	 14.5mm to larger
Mortar	 82mm or smaller	 Greater than 82mm but less than 200mm	 200mm and larger

Air defense machinegun			
Infantry antitank weapon, rocket launcher or recoilless rifle	 90mm or smaller	 91-110m	 111mm or larger
Gun or gun howitzer	 115mm or smaller	 Greater than 115mm but less than 155mm	 155mm and larger Also very heavy
Howitzer, high trajectory artillery weapon	 115mm or smaller	 Greater than 115mm to include 155mm	 Larger than 155mm
Gun in antitank role	 115mm or smaller	 Greater than 115mm but less than 155mm	 155mm and larger
Rocket Projector (artillery)	 115mm or smaller	 Greater than 115mm but less than 160mm	 Larger than 160mm
Gun in air defense role	 Less than 80mm	 80mm or greater, weight less than 20 tons	 Weight 20 tons or more

Flamethrower — Manpack  — Mounted on vehicle 

Davy Crockett (Light) — Dismounted  — Mounted on vehicle   Mounted on Tracked Carrier

(Heavy)    Mounred on Tracked Carrier

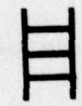
(b) Vehicles:

Tank, light . . . . . 

Tank, Medium . . . . . 

Tank, Heavy . . . . . 

Emplaced or Dug In . . . . . 

Amphibious Tank . . . . . 

(9) Barrages and Concentrations (plotted to scale on overlay)

(a) Barrages

Btry A, 1st How Bn (105mm) (Towed), 45th Arty (200 meters). A-1/45

Btry A, (155mm), 1st How Bn (155mm/8 inch)(Towed), 48th Arty (300 meters). A-1/48

Mort Sec, Mort and Davy Crockett Plat, 1st Bn, 66th Inf (180 meters) 1/66

Mort Sec, Co A (100 meters) . . . . . A

One tube, Mort Sec, Co A (50 meters) . . . 1-A

(b) Concentrations

1. A nonnuclear concentration (designated by the 1st Bde, 52d Mech Div) is shown on overlays by use of one of the following symbols: Target 100 meters in diameter or less. . . . . AK 101

Linear targets more than 100 meters long. AK 101

Non linear targets more than 100 meters in diameter. . . . . AK 101

2. Desired Ground Zero of nuclear weapons. Intersection indicates DGZ; 120 is height of burst. (May also be listed as height of burst option, such as Low Air, High Air, etc.); NAK 001 identifies 1st Bde, 52d Mech Div target; Bravo is the type weapon; and A 7/54 is the unit assigned the mission of delivering the weapon). . . . .

120 | NAK001
A7/54 | BRAVO

(10) Enemy Symbols

(a) Enemy symbols are usually shown in red. When red is not available, the box of the symbol will be enclosed by a second line. For Aggressor symbols, consult appropriate Aggressor Field Manuals. For enemy symbols, for any particular theater of operations, use the appropriate designations of the units, in red, as if they were United States units.

(b) Enemy units used at the United States Army Infantry School, in all problems, follow the procedures outlined below:

8th Mtz Rifle Regiment (Red) 8

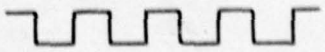
8th Mtz Rifle Regiment (same color as friendly units) 8

2d Battalion, 8th Mtz Rifle Regiment (Red) . . II 8

2d Company, 2d Battalion, 8th Mtz Rifle Regiment (Red) . . . . . 

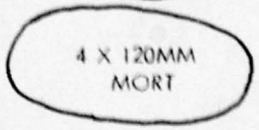
3d Platoon, 2d Company, 2d Battalion, 8th Mtz Rifle Regiment (Red) . . . . . 

(c) Enemy entrenchments and gun positions, since they are usually not accurately located, may be shown in one of two ways. If in red, the general location will be shown as follows:

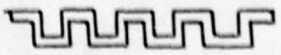
Entrenchments (when unoccupied "U" is placed at the right of the symbol; when under construction "UC" is placed at the right of the symbol. If there is insufficient room at the right the symbol, these letters may be placed where convenient.) . . . . . 

Four 120mm Mortars . . . . . 

or

Four 120mm Mortars . . . . . 

If friendly and enemy units are to be shown in the same color, the following will apply:

Entrenchment . . . . . 

Four 120mm Mortars . . . . . 

or

Four 120mm Mortars . . . . . 

c. Use of Solid and Broken Lines. When the location of a unit installation, or coordinating detail (for example, line of departure or boundary) is in effect and will continue, or is effective by the order being prepared, the appropriate symbol is shown by solid lines. The symbol indicating any proposed or future location or coordinating detail to become effective at a later time, will be shown by broken lines. (See also par g below.)

d. Check Points. Check points are easily recognized terrain features such as crossroads, churches, lone buildings, stream junctions, hills, bridges, and railroad crossings which are circled and the circles numbered at random. These check points may be selected throughout the zone of action. By reference to these points, a subordinate commander may rapidly and accurately report his locations, or the higher commander may designate objectives, boundaries, assembly areas, phase lines, etc., to his subordinate commanders.

e. Contact points. Contact points, shown graphically by numbered squares, are designated along boundaries or between axes where the commander desires subordinate, adjacent units to make physical contact. Contact points may also be used as a point at which fires are coordinated in consolidation of an objective in offensive operations. Further, it may be used to insure coordination of fire and movement in specific locations where boundaries are not used; for example, between elements of a flank guard.

f. Phase Lines. Phase lines are:

(1) Shown by solid lines drawn approximately perpendicular to the direction of advance. They should be labeled "PL" and a letter, number or code name designation; i.e., PL VICTOR, PL TWO, or PL APPLE.

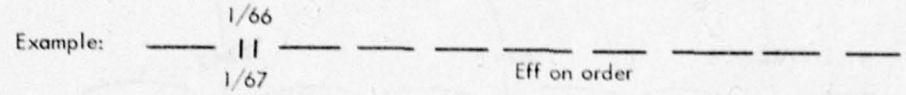
(2) Used in moving situations or when a high degree of control is demanded.

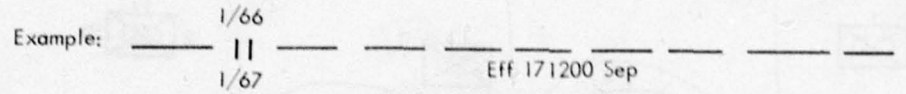
(3) Clearly defined on the ground and map.

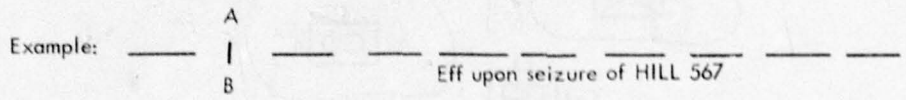
g. Boundaries.

(1) Boundaries are shown by a solid line if presently in effect or made effective by the order being prepared.

(2) Future or proposed boundaries are shown by a broken line and labeled to indicate that the time of effectiveness will be designated.

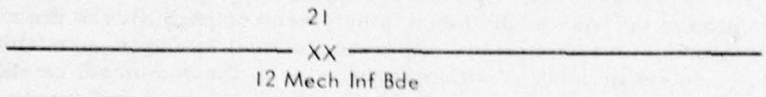




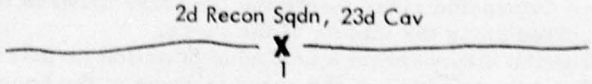


(3) A symbol is placed on the boundary to show size and designation of the highest echelon units who have the boundary in common.

(4) If the units are of unequal size, the symbol of the higher unit is shown and the designation of the lower is given completely to show its size. EXAMPLE: Boundary between 21st Inf Div and 12th Mech Inf Bde (Separate).



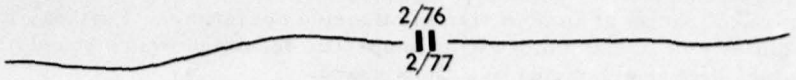
EXAMPLE: Boundary between 1st Bde, 52d Mech Div and 2d Recon Sqdn, 23d Cav.



(5) On overlays or sketches accompanying written or oral orders that specify task organization:

(a) Unit designations on battalion boundaries need only indicate the numerical designation of the unit. On other boundaries, only the unit designation necessary for clarity as required. Branch designation may be added when necessary for clarity and to avoid misunderstanding.

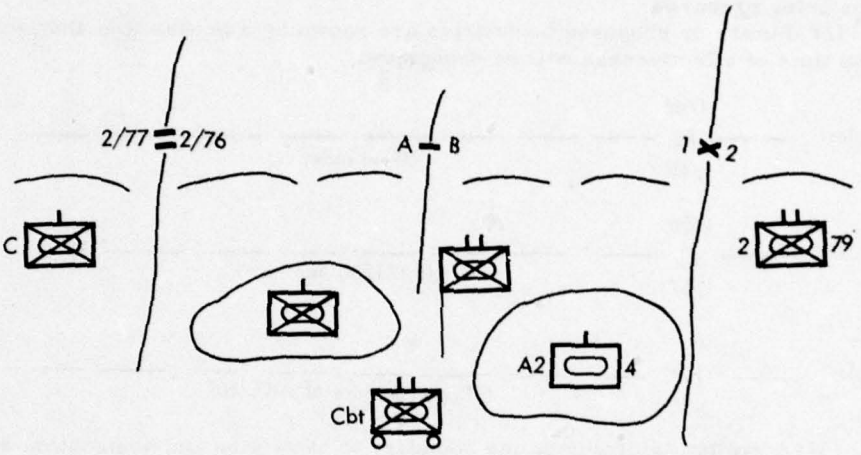
EXAMPLE: Boundary between a task force under the control of the commander of the 2d Mech Bn, 76th Inf (TF 2/76) and the 2d Mech Bn, 77th Inf.



(b) Since the parent unit is designated on operation order overlays on sector and zone boundaries, organic subordinate unit and activity symbols within these boundaries need not indictae the parent unit.

(c) The entire unit designation, if known, is shown for adjacent units from another brigade or division.

EXAMPLE:



h. Rivers as Boundaries.

(1) An unfordable river is normally used as a boundary between unit zones of action and/or defense sectors.

(2) The decision to divide a zone of action or defense area by an unfordable river and the determination of the size of the force to be placed on each side of the river must be based on considerations of mission of the command; tactical situation, particularly with respect to the possibility of defeat in detail of either force; size of the command; extent of unfordable river as an obstacle and its effect on lateral movement of reserves and supply; and character of the terrain adjacent to the river.

(3) When an unfordable river forms the boundary between tactical units, the boundary will normally be located along the middle of the river.

(4) The situation may warrant a unit zone of action or defense area being assigned the river inclusive. The determination of the exact location of the boundary depends upon consideration of characteristics of the river; mission of command; enemy capabilities; and character of terrain along the banks of the river.

i. (1) Axis of Advance. An arrow extending from the line of departure to an objective in the direction of the enemy and labelled "Axis _____" indicates the general direction of the movement of the unit. It follows well defined terrain features of an avenue of approach such as a series of ridgelines, hilltops or roads extending to the objective area. The axis of advance conveys to the commander to which it is assigned that his unit is expected to attack along the axis as rapidly as conditions permit and not allow small enemy forces to delay the advance to and seizure of the objective. It further indicates that the commander may maneuver his forces and place his fires freely to either side of the axis, as necessary, to avoid obstacles,

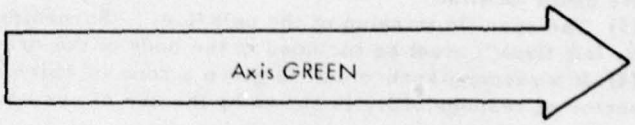
to engage the enemy, or to bypass enemy forces of such strength as not to threaten his security or jeopardize the accomplishment of his mission. The commander insures that such deviation does not interfere with adjacent units, that his unit remains oriented on the objective, and that the location and size of the bypassed enemy forces are reported to higher headquarters.

(2) A commander need not employ his unit in a single column on his assigned axis; he may retain the assigned axis on which to employ a main attack, while designating an adjacent axis of advance for a supporting attack or he may designate two axes of advance following generally the assigned axis. Care must be exercised in assigning additional axes to minimize the possibility of interference with adjacent units.

(3) This control measure is most frequently used in operations against light, disorganized or discontinuous enemy resistance, such as may be encountered in the exploitation or pursuit phases of operations.

(4) The technique of depicting an axis of advance is shown below.

EXAMPLE:



(Indicates axis is in effect or made effective by order being prepared.)

EXAMPLE:



(Indicates axis will become effective at some later time to be designated by the issuing headquarters.)

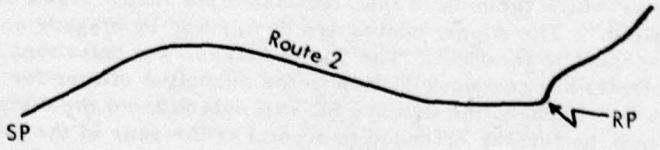
(Arrows drawn to represent an axis may be as broad as desired by clarity.)

j. Route of March, Start Point, and Release Point.

(1) Arrows are used to show routes of march. They should be labeled with the word "Route" and a number, letter, or name designation. When a unit is given a route over which to move, the unit must follow that route.

(2) The start point is the point at which a foot march or motor movement is begun by the successive arrival of the units that finally make up the column. It is shown by the letters SP which may be inclosed in a square.

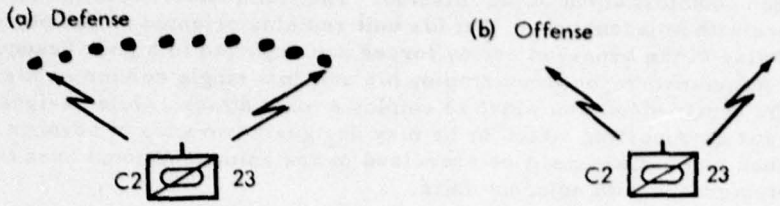
(3) The release point is a clearly defined point on a route at which specified elements of a column revert to the command of their respective commanders. It is shown by the letters RP which may be inclosed in a square.



k. Direction of Attack Arrow. See paragraph 2d below.

l. Graphic Portrayal of Units Assigned a Security Mission.

(1) The following symbol may be used to show the general location of a reconnaissance or other unit with a security mission. (Unit is Trp C, 2d Recon Sq, 23d Cav.) Arrows are oriented toward the enemy.



(2) The dots within the limits of the arrows are not indicative of the size of the forces or their exact location.

(3) The specific mission of the unit (i.e., "Screening force, right flank," or "Flank guard, left flank") must be included in the body of the order.

(4) If a reconnaissance unit is given a zone in which to attack or a sector to defend, its zone or sector of responsibility is shown by the use of symbols on the boundaries in the conventional manner.

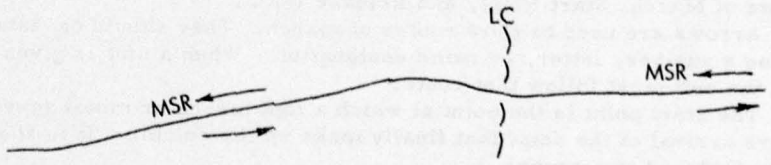
m. Graphic Portrayal of Supply Routes.

(1) Main Supply Route (MSR). The main supply route is defined as: "A route, designated by division, over which the bulk of administrative traffic flows and to which the bulk of the maintenance is applied."

(a) In the defense, division will extend the MSR forward to the rear boundary of the forward brigade(s).

(b) In the offense the MSR may be extended forward to the division objective by depicting it as a broken line forward of the line of contact.

(c) The symbol to be used (by division) to depict the MSR is as follows:



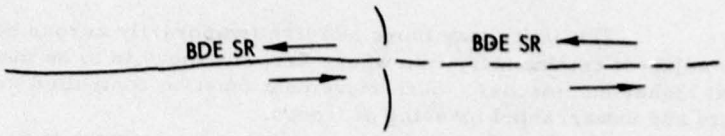
(2) Supply Route (SR) A supply route is defined as: "A route designated by the commander concerned, over which the bulk of the administrative traffic flows and to which the bulk of maintenance is applied." The supply routes are designated by brigade and battalion to preclude confusion with respect to the MSR. The S4, at brigade and battalion, normally selects a route as an SR and submits his recommendation to the executive officer for approval.

(a) In the defense, the brigade SR will extend from the division MSR to the brigade trains area and may be further extended to a point at the rear of the forward battalion defense areas. The battalion SR will extend from the brigade SR to the Battalion Combat Trains area and may be further extended to a point at the rear of the forward company defense areas,

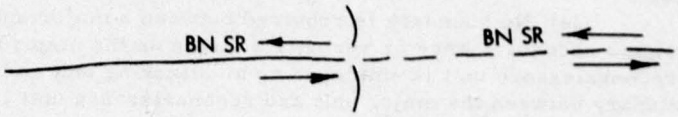
(b) In the offense, the SR as approved, may be extended forward to the objective, or as far as the S4 can visualize the combat service support for the operation.

(c) The symbols to be used by brigade and battalion to depict the supply route are as follows:

1. Brigade:



2. Battalion:



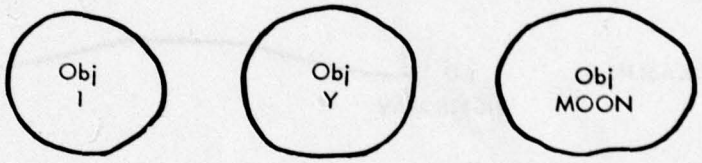
(3) At battalion and brigade level, combat service support facilities may be depicted on the operation overlay or their locations disseminated by the S4 as appropriate.

2. OFFENSE.

a. Objectives.

(1) Each objective is identified by the abbreviation "Obj" and a number, letter, or name designation.

EXAMPLE:



(2) An objective assigned by higher headquarters may be given entirely to one subordinate unit or it may be divided. If divided, the objective may be shown graphically as separate objectives and numbered accordingly, or it may be divided into objectives by a boundary line.

(3) Numbers or letters may be used to designate objectives. Sequence of numbering does not indicate priority of seizure of objectives or importance. To avoid misunderstanding, letters A through D, to include their phonetic equivalents, and numbers with a slash (1/66) should be avoided when designating objectives or other control measures.

b. Boundaries.

(1) Boundaries are used to guide the forward advance of units in the attack and to control the fire and maneuver of two adjacent units. Boundaries are drawn along terrain features easily recognizable on the ground, and are situated where possible so that key terrain features and avenues of approach are wholly inclusive to one unit. A boundary should extend forward beyond the objective at least to the depth necessary for coordination of fires in the seizure and consolidation of the objective. At the line of contact, boundaries are normally extended rearward to the extent necessary to insure that sufficient space is provided for the force concerned, including its combat service support installations; the rearward projection of the boundaries defines the rear limit of the unit's area of responsibility.

(2) Units may move and fire temporarily across boundaries after coordination with the adjacent commander, into whose area the move is to be made, and after notification of the next higher commander. Such movement must be controlled to avoid interference with adjacent units and unwarranted massing of troops.

(3) Boundaries are favored when assignment of areas of operation is required, to facilitate coordination of fires of two adjacent units; or to delimit responsibility of converging forces.

(4) No boundary is required between a major unit and a reconnaissance unit performing a reconnaissance or security mission on the major unit's flank. However, in the event the reconnaissance unit is employed as an attacking unit and is given an objective to seize, then a boundary between the major unit and reconnaissance unit is normally assigned.

c. Line of Departure.

(1) In conjunction with the time of attack, the line of departure serves to coordinate the advance of the attack echelon so that its elements will strike the enemy in the order and at the time desired.

(2) Characteristics:

(a) It is clearly defined on the ground and on the map.

(b) It is approximately perpendicular to the direction of attack.

(c) The line of departure may be the line of contact. This technique is usually used in a fast-moving situation when it is uncertain where the frontline will be at the time of attack.

(3) If line of contact is used, it will be marked: LD is LC.

(4) If the line of contact is not used, the line of departure will be shown by a solid line marked: LD

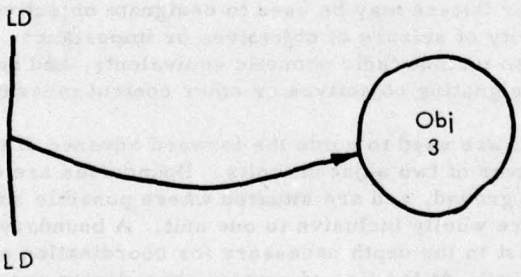
(5) The line of departure may be marked on one or both sides.

(6) Time of attack will normally be shown.

EXAMPLE:

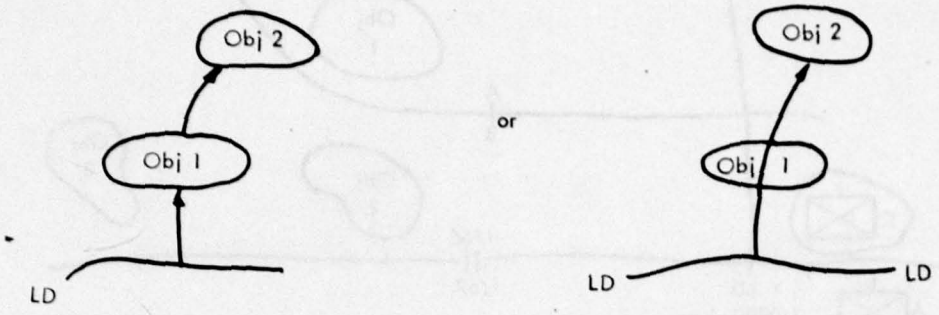


d. Direction of Attack Arrows. This control measure is used when the commander desires to specify the direction of the main attack or center of mass of a subordinate unit to ensure the accomplishment of a closely coordinated plan of maneuver (for example, in a night attack or counterattack). A direction of attack arrow should extend from the line of departure to the objective and is not labeled.



(1) The arrow should be used only where necessary because it restricts the maneuver of the subordinate unit.

(2) When a unit is directed to seize successive objectives with its main attack along a certain line, either one arrow extending through the objectives to the final objective or a series of arrows connecting the objectives may be used.



(3) The size of the arrow does not indicate whether the subordinate unit is making the main or a supporting attack for the command as a whole.

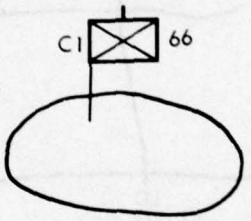
e. Location of Units.

(1) The locations of attacking units are indicated by boundaries (and a command post symbol when the location of the CP is known) or by a unit symbol.

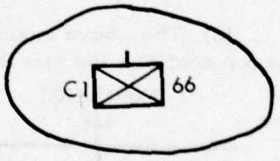
(2) The location of the reserve is indicated on the operation overlay by an assembly area symbol and by a command post or unit symbol.

(3) Graphic representation of reserve in offense:

(a) Command post reported.

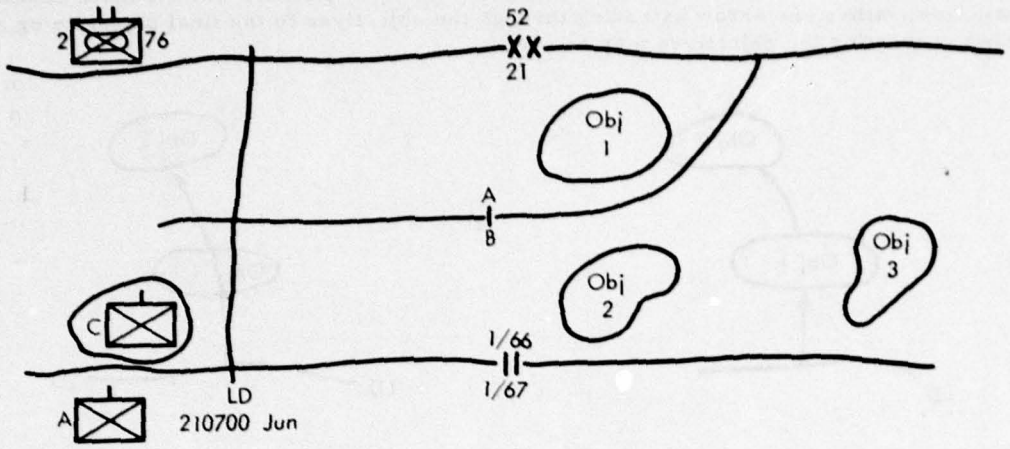


(b) Command post not reported.



f. Pinching Out a Unit.

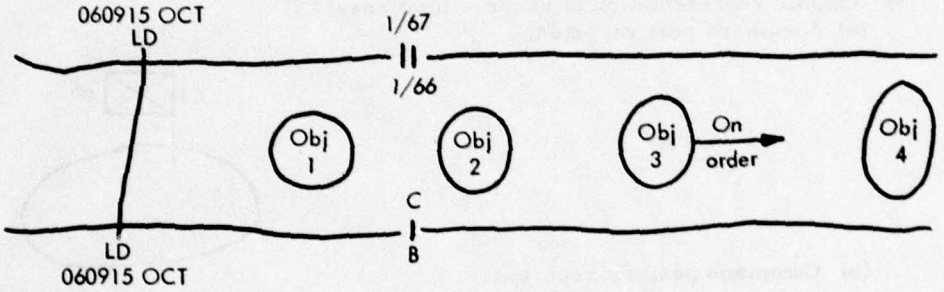
(1) This type operation is indicated by drawing the boundary across the front of the unit, usually along a well-defined terrain feature such as a stream, ridge, or highway.



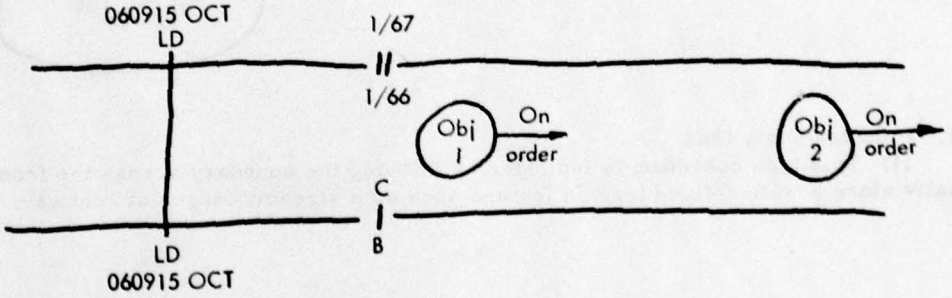
(2) The above example indicates that Co A will be pinched out after seizing Obj 1; Co B will seize Obj 2 and continue the attack to seize Obj 3.

g. On Order Attack Arrows.

(1) An on order arrow is used to indicate that a unit, after seizing an objective, will be prepared to continue the attack in the general direction indicated. It is normally used in conjunction with attack boundaries and objectives as shown below.



(2) The above example indicates that Company C will seize Objectives 1, 2, and 3, and on order continue the attack to seize Objective 4.

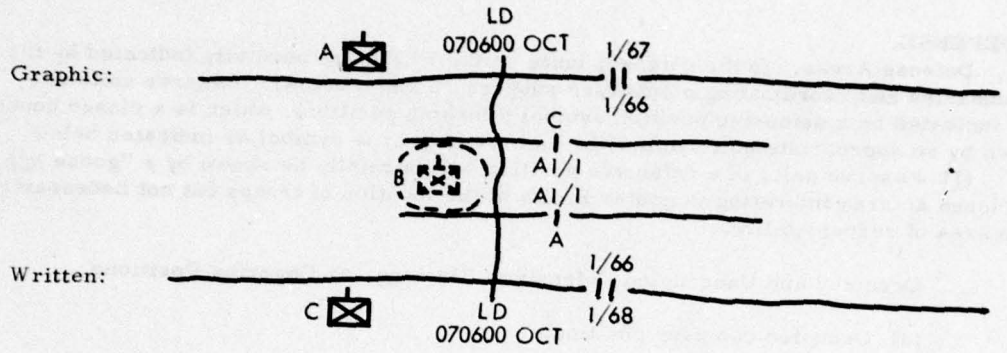


(3) The above example indicates that Company C will seize Objective 1; on order continue the attack to seize Objective 2; and on order continue the attack.

(4) An on order arrow should be of the minimum size and length consistent with easy recognition. It should not be curved or in any other manner be so portrayed that it could logically be confused with other type arrows such as direction of attack arrows.

h. Relief in Place or Passage of Lines. There is no symbol for a relief in place or passage of lines. Graphic instructions on the operation overlay are used to convey the plan of the operation and will not necessarily depict the situation existing at the time the order is issued. For clarity the operation overlay must be supplemented in the body of the order.

(1) An example: Passage of lines - Co A 1st Tank Bn, 1st Armor is to pass through Co B to continue the attack. Co B is to assist passage and revert to battalion reserve on order.



* * * * *

c. B1/66.

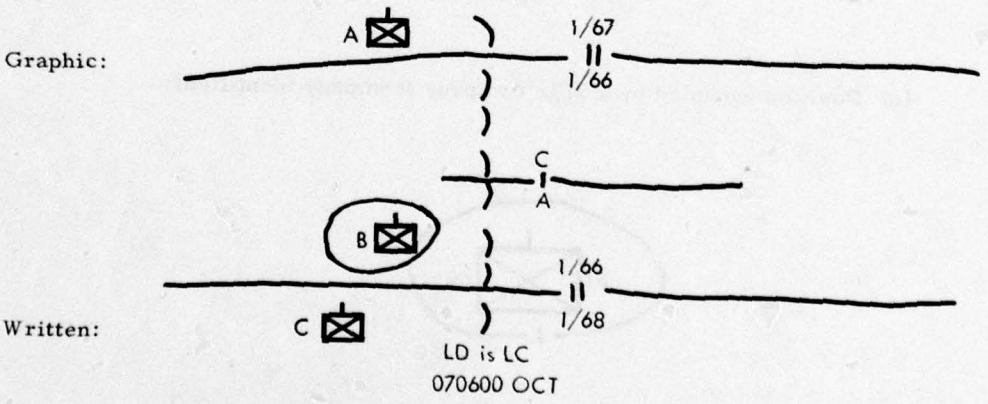
(1) Assist passage of Co A 1/1 Armor.

(2) Bn reserve on order.

(NOTE: The assembly area symbol for B1/66 is shown by a broken line indicating that it will be occupied by B1/66 sometime after the attack is launched.)

* * * * *

(2) An example: Relief in place - Co A is to relieve Co B prior to continuing the attack. Co B is to revert to Bn reserve.



* * * * *

c. B1/66 Inf:
(1) ***
(2) ***
(3) Upon completion of relief Bn reserve.

* * * * *

(NOTE: The assembly area for Co B is shown by a solid line indicating that it is occupied prior to the time the attack is launched. The assistance provided Co A by Co B must be specified in the written portion of the order.)

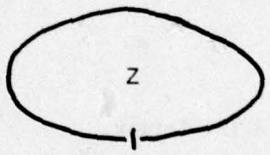
3. DEFENSE.

a. Defense Areas. In the defense, units on the FEBA are normally indicated by the use of boundaries and coordinating points (see subpara 3b and c below). Reserve units are normally indicated by a defensive position symbol (blocking position), which is a closed boundary line broken by an appropriate unit symbol, or an assembly area symbol as indicated below.

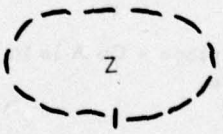
(1) Reserve units in a defensive position will normally be shown by a "goose egg" which encloses an area indicating the outer limits of the location of troops but not necessarily the entire area of responsibility.

Occupied and Unoccupied Defensive, Blocking, or Covering Positions

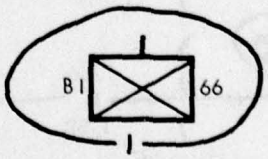
(a) Occupied company position:



(b) Unoccupied company position:

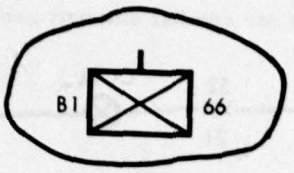


(c) Position occupied by a rifle company (company identified):

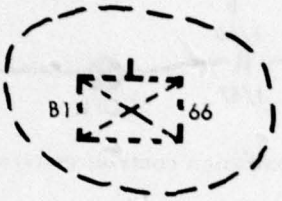


(2) Occupied and Unoccupied Assembly Areas are shown graphically as follows:

(a) Occupied assembly area of Co B, 1st Bn, 66th Inf.



(b) Unoccupied or future assembly area of Co B, 1st Bn, 66th Inf.



b. Boundaries.

(1) If the forward companies are responsible for the combat outpost, boundaries between companies are extended beyond the Forward Edge of the Battle Area (FEBA) to the limit of effective ground observation of the combat outpost. If the combat outpost is under battalion control, the battalion boundaries will extend to the limit of effective ground observation of the combat outpost but the boundary between companies will stop short of the combat outpost line. (See example under c(3) below.)

(2) Brigade boundaries are extended forward to the range of direct support fires or limits of ground observation, whichever is greater. They indicate the foremost limit of territorial responsibility.

(3) Division boundaries are extended through the general outpost line to the range of weapons supporting all divisional units, including that of artillery attached to or supporting the general outpost force.

(4) Boundaries are extended to the rear of the FEBA to delineate areas of responsibility and to provide space for reserves, maneuver, and location of command and combat service support facilities. Although the rearward responsibility of battalions and companies established by the rearward extension of lateral boundaries, rear boundaries are drawn whenever it is essential to clearly delineate an area of responsibility; i.e., when guerrillas are active, when a threat of infiltration and airborne attack exists, or when terrain or location of facilities dictates. (See example under c(3) below.) A company rear boundary should be shown only as required. Battalion rear boundaries are frequently drawn to delineate areas of responsibility. Rear boundaries are normally drawn for brigade and are habitually drawn for division and higher units.

c. Coordinating Points.

(1) Coordinating points are used in the defense to designate the exact location where the higher commander desires adjacent subordinate commanders to coordinate the defense for that area.

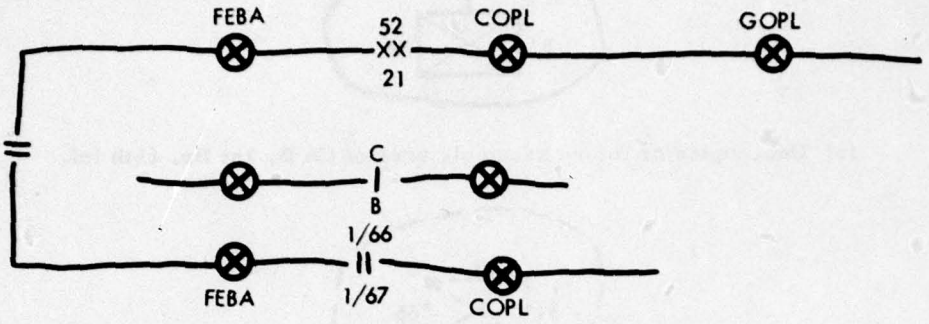
(a) The corps commander designates coordinating points on division boundaries at the forward edge of the battle area and general outpost line, normally on the division commander's recommendations.

(b) The division commander designates coordinating points on the brigade boundaries at the FEBA and may designate coordinating points at the combat outpost.

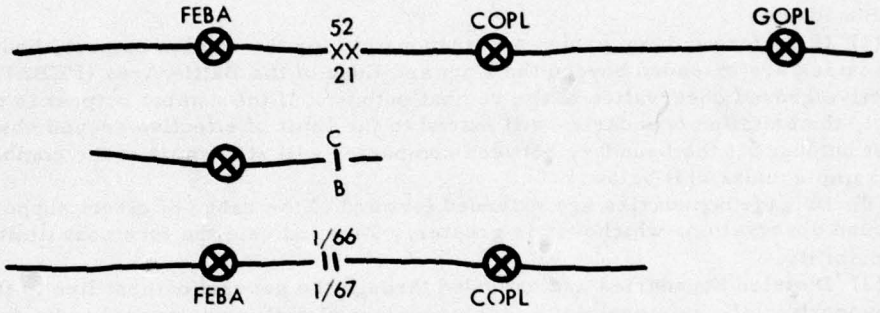
(2) Coordinating points must be located at some terrain feature easily recognizable both on the ground and on a map.

(3) Coordinating points are shown by a circle placed on a boundary with an X ⊗ in the center. They should be labeled FEBA, COPL, and/or GOPL as appropriate.

EXAMPLE: (Companies responsible for combat outpost; general outpost under division control.)

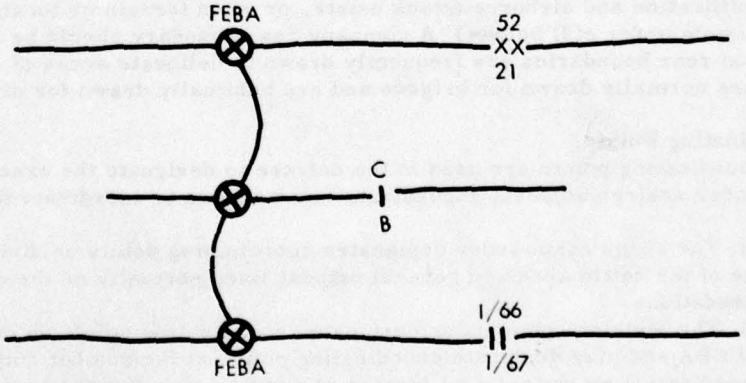


EXAMPLE: (Combat outpost under battalion control; general outpost under division control.)



(4) A trace of the FEBA between coordinating points may be provided as an additional guide to subordinate commanders when required.

EXAMPLE:



4. COUNTERATTACK.

The following information is the minimum control measures to be designated for the conduct of the counterattack.

a. Assumed enemy penetration.

b. Objective.

c. Direction of attack arrow, axis of advance or boundaries.

d. Unit acting as maneuvering force.

e. Line of departure.

f. Attack position for maneuvering force and routes to the attack position (as appropriate).

5. MAPS AND OVERLAYS.

a. The techniques covered in the preceding paragraphs are those used in preparing maps or overlays to be used in conjunction with plans and orders. These techniques may also be used in preparing situation maps and overlays.

b. Types of Maps and Overlays.

(1) Situation Map. A situation map is a map on which is represented graphically the tactical and/or combat service support situation as it actually exists on the ground at a particular time. In its normal usage, the map itself is covered with acetate and the necessary symbols posted with grease pencil. In this way the situation depicted may easily be kept current.

(2) Operation Map. An operation map is a map on which is represented graphically information for and instructions to subordinates for an operation. It is most often used as an essential part of an operation order or plan.

(3) Planning Map. A planning map is a map, separate from the situation map, kept by the unit staff officers for the purpose of planning future operations. Like the situation map, it is normally covered with acetate and posted with grease pencil. This facilitates changing the graphic portrayal on the map as the plan is developed. The completed planning map may be the basis for the operation map or overlay for the operation being planned.

(4) Situation Overlay. A situation overlay is an overlay taken from a situation map. It represents the situation as it existed at the time the overlay was made. It is usually used to accompany and clarify a situation report.

(5) Operation Overlay. An operation overlay is an overlay portraying the same type information and instructions and used for the same purpose as an operation map. It is more commonly used than the operation map since there are usually not sufficient maps available for issue with plans and orders.

COMBAT OPERATIONS HANDBOOK

PART 5

TROOP MOVEMENTS

TAB HERE

SECTION I. General

SECTION II. Marches

SECTION III. Air Movement

PART 5
TROOP MOVEMENTS

SECTION I
GENERAL

1. GENERAL.

a. The movement of troops from one location to another is inherent in any phase of operations in which the battalion participates. The successful accomplishment of a unit's mission is directly related to its ability to arrive at the proper place, at the proper time, in effective condition, and in the formation best suited for the accomplishment of the mission assigned.

b. Troop movements are classified as either administrative or tactical. Administrative troop movements are those in which troops and equipment are arranged to expedite their movement and conserve time and energy when no enemy interference, except by air, is anticipated. Movement of troops and equipment with a tactical mission under combat conditions when not in direct ground contact with the enemy is a tactical movement.

c. This chapter outlines the staff responsibilities and techniques applied by the operations officer for planning tactical movements.

2. MOVEMENT PLANNING.

a. The basic considerations in planning any movement are: the mission; what is to be moved (troops and equipment); and the type, number, and characteristics of transport available for the move. Regardless of the type of movement undertaken, its success depends largely upon the thoroughness with which it is planned. A successful move is characterized by efficient employment of the available means of transportation, adherence to prescribed routes and schedules, and the ability of the unit to accomplish its assigned mission upon arrival at the destination.

b. The following publications will be of assistance in planning, organizing and conducting marches and air movements.

FM 7-11, Infantry, Airborne Infantry and Mechanized Infantry Rifle Company
FM 7-20, Infantry, Airborne Infantry, and Mechanized Infantry Battalions
FM 21-18, Foot Marches
FM 25-10, Motor Transportation, Operations
FM 57-35, Airmobile Operations
FM 57-10, Army Forces in Joint Airborne Operations
TM 57-210, Air Movement of Troops and Equipment
FM 100-5, Field Service Regulations, Operations
FM 101-5, Staff Officer's Field Manual, Staff Organization and Procedure
FM 101-10, Staff Officer's Field Manual, Organization, Technical and Logistical Data
AR 320-5, Dictionary of US Army Terms (Jan 1961)
JCS Pub. 1, Dictionary of US Military Terms for Joint Usage (Nov 1960)

3. MOVEMENT ORDERS. Movement planning culminates in the preparation and issuance of a movement order prepared in the standard five paragraph operation order form. Necessary annexes are attached to furnish detailed information required for the movement. A discussion of the annexes prepared for marches and air movements is contained within the appropriate sections of this chapter. In all inter-allied orders relative to road movements, speeds will be described both in miles per hour and kilometers per hour (STANAG No 2025).

SECTION II
MARCHES

1. GENERAL.

a. Marches are troop movements conducted on foot or by motor or a combination of these two means.

b. The following terms are defined as a basis for the study of march planning:

Arrival Time--The time the head of a column or element thereof, reaches a designated point, line or object.

Clearance Time--The time at which the tail of a column, or element thereof, passes a designated point, line or object.

Column--Formation in which elements are placed one directly behind the other.

Completion Time--The time the tail of a column passes the release point. (RP)

Critical Point--A selected point along the route of march used for reference in giving instructions; any point along the route of march where interference with the troop movement may occur. (The SP and RP are always critical points.)

Density--The average number of vehicles that occupy one kilometer of road space, expressed in vehicles per kilometer.

Detrucking Point--A location where vehicles halt to unload troops or equipment.

Distance--The space between elements measured from the rear of one element to the head of the following element.

Double Banking--The act of overtaking and passing, moving abreast of, or parking beside other traffic faced in the same direction on the same road.

Entrucking Point--A location where vehicles halt for the boarding of personnel or loading of equipment.

Foot March--Movement of troops, in which all personnel move by foot in a steady regular manner, given formation and order.

Guard--An individual who marches to the front or rear of a foot column to slow or stop traffic approaching or passing the column; or who is placed at an intersection to stop traffic while the column crosses. A guard at an intersection may function as a guide in addition to his other duties.

Guide--An individual who leads or directs men or vehicles over a predetermined route. Guides are placed at critical points to provide direction to movement and to assist in preventing accidents.

March Collecting Post--Location on the route of march at which casualties who cannot continue to march are given medical treatment and are moved to medical stations in the rear.

March Control Point--A point along the route at which personnel are stationed to supervise the progress of the movement and from which orders and instructions controlling the movement can be issued to the commanders of the elements of the column.

March Outpost--Observation posts and patrols established for the protection of a command during a halt in the march.

March Unit--Unit which moves and halts at the command of a single commander. The march unit normally corresponds to one of the smaller troop units such as a squad, section, platoon, or company.

Marker--A flag, stake or some other object posted at a point to show the location of a unit, a direction or procedure to be followed, a danger point, or an obstacle.

Motor March--A controlled movement of troops in which all elements move by motor.

Organic Vehicles--Vehicles assigned to a unit by a table of organization and equipment (TOE).

Rate of March--Average marching speed per hour (in kmph), including short periodic halts.

Reinforcing Transportation--Vehicles furnished to a unit by higher headquarters for use during the movement of troops or equipment.

Release Point (RP)--A clearly defined point on a route at which specified elements of a column revert to the command of their respective commanders.

Road Space--The length of roadway allocated to and/or actually occupied by a column on a route expressed in meters or kilometers.

Serial--One element, or a group of elements, usually a battalion, brigade or larger unit within a series which is given a numerical or alphabetical designation for convenience in planning, scheduling, or control of movements by land, sea or air. A serial consists of one or more march units.

Shuttling--The transportation of personnel, equipment and supplies by a series of round trips of the same vehicles.

Speed--The actual rate (in kilometers per hour) at which a column or vehicle is moving at a given time.

Speedometer Multiplier (SM)--Any number by which the speedometer reading converted to kilometers per hour is multiplied to establish distance in meters between vehicles.

Start Point (SP)--The point at which a foot march or motor movement is begun by the successive arrival of the units that finally make up the column.

Time Distance (TD)--The time it takes the head of a column, or any single element thereof, to move from one point to another at a given rate of speed.

Time Interval (TI)--The time which elapses between successive elements of a column as they move past a given point, usually employed with respect to motor columns.

Time Length (TL)--The time required for a column or elements of a column to pass a given point.

c. The adoption of the metric system requires a means of converting from yards to meters and vice-versa. To accomplish this, use the following tables:

(1) Multiply yards X .91 to obtain meters.
Multiply meters X 1.1 to obtain yards.
Multiply miles X 1.6 to obtain kilometers.
Multiply kilometers X .62 to obtain miles.

(2) To convert miles to kilometers multiply miles by 8/5. Example: 20 miles X 8/5 = 32 kilometers.

(3) To convert kilometers to miles multiply kilometers by 5/8. Example: 32 kilometers X 5/8 = 20 miles.

2. FOOT MARCHES.

a. Organization of the Column. On a march, units march in their tactical groupings. The battalion normally constitutes one serial and the companies march units.

b. Column Formation. The normal formation for foot marches is a column of twos. Distances are prescribed between marching units, but are not rigidly maintained. They are permitted to vary to offset changes of rate within the column due to terrain conditions.

c. Rate of March. The rate of march is prescribed by the commander of the column and may be standardized in the unit SOP. The rate prescribed will depend upon the terrain and weather conditions, the condition of the troops, the length of the march, and the mission. Under favorable conditions, troops can march approximately 32 kilometers in an 8-hour day.

3. MOTOR MARCHES.

a. There are three basic formations for motor marches:

(1) Close column. A close column is one in which the elements are formed as compactly as practicable in order to reduce road space and time length to a minimum. Vehicles follow at the minimum distance which safety, traffic conditions, and the tactical situation will permit.

(a) Close column is employed when a road net must be utilized to the maximum capacity. It can be used for movements through cities or other congested areas for the purpose of better control. Close column is useful for night moves under blackout conditions, particularly over poorly marked routes, when it is essential that distances between vehicles be short enough to enable drivers to maintain contact with the vehicle ahead.

1. In close column, vehicles are closed to safe driving distance behind the preceding vehicle. A small speedometer multiplier (normally SM2) may be specified to accomplish a safe-driving intervehicular distance at all speeds. A maximum speed (greater than the prescribed rate) is announced for vehicles regaining lost distances.

2. In a close column march, full traffic capacity of the road utilized as road space is reduced to the minimum for safe driving. Column control and intracolumn communication are good because of the compact columns. Fewer guides, escorts, and markers are needed.
3. The close column march does not provide dispersion for passive protection against enemy observation and attack. The strength and type of organization are readily apparent to hostile observation.

(2) Open column. In an open column the elements are spaced widely as a passive defense or safety measure. Vehicles maintain distance sufficient to aid passive defense by affording reasonable dispersion. Distance between vehicles is also adequate to permit overtaking vehicles to enter the column in case traffic proceeding in the opposite direction is encountered.

(a) Open column is particularly applicable to tactical moves made during daylight. Open column can be used to overcome the effects of dusty road conditions and for moving on routes where a moderate volume of higher or lower speed traffic may have to enter the column.

1. An open column is accomplished by use of a large speedometer multiplier ((SM)3 or more) or a prescribed minimum distance between vehicles, usually the latter. In addition, a prescribed density limiting the number of vehicles over a stretch of road may be established by orders.
2. Open column movement provides the best possible compromise between the conflicting requirements of a large traffic flow and a wide dispersion of vehicles within the column. Column control, while not as good as in close column, is much superior to that obtained by infiltration. In addition, driver fatigue and the probability of accidents are much less pronounced than in close column marching.
3. Because of the relative regularity of vehicle spacing in open column, less secrecy is possible in daylight. Vehicle distances are greater than in close column and consequently, traffic volume on a road will be lower.

(3) Infiltration. This march is accomplished by the dispatch of individual vehicles or small groups of vehicles over a specified route at irregular intervals to give the appearance of casual traffic.

(a) When sufficient time and road space are available infiltration is used to provide the maximum of secrecy, deception, and dispersion as a means of passive protection against enemy observation and attack. It is therefore well suited to daylight marches. It may be used to execute a movement along a heavily traveled route on which it would be impracticable to impose a complete unit.

1. The infiltration type of march provides the best possible passive protection from hostile observation and attack. Under light traffic conditions movement of individual vehicles is not materially affected by other vehicles in the march, but is limited only by road capability, vehicle mobility, and the training, experience, and physical condition of the drivers. Higher speed by individual vehicles may be obtained by this type of movement. Since traffic density in an infiltration march is normally light, cross traffic can move without excessive interference. A unit may be moved over a road on which the traffic is too heavy to permit the movement of the entire unit at one time.
2. Time length of the infiltration march is greater than with any other type of movement. Thus in spite of a higher rate of march, the time length will be longer, and the completion time for a march will be later. Because of extended distances between vehicles, internal control of the march is extremely difficult. Since drivers are usually not able to regulate their movements by the vehicle ahead, careful marking of the

route is necessary to prevent individual vehicles from getting lost. Since drivers operate alone, more briefing is required. Maintenance, refueling and messing arrangements may be difficult to arrange. Since individual vehicles or small units operate separately and since their units may move simultaneously over the same route, there is danger that they may "bunch up." Thus while the average density per kilometer is as prescribed, there may be, in effect, a close column on one section of the road but no vehicles on other sections. Due to relaxed control, the tactical employment of the unit may be sacrificed until the march is completed.

4. MARCH PLANNING. March planning may be organized into the following steps:

a. Preparation and Issuance of the Warning Order. In order to afford subordinate units as much time as possible to prepare for a pending move, a warning order is issued containing as much information as is readily available concerning the move. The amount of planning time available will determine the time of issuance and the content of the warning order.

b. Estimate of the Situation. In the operation estimate the S3 considers the mission, weather, terrain, time and space factors, available routes, available transportation, enemy capabilities, disposition of own forces, and his own courses of action.

c. Organization and Dispatch of a Reconnaissance Party. Every march plan is based on as thorough and complete ground reconnaissance as time and the situation will permit. Map and aerial reconnaissance are of value in formulating a plan, but are not a substitute for a ground reconnaissance. Route reconnaissance is accomplished by a reconnaissance party which usually contains a reconnaissance element, an engineer element, and a traffic control element. Unit SOP generally establishes the basic composition of the reconnaissance party which is modified as necessary to meet the requirements of a particular movement. The minimum information required by the S3 from the reconnaissance party is:

(1) Available routes and conditions. (Route may be specified by higher headquarters.)

(2) Recommended rates of march.

(3) Selection of SP and RP, or confirmation of suitability of SP and RP selected by map reconnaissance.

(4) Location of critical points on the route.

(5) Confirmation of location of the assembly or bivouac area.

(6) Road distance between critical points on the route and total road distance SP to RP.

(7) Location of obstacles and estimation of necessary men and equipment to repair and maintain routes.

(8) Number of guides required and their location on the route. A recommended method of reporting information secured by the route reconnaissance party is shown in Figure 1.

d. Organization and Dispatch of a Quartering Party. The new area is prepared for the orderly arrival of units by members of the quartering party.

(1) A battalion quartering party consists of a commander (usually the S1), a representative from each company, a representative of the S4, and communications, security, and medical personnel.

(2) The quartering party commander indicates the location of major subordinate units on the ground, formulates a plan to receive and guide units from the RP to their area, and selects locations for the major unit's command and administrative installations. Measures are taken to ensure that the natural camouflage available is utilized. Company representatives select locations for company headquarters, platoons, feeding areas (kitchen areas if mess if under company control), and latrines. Communication personnel install necessary equipment to ensure immediate control of units as they arrive in their assigned areas. Medical personnel in the quartering party advise other quartering party personnel on sanitation measures and select an aid station site. Based on the order of march, a plan is formulated to guide each unit over a designated route from the RP to the unit's new area. It is imperative that guides be

thoroughly familiar with this plan to prevent congestion or delay in the vicinity of the RP. The actual dispatch of the quartering party may follow the issuance of the movement order.

ROUTE RECONNAISSANCE REPORT

ROUTE	Kilometers from SP	Suitable Rate Motors Blackout	REMARKS
SP, RJ 8th Div Rd--Superhighway	--	16 kmph	Bridge; hard surface; 2 guides
RJ Jamestown--Hersey Rds	2.25	16	Traffic heavy; 2 guides; Jamestown bears to Right
RJ Jamestown--Yankee Rds	7.10	16	2 guides
RJ Jamestown--Lightning Rds	10.50	16	2 guides
RJ Jamestown--Sunshine Rds	12.40	16	Light traffic; 1 guide Sunshine Rd; gravel, poor traction when wet
RP; RJ Sunshine--Sedan Rds	14.80	16	2 guides

Figure 1

e. Development of Detailed Movement Plans.

(1) Organization of the column. To facilitate control and scheduling, units will be organized into serials and march units and given an order of march. In determining the order of march, the march planner must consider the enemy situation and the desirable order of arrival of the units at the destination. Where dispersion is required, a unit may be organized into two or more columns, each assigned a different route.

(2) Check of reconnaissance information. Results of the route reconnaissance will be used to select route(s); determine the SP, critical points along the route of march, and the RP; and select the rates of march.

(3) March computations. Based on rates of march and road distances involved, the time distance between successive critical points as well as the total time distance from the start point (SP) to the release point (RP) is determined. Using information on the number of personnel on the foot march or number of vehicles in the main body of the motor column, formation, number of march units and serials, and rates of march, the time length for each march unit and serial is determined. Using information on start point time, time length for each march unit and serial, and time distance between critical points, the march planner computes the arrival time and clearance time for each march unit and serial at each critical point as well as the completion time for the march.

(4) Draft of road movement table. Using the completed march computations, a draft road movement table is then completed.

(5) Check of the plan. Utilizing the draft road movement table and a road movement graph, the movement plan is checked to ensure that it conforms to the directive of the higher headquarters and the unit commander's instructions.

f. Preparation and Issuance of the Order. After the plan for the move has been checked and approved by the commander, a movement order is prepared and issued. Movement orders are accompanied by road movement tables, overlays, strip maps, vehicle assignment tables, and administrative details where appropriate.

(1) A road movement table, prepared as an annex, provides serial commanders with arrival and clearance times at critical points along the route of march and provides the column commander with information as to the proposed location of elements of the column at various times.

(2) An overlay serves the normal purpose and should show as a minimum: the present location of units, the route of march, critical points, and the new location of the units.

(3) A strip map showing landmarks, distances, and critical points along the route of march gives a schematic picture of a route of march. A strip map may be issued as an annex to a movement order in lieu of an overlay.

(4) A vehicle assignment table showing the allocation of organic and reinforcing vehicles may be included as an annex.

(5) An administrative order or an administrative annex may be included or cited in a movement order when administrative details are too voluminous for inclusion in the body of the order.

5. MARCH COMPUTATIONS. Prior to the issuance of movement instructions, the S3 must make certain time and space computations to provide him with the necessary data for the preparation of a road movement table.

a. Time Distance. Time distance is determined by dividing the distance to be traveled by the rate at which the movement is to take place or

$$\text{TD (hours)} = \frac{\text{Distance (kilometers)}}{\text{Rate (kmph)}}$$

b. Road Space (foot). The road space of a foot column, used in determining Time Length of a foot column, consists of two parts: the space occupied by the men alone (including the distances between men), and the sum of the distances between the elements of the foot column. (Total RS = RS men + RS unit distances.)

(1) The road space of the men alone is determined by multiplying the number of men by the appropriate factor selected from the table below (RS men = No. of men x factor):

ROAD SPACE - FOOT TROOPS

(Does not include distances between units)

Formation	Meters between men	Meters between men
Single File	2.4	5.4
Column of Twos	1.2	2.7

(2) The total road space between units is obtained utilizing the following steps:

(a) Determine total number of serial distances (total serials minus one).

(b) Determine the number of march unit distances. (Total march units minus one, minus the number of serial distances.)

(c) Multiply the number of distances in (a) and (b) above by the length, in meters, between respective units.

(d) Add the results.

EXAMPLE

A battalion foot column is organized into 12 platoon size march units and 3 company size serials. Required: road space of unit distances when there are 100 meters between serials and 50 meters between march units.

Serial distances = (3- 1) x 100 = 200

March unit distances = (12 - 2 - 1) x 50 = 450

Total road space of unit distances = 650 meters

c. Time Length (foot). For foot columns, the time length is determined by applying the formula expressed in terms of meters and minutes:

$$TL\ (min) = \frac{\text{Road Space (meters)} \times 60\ \text{(minutes/hour)}}{1000\ \text{(meter/kilometer)} \times \text{rate (kmph)}}$$

In this case both the number of meters in a kilometer and the number of minutes in an hour are constant while the rate of march is a variable. Since foot movements usually take place at certain prescribed rates, it is possible to arrive at a constant factor for each of these standard rates of march and thus reduce the formula to the following form:

TIME LENGTH - FOOT TROOPS

$$TL\ (min) = RS\ (m) \times \begin{cases} .0150 \text{ for } 4.0 \text{ kmph} \\ .0187 \text{ for } 3.2 \text{ kmph} \\ .0250 \text{ for } 2.4 \text{ kmph} \\ .0375 \text{ for } 1.6 \text{ kmph} \end{cases}$$

d. Time Length (motor).

(1) Speedometer multiplier. When a speedometer multiplier is used, the time length of a column or element thereof remains constant regardless of changes in rate, since changes in rate are offset by changes in the distance between vehicles which increases or decreases the length of the column. The following formula, a variation of the basic time-distance relationship, is utilized to determine time length of a close column formation having an SM of 2:

$$TL\ (min) = \frac{\text{No of Veh} \times (2 \times \text{rate}) \times 60}{1000 \times \text{rate}} + \text{Time Intervals (min)}^*$$

*The distances maintained between motorized march units and serials are not expressed in meters as in a foot column. Instead, these distances are converted to time intervals and expressed in minutes.

Since the rate cancels out, the constants in this formula can be resolved into the following simplified calculation:

TIME LENGTH - MOTOR (Close Column, SM 2)

TL (min) = (No of Veh x .12) + Time Intervals (min)

(2) Fixed distance. The column time length varies both with the rate of march and the fixed distance prescribed between vehicles. The following formula is utilized to determine the time length of a column formation:

$$TL\ (min) = \frac{\text{No of Veh} \times \text{meters/Veh} \times 60}{1000 \times \text{rate}} + \text{Time Intervals (min)}$$

Based on the rates at which motor columns move and the normal distance prescribed between vehicles, this formula can be resolved to the following form:

TL (min) = (No of Veh x factor) + TI's

FACTORS		
Rate (kmph)	100 Meters/Veh	50 Meters/Veh
16	.3750	.1875
24	.2500	.1250
32	.1875	.0950
40	.1500	.0750

e. Time Intervals (motor). Time intervals for both open and close columns are determined in a similar fashon as described for distances between units of a foot column. (See para 5b(2) above.)

EXAMPLE

A motor column is organized with 2 serials totaling 8 march units with a serial time interval of 5 minutes and a march unit time interval of 2 minutes. Determine the total time interval.

Serial time interval = (2-1) x 5 = 5
March unit time interval = (8-1-1) x 2 = 12
Total time interval = 17 minutes

f. Arrival Time (foot, motor). Arrival time is determined by using the following formula:

Arrival Time (AT) = SP Time + TD + Scheduled Halts

EXAMPLE:

A column's start point time is 0700 hours. The time distance from the SP to RP is 6 hours 40 minutes. A 35 minute lunch and refueling halt has been scheduled. What is the arrival time of the column at the RP?

Employing the 24 hour clock system, this formula can be resolved to the following form for simplified addition:

	HR	MIN
SP Time	07	00
TD	06	40
Lunch and Refueling Halt	00	35
Arrival Time	13	75 or 1415

The head of the column will arrive at the release point at 1415 hours.

g. Completion Time (foot, motor). Completion time is determined by using either of the following formulas as may be appropriate:

Completion Time (CT) = SP Time + TD + TL + Scheduled Halts
Completion Time (CT) = AT + TL

The latter formula is derived by substituting in the first formula the Arrival Time. (AT = SP Time + TD + Scheduled Halts) If the time length of the column in 5f above is 45 minutes, then to determine the completion time for the march, the march planner needs only to add the time length of the column to the arrival time at the RP.

	HR	MIN
Arrival Time	14	15
Time Length	00	45
Completion Time	14	60 or 1500 hrs

h. Experience Tables. Based upon previous movements made by a unit, data is accumulated to facilitate march planning. Such data includes approximate time lengths for various elements of the battalion. The S3 can utilize these data rather than computing them each time a march is scheduled. Such experience tables serve to reduce the time required to complete the computation phase of march planning. Matter appropriate to the unit SOP should be integrated therein.

6. ROAD MOVEMENT GRAPH.

a. A road movement graph is a time-distance diagram used in planning, preparing, or checking road movement tables, and controlling marches. The road movement graph affords an easily used device for visual representation of a march plan so that conflicts and discrepancies may be prevented in the planning stage, before congestion occurs on the route. It is not usually issued as a part of the instructions. Road movements graphs may be applied to small units, to movements of a single column, or to a large organization scheduling separate elements, moving by various means, with different rates of march, over one or more routes.

b. To construct a road movement graph, the following steps should be followed:

(1) Determine the number of hours available for the march. Designate the lower left corner of a sheet of graph paper as the SP time or the earliest even hour before the march is to begin. Select a scale and plot the hours available in sequence from the left on the horizontal axis.

(2) Determine the distance to be moved in kilometers. Indicate the SP at the lower left corner of the graph sheet, and using an appropriate scale, plot the number of kilometers on the vertical scale from the SP to the RP. Indicate the location of critical points on the vertical scale.

(3) At the proper distance from the start point, draw a horizontal line indicating the location of the RP. Indicate the hour when the movement must be completed by a vertical line. Plot lines representing route restrictions, if any, at the proper distances and times on the graph.

(4) Determine the time lengths of foot and motor elements of the column.

(5) Starting at the SP at the specified hour, plot the movement of the head of the leading element. If the motors move at a blackout rate of 16 kmph, in 30 minutes they will have moved 8 kilometers, in 1 hour 16 kilometers, etc. Plot the trace of the lead vehicles to the RP. The last vehicle will cross the SP a time length after the first vehicle. Measure this time on the graph and plot the trace of the last vehicle of the element. The line describing the head and tail of a serial are parallel. Indicate the time subsequent serials (foot or motor) reach the SP and plot the traces of the head and tail. Check to see that the plan complies with all restrictions and orders. If there are any violations or conflicts the plan may be made to conform

ROAD MOVEMENT GRAPH

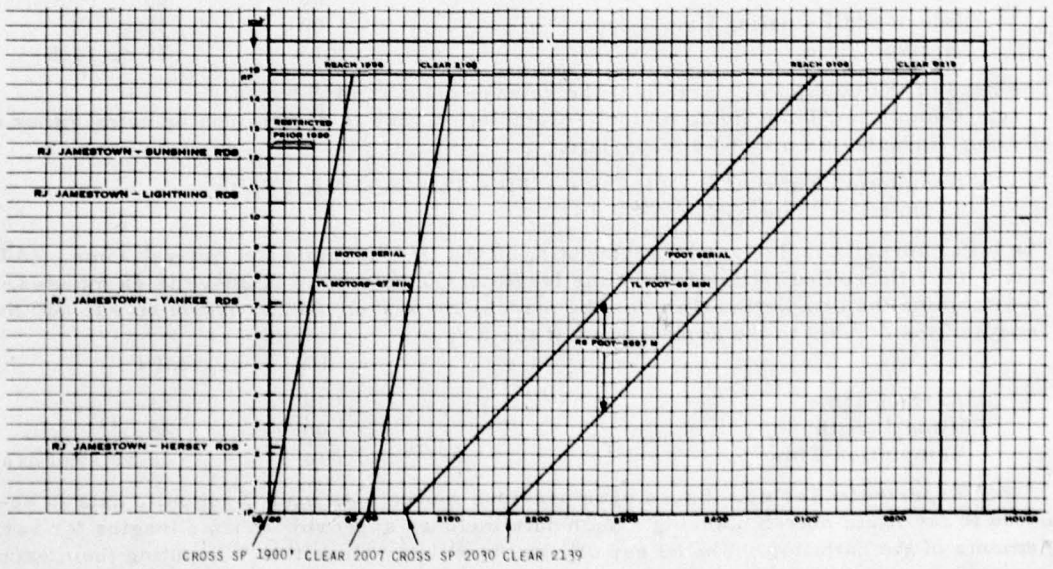


Figure 2.

by changing the order of march, the starting time of the serials, the planned rate of march, or the organization of the column.

c. A sample road movement graph is shown in Figure 2.

7. SHUTTLE MARCHES.

a. Shuttle marches, in which the organic vehicles of the unit make several trips back and forth to a new area, are required when sufficient transportation is not available and it is desired to move walking personnel by motor. Shuttling adds considerable delay to the completion time of a march because of the turnarounds, loading and unloading, and the return trip required of a portion of the organic vehicles. The accompanying table (Figure 3) accounts for these additional delays in a two-shuttle march and provides a checklist for determining completion time.

b. Shuttle marches may take a number of different forms depending upon the requirements of a particular situation. In the full two-shuttle march outlined, the troops are able to ride the entire distance to the new area. Under other conditions, the foot personnel may be required to walk a portion of the distance. Usually no appreciable time is saved unless the foot march is of considerable distance. The completion time checklist shown can be applied, with modifications, to determine the completion time of any type of shuttle march.

Item		Hours	Minutes
1.	First shuttle SP Time		
2.	Time distance from old to new area (SP to RP)		
3.	Time length 1st Shuttle		
4.	Time to detruck loads from trucks which are to return		
5.	Time required for the returning empty trucks to be assembled and reorganized for return trip		
6.	Time distance from new area to old area (SP to RP)		
7.	Time for assembly and organization of trucks in old area		
8.	Time to entruck 2d Shuttle		
9.	Time distance 2d Shuttle from old to new area (SP to RP)		
10.	Time length 2d Shuttle		
	TOTAL		
11.	Movement completed		

COMPUTING COMPLETION TIME--TWO SHUTTLE MARCH

Figure 3.

SECTION III
AIR MOVEMENT

1. GENERAL.

a. Increased mobility is attained by use of aircraft to transport troops and their equipment to a given destination prepared to accomplish a ground tactical mission. Such movement may be executed to concentrate forces for a subsequent mission, disperse forces after accomplishment of a ground tactical mission, or to transport forces forward of the line of contact on offensive mission. These ground missions are dependent upon the successful execution of the air movement. For the Infantry commander to take maximum advantage of this means of mobility, he must train his unit to plan, prepare for, and execute air movements rapidly and efficiently.

b. Troop movements by air may be either joint or unilateral. In joint air movements (joint airborne operations), supporting aircraft are usually provided by Air Force Troop Carrier units, however, in some instances, they may be provided by Navy or Marine Corps units. In unilateral air movements (airmobile operations), supporting transport aircraft are provided by Army aviation units. Transport aircraft provided by Army aviation units may be either fixed or rotary wing aircraft. Air Force troop carrier aircraft will always consist of fixed wing aircraft.

c. Factors for planning.

(1) Important factors of load planning for air movement in both airmobile and joint airborne operations include:

(a) Mission. This will influence the selection of troops, weapons, ammunition and equipment.

(b) Availability of aircraft. This will affect the quantity of troops and equipment.

(c) Distribution of key personnel and equipment among aircraft.

(d) Maintaining tactical integrity of units whenever possible.

(e) Loading sufficient personnel with each load to unload the aircraft at its destination.

(f) Support the tactical plan for the objective area.

(g) Loading prime movers with towed loads.

(h) Loading ammunition with each weapon load.

(i) Making each load temporarily self-sufficient in event the aircraft becomes isolated or is forced to land.

(j) Providing each man a seat, safety belt, parachute, and life preserver (when required).

(k) Marking center of gravity, weight, and aircraft chalk number on each piece of equipment.

(l) Final preventive maintenance check of equipment to be air transported to ensure operational effectiveness.

(2) For further information on air movement planning and execution of joint airborne and airmobile operations, see FM 57-10, FM 57-35, and TM 57-210.

d. Determining aircraft requirements.

(1) When planning for a movement by air, commanders and staff officers must be familiar with the type and characteristics of aircraft available for the move. To determine the number of aircraft required for any given mission the following must be considered:

(a) Dimensions and location of the cargo door and the dimensions of the cargo compartment.

(b) Allowable cargo load (ACL) of the type aircraft for the mission. (Provided by the transport aircraft unit commander based on technical considerations.)

(c) The number of personnel, amount and configuration of equipment, and the amount of supplies to be transported.

(2) When those factors listed above have been considered and nontransportable items have been eliminated or replaced with transportable items, three methods may be used to determine aircraft requirements:

(a) The weight method.

(b) The space method.

(c) The type load method.

2. AIRMOBILE OPERATIONS (ARMY AIRCRAFT).

a. Air movement instructions normally included in the operation plan/order for airmobile operations consist of a flight route diagram, air movement details, and movement control information.

(1) The flight route diagram is published in overlay form as a part of, or an annex to, the operation order. It includes location of loading areas, flight routes, initial points, air control points, release points, and landing zones

(2) The air movement table may be published as part of coordinating instructions in the operation order/plan. It includes serial organization, designation of loading areas and landing zones for each serial, and a time schedule Serial organization is based on the tactical plan, with emphasis on maintaining integrity of assault elements. Serial sequence (Organization of the air column) is based on the commander's priority for arrival of units in the objective area.

(3) Movement control information includes the designation and location of the flight control elements, emergency procedures, and communication and navigation information.

b. Determination of aircraft requirements.

(1) Weight method.

(a) The weight method is usually used at division level to estimate aircraft requirements rapidly. This method is based on the consideration that total weight to be moved is the determining factor. It is not accurate enough for close computation when units will carry major items of equipment and maintain tactical integrity of units during the air movement. The weight method can be used with reasonable accuracy by the battalion or company for rapid computation when a small number of aircraft are involved. The weight of one fully equipped combat soldier and his proportionate share of the hand carried supplies and equipment is considered to be 240 pounds.

(b) Example: Weight to be transported:

186 Men x 240 lbs ea -	44,640
2 1/4-ton trk w/106mm Rifle and 6 rds of ammunition x 3347 lb -	6,694
3 1/4-ton trk x 3465 lb ea -	10,395
3 1/4-ton tlr x 1065 lb ea -	3,195
Bulk Cargo 2000 lb -	2,000
TOTAL WEIGHT	66,924 lb

NOTE: All vehicle weights listed are combat loaded. Allowable cargo load, each aircraft: H-34 Hel (25 nautical mile radius mission) - 4240 lb

$$\frac{\text{Total Weight}}{\text{Allowable Cargo Load}} = \frac{66,924}{4240} = 15.8 \text{ or } 16 \text{ hel required.}$$

(2) Space method.

(a) The space method is the most desirable method for computing aircraft requirements at battalion level since the number of spaces required for personnel, weapons, ammunition, and vehicles will not change for each operation or with every change in allowable cargo load. Thus, the majority of the computations remain constant and overall planning time is decreased.

(b) A space is defined as the weight of a fully combat equipped soldier and is used as a denominator to convert the weight of major items of equipment and accompanying supplies into a common factor. A space is considered to be 240 pounds (FM 57-35, Appendix VIII, para 5b).

(c) In converting weights to spaces, consider only whole or half spaces by carrying fractions to the next higher half or whole space; for example, 10.1 = 10.5; 11.6 = 12.0.

(d) Convert major items of equipment such as vehicles, trailers, or heavy weapons into spaces by dividing the weight of each item by 240. If two or more items of the same type are to be transported, multiply the spaces required for a single item by the number of items. Convert additional assault supplies not carried by the individual soldier into spaces by dividing their total weight by 240.

(e) To determine the number of spaces that each aircraft can provide, divide the allowable cargo load by 240. In converting allowable cargo load to spaces, consider only half or whole spaces. Fractions will be reduced to the next lower half or whole space; for example, 22.8 = 22.5; 24.3 - 24.

(f) Example:

PLANNING WORKSHEET

(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)
UNIT	PERSONNEL	ADDITIONAL SUPPLIES		MAJOR ITEMS OF EQUIPMENT					TOTAL SPACES EA UNIT (TOTAL COL 2, 4, 9)	REMARKS
		Weight (lbs)	Spaces	Item	Weight (ea)	Spaces (ea)	Nr of Items	Total Spaces		
Co A,	186	2000	11.5	1/4 ton trk w/106RR	3347	14	2	28	186+11.5+28= 225.5	All vehicles are listed at combat loaded weights
				1/4 ton trk	3465	14.5	3	43.5	43.5	
				1/4 ton tlr	1065	4.5	3	13.5	13.5	
									282.5	TOTAL Co A

Allowable Cargo Load
CH-34 Hel (25 naut mile radius mission) = 4240 lb

$\frac{\text{Allowable Cargo Load}}{240} = \frac{4240}{240} = 17.5$ Spaces Per Hel

$\frac{282.5}{17.5} = 16.1 = 17$ CH-34 Hel to Lift Co A

(3) Type load method. This method is used primarily in conjunction with joint operations, but can be used in airmobile operations. (See para 3b.)

3. JOINT AIRBORNE OPERATIONS (AIR FORCE TROOP CARRIER AIRCRAFT).

a. The following air movement forms are utilized during the planning and preparation for joint air movements:

(1) Basic Planning Guide (Fig 4): This form is used to consolidate the strength and status of personnel, vehicles, equipment and supplies, by echelon, for air movement.

BASIC PLANNING GUIDE

1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19
	PERSONNEL								VEHICLES, EQUIPMENT, AND SUPPLY									
ORGANIZATION	FIRST ECHELON				FOLLOW-UP ECHELON		REAR ECHELON	IN-EFFECTIVES	TYPE	FIRST ECHELON				FOLLOW-UP ECHELON		REAR ECHELON		REMARKS
	PLANE		ASSAULT AIRCRAFT							PLANE		ASSAULT AIRCRAFT						
	AGG NR	WT	AGG NR	WT	AGG NR	WT	AGG	AGG		NR	WT	NR	WT	NR	WT	NR	WT	

Figure 4

(2) Type Loads (Fig 5): This is a list which indicates arrangement of personnel, vehicles, equipment and supplies within the allowable cargo load of a particular type aircraft. Sufficient type loads should be planned to include all types of vehicles and equipment to be air lifted. Preparation of varied types of loads will provide flexibility in planning and loading. A Load Planner Chart (Fig 10) is particularly useful in preparing type loads.

TYPE LOADS - C130 AIRCRAFT

I		II	
92 Pers	22,080 lbs	72 Pers	17,280 lbs
		Cargo	4,470 lbs
			21,750 lbs
III		**IV**	
52 Per	12,480 lbs	1 5-T Trk, Dump	19,945 lbs
Cargo	9,500 lbs	2 Pers	480 lbs
	21,980 lbs	Cargo	1,500 lbs
			21,925 lbs
V		**VI**	
1 2 1/2-T Trk, Van	15,085 lbs	1 2 1/2-T Trk	12,465 lbs
8 Pers	1,920 lbs	1 1 1/2-T Tlr	2,400 lbs
Cargo	4,900 lbs	2 Pers	480 lbs
	21,905 lbs	Cargo	6,500 lbs
			21,845 lbs
VII		**VIII**	
1 2 1/2-T Trk	12,465 lbs	1 2 1/2-T Trk WW	12,880 lbs
1 1 1/2-T Tlr, Wtr	2,280 lbs	1 1 1/2-T Tlr	2,400 lbs
2 Pers	480 lbs	2 Pers	480 lbs
Cargo (1)	6,700 lbs	Cargo	6,200 lbs
	21,925 lbs		21,960 lbs
IX		**X**	
1 2 1/2-T Trk WW	12,880 lbs	1 2 1/2-T Trk	12,465 lbs
1 2-T Tlr, Ammo	2,235 lbs	1 1 1/2-T Tlr	2,400 lbs
2 Pers	480 lbs	2 Pers	480 lbs
Cargo	6,400 lbs	Cargo	5,800 lbs
	21,995 lbs		21,245 lbs
XI		**XII**	
1 2 1/2-T Trk	12,465 lbs	2 3/4-T Trks	11,374 lbs
17 Pers	4,080 lbs	2 3/4-T Tlr	2,680 lbs
Cargo	5,300 lbs	6 Pers	1,440 lbs
	21,845 lbs	Cargo	6,000 lbs
			21,494 lbs
XIII		**XIV**	
2 3/4-T Trks	11,374 lbs	1 3/4-T Trk	5,687 lbs
1 1 1/2-T Tlr	2,400 lbs	1 3/4-T Tlr	1,340 lbs
4 Pers	960 lbs	1 1/4-T Trk	2,665 lbs
Cargo	7,200 lbs	1 1/4-T Tlr	565 lbs
	21,934 lbs	12 Pers	2,880 lbs
		Cargo (2)	8,100 lbs
			21, 237 lbs

Figure 5(Continued on Next Page)

XV

2 3/4-T Trks	11,374 lbs
2 1/4-T Trks	5,330 lbs
6 Pers	1,440 lbs
Cargo	3,600 lbs
	21,744 lbs

XVI

3 1/4-T Trks	7,995 lbs
3 1/4-T Tlrs	1,695 lbs
10 Pers	2,400 lbs
Cargo (3)	8,900 lbs
	21,990 lbs

XVII

4 1/4-T Trks	10,660 lbs
4 1/4-T Tlrs	2,260 lbs
8 Pers	1,920 lbs
Cargo	5,200 lbs
	20,040 lbs

XVIII

5 1/4-T Trks	13,325 lbs
12 Pers	2,880 lbs
Cargo	5,000 lbs
	21,205 lbs

XIX

1 1/4-T Trk ENTAC	3,315 lbs
1 3/4-T Trk	5,687 lbs
1 3/4-T Tlr	1,340 lbs
26 Pers	6,240 lbs
Cargo	3,000 lbs
	19, 582 lbs

XX

3 1/4-T Trks ENTAC	9,945 lbs
12 Pers	2,880 lbs
Cargo	4,000 lbs
	16,825 lbs

XXI

4 1/4-T Trk 106RR	12,500 lbs
12 Pers	2,880 lbs
Cargo	2,000 lbs
	17,380 lbs

XXII

4 1/4-T Trk, Amb	11,852 lbs
8 Pers	1,920 lbs
Cargo	2,000 lbs
	15,772 lbs

XXIII

1 155mm How M1 (towed)	12,950 lbs
1 3/4-T Trk	5,687 lbs
3 Pers	720 lbs
Cargo	1,500 lbs
	20,857 lbs

XXIV

1 155mm How M1 (towed)	12,950 lbs
1 1/4-T Trk	2,665 lbs
10 Pers	2,400 lbs
Cargo	1,000 lbs
	19,015 lbs

XXV

1 105mm How M2A2 (towed)	4,980 lbs
1 2 1/2-T Trk	12,465 lbs
3 Pers	720 lbs
Cargo	3,500 lbs
	21,665 lbs

XXVI

1 105mm How M2A2 (towed)	4,980 lbs
1 3/4-T Trk	5,687 lbs
20 Pers	4,800 lbs
Cargo	2,500 lbs
	17,967 lbs

NOTE: 1. Includes 400 gal of water.
2. Includes 4,800 lbs of bulk cargo.
3. Includes 4,000 lbs of bulk cargo.

Figure 5 (Continued)

(3) Type Load Worksheet. (Fig 6): Using the Basic Planning Guide figures (for personnel, vehicles, and cargo) for each echelon and the type loads, the type load worksheet is used to determine aircraft requirements for the assault (first) echelon and for the followup echelon.

TYPE LOAD WORKSHEET

TYPE LOAD	PERS	TRUCKS			TRAILERS		CARGO	NO A/C REQ

Figure 6

(4) Air Movement Table (Fig 7): This form is prepared jointly at battalion level, is based on the landing plan, and provides movement data for the operation. It is issued as part of the operation order, usually as an appendix to the Air Movement Plan annex.

AIR MOVEMENT TABLE

1	2	3	4	5	6	7	8	9	10		11	12	13
SERIAL NR	AIR FORCE UNITS			ARMY FORCES									
	CARRIER UNIT	SERIAL COMDR	NR & TYPE PLANES	NR OF PLANES REQ	EMPLOY-MENT	UNIT LOADED	SERIAL COMDR	DEPART FR AFLD	HR LOADING BEGINS		STA	TAKE OFF	OBJ
									EQUIP	TROOPS			

Figure 7

(5) Air Loading Table (Fig 8): The companies use this form to specify the personnel, vehicles and supplies to be loaded into each aircraft. The Air Loading Table is issued as part of the operation order, usually as an appendix to the Air Movement Plan annex.

AIR LOADING TABLE

DRAFT

Departure Airfield _____

Loading Starts _____

Stations _____

SERIAL NR	AF UNIT	ACFT CHALK NR	ARMY UNIT	PLANE LOADED WITH	ASSAULT ACFT LOADED WITH	REMARKS, INCLUDING SP EQUIP NEEDED FOR LOADING, AND TOTAL PAYLOAD

Figure 8

b. Determination of aircraft requirements.

(1) Based on the greater allowable cargo load and cargo space available in troop carrier aircraft, the type load method is the most desirable method of determining aircraft requirements to lift elements of the Infantry and Airborne Division.

(2) Example: Type load method of determining aircraft requirement for the assault (first) echelon of a rifle company.

(a) Step 1: Complete the Basic Planning Guide by indicating the number of personnel, vehicles and cargo to be lifted in each echelon.

BASIC PLANNING GUIDE

Co A 1/66
(Location)
(Date)

1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19
	PERSONNEL								VEHICLES, EQUIPMENT, AND SUPPLY									
ORGANIZATION	FIRST ECHELON				FOLLOW-UP ECHELON		REAR ECHELON AGG	IN-EFFECTIVES AGG	TYPE	FIRST ECHELON				FOLLOW-UP ECHELON		REAR ECHELON		REMARKS
	PLANE		ASSAULT AIRCRAFT							PLANE		ASSAULT AIRCRAFT						
	AGG NR	WT	AGG NR	WT	AGG NR	WT				NR	WT	NR	WT	NR	WT	NR	WT	
Co A			178	42720	4	960	4		Trk 1/4-T w/106			2	6,694					
									Trk 1/4-T			3	10,395					
									Tlr 1/4-T			3	3,195					
									Cargo				2,000					

Figure 9

(b) Step 2: Prepare type loads for all personnel, vehicles and cargo to be airlifted (Fig 5). Plan type loads based on the allowable cargo load of the aircraft supporting the lift. For this example the C-130 aircraft is used with an assumed allowable cargo load 22, 100 pounds. Personnel and cargo space can be determined using the Load Planner (Fig 10).

(c) Step 3: Using the Type Load Worksheet (Fig 6 and Fig 11):

1. Line 1: List the total number of personnel, vehicles and cargo for the assault (first) echelon which are indicated on the completed Basic Planning Guide (Fig 9) under the appropriate heading of the type load worksheet.

2. Starting with the type loads for the heavier vehicles and cargo determine the number of aircraft required to lift all personnel, vehicles, and cargo for the assault (first) echelon. Continue this process until the total number of aircraft has been determined to lift the assault (first) echelon of the battalion.

   a. Line 2: Modified type load XXI was used to lift the two 1/4-ton trks w/106mm rifle and 60 personnel. One aircraft is required for this.

   b. Line 3: The remaining personnel, vehicles and cargo are carried forward.

   c. Line 4: Modified type load XVI was used to lift the three 1/4-ton trks, three 1/4-ton tlrs and 26 personnel. One aircraft is required for this.

   d. Line 5: The remaining personnel are carried forward.

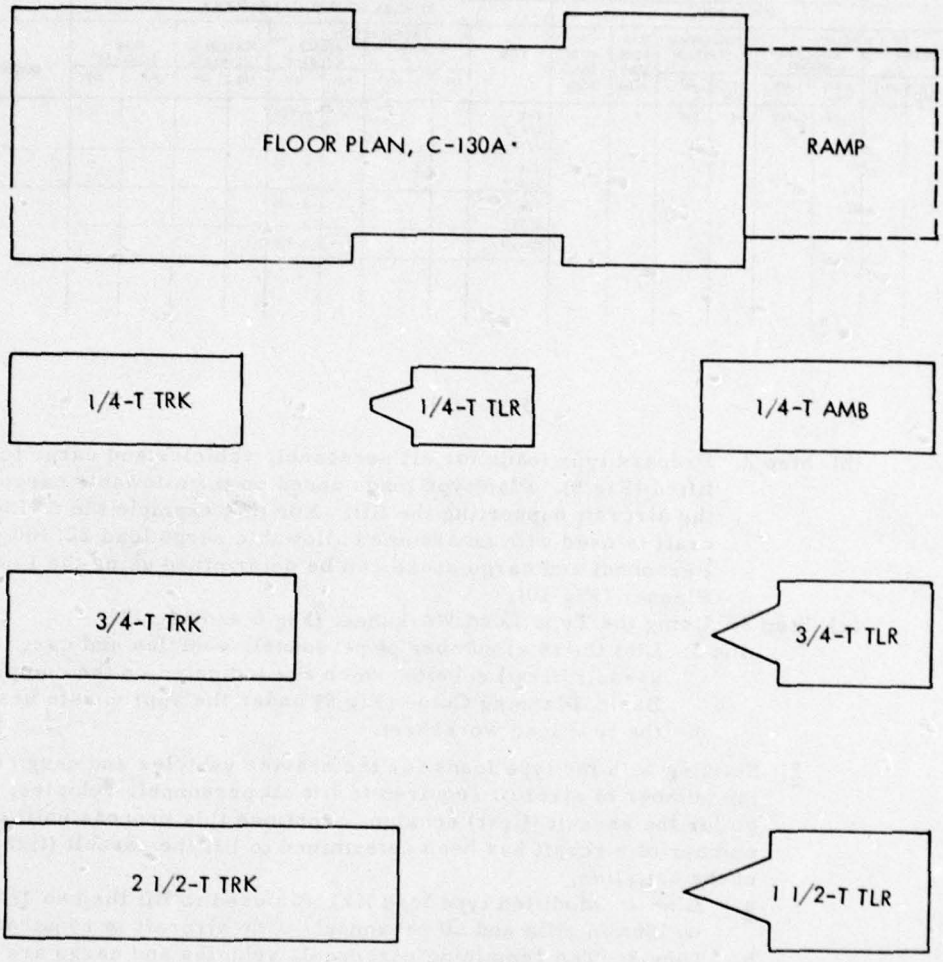
   e. Line 6: Type load I is used to lift the remaining 92 personnel.

3. Add the number of aircraft in the last column to determine the total aircraft required for the assault (first) echelon.

(3) Aircraft requirements for the followup echelon are determined in the same manner, using the figures indicated in the followup section of the Basic Planning Guide (Fig 9).

(4) Both the weight and the space methods described for airmobile operations may be used in joint operations. (See para 2b.)

LOAD PLANNER (C-130A)



Scale 1/8 " = 1'

Figure 10. Load planner (C-130A).

TYPE LOAD WORKSHEET

TYPE LOAD	PERS	TRUCKS			TRAILERS		CARGO	NO A/C REQ
		1/4-T w/106	1/4-T		1/4-T			
	178	2	3		3		2000	
MOD XXI	60	2						1
	118		3		3		2000	
MOD XVI	26		3		3		2000	1
	92							
1	92							1
							TOTAL	3

Figure 11

COMBAT OPERATIONS HANDBOOK

PART 6

AIR-GROUND OPERATIONS

TAB HERE

PART 6
AIR-GROUND OPERATIONS

1. INTRODUCTION.

a. Although the Army and the Air Force are separate services, both have the same combat mission--that of the defeat of enemy forces. The Air Force accomplishes its over-all mission by (1) gaining and maintaining air superiority, (2) interdicting the battle area, and (3) providing tactical air support to ground forces. The last of these missions is of particular concern to us.

b. Tactical air support consists of two categories: Close air support and tactical air reconnaissance. Close air support is the attack by aircraft of hostile ground and naval targets which are so close to friendly forces as to require detailed integration of each air mission with the fire and movement of these forces. Tactical air reconnaissance is the employment of aircraft to obtain by visual, photographic, and electronic means, by day or night, information about the disposition, movement and capability of enemy forces, topographic and cultural features of the terrain and weather conditions which affect military operations.

c. Tactical air support requires a specific technique of coordination and control. Hence, the Army and the Air Force have joined together in the operation of a joint air-ground operations system. The Army component of this system is designated the Army Air-Ground System while the Air Force component is referred to as the Tactical Air Control System. It is the purpose of this chapter to discuss the methods whereby ground commanders fulfill their responsibility in the employment of tactical air support.

d. At the end of this chapter there are several figures which will facilitate the understanding of the text. For a detailed discussion of aerial surveillance/reconnaissance in the field army see FM 30-20.

2. GENERAL.

a. The focal point of air-ground matters is at the level of army group-tactical air force. Based upon broad directives from the area of operations commander and coordinated with the army group commander, the tactical air force commander makes allocations of air support to the field armies comprising the army group. At army group-tactical air force level planning is broad in scope, being concerned with allocation and priorities rather than the coordination of specific air missions.

b. The Air Force agency which operates in conjunction with the field army or independent corps is the Air Support Operations Center (ASOC). This agency represents the tactical air force commander at the level of the field army and handles the details incident to the execution of tactical air support missions requested by units of the field army.

3. GENERAL FUNCTIONS OF THE ARMY AIR-GROUND SYSTEM. The general functions of the Army Air-Ground System are:

a. Processing, evaluating, and consolidating army requirements for close air and tactical air reconnaissance support.

b. Advising requesting agencies of action taken on requests.

c. Providing facilities for securing and exchanging current information and intelligence obtained through army and air force agencies.

4. OUTLINE OF THE ARMY AIR-GROUND SYSTEM.

a. The Army Air-Ground System consists of fully trained personnel with the necessary organic equipment to process requests at echelons from the maneuver battalion to the field army.

b. Tactical air missions are classed generally in accordance with the length of time permitted for planning. These two classes are preplanned and immediate. Preplanned missions are conducted in accordance with a program planned in advance of an operation or for specific periods during the course of an operation. Immediate missions meet specific requests which arise during the course of battle and which by their nature cannot be planned in advance.

c. At the battalion and brigade level, an S3 Air, authorized by TOE, is responsible for air-ground coordination. He will normally be located in the command post where he will work in conjunction with the Fire Support Coordinator (FSCOORD) and a Forward Air Controller (FAC) when provided. He may be located in the command group when one is formed. The S3 Air handles all close air support requests, and effects the necessary coordination between the unit and the concerned representatives of other agencies. The S2 (Assistant S2 at brigade) plans and requests tactical air reconnaissance; in requesting immediate tactical air reconnaissance he and S3 Air coordinate to ensure that the request is forwarded over the most expeditious means of communication.

d. At higher echelons of command, tactical air support matters are handled by G2 Air and G3 Air personnel engaged full time in the handling of air matters. Air Liaison Officers (ALO) are furnished by the tactical air force to divisions, corps and brigades to act as advisers to the respective commanders. Ground Liaison Officers (GLO) are located with air force units providing close air support and Air Reconnaissance Liaison Officers (ARLO) are located with air force units providing tactical air reconnaissance. These liaison officers act as advisers to air unit commanders to keep them abreast of the ground situation, assist in the briefing and debriefing of pilots on close air support and reconnaissance missions, and disseminate information and intelligence to appropriate agencies.

e. The Military Intelligence Battalion (Air Reconnaissance Support) (MI Bn (ARS)) is assigned to the field army to process, develop, interpret, and delivery to ground units the aerial photos which are procured by tactical air reconnaissance missions requested by Army units. This unit is an army unit and its major elements are located in the vicinity of an airstrip near the field army headquarters. To ensure the fast production of intelligence from aerial photos, an Air Reconnaissance Support Detachment from the battalion is located at each reconnaissance squadron airfield. The detachment receives complete prints and negatives from the air force and performs immediate interpretation. The information is then flashed to the requesting unit.

5. DUTIES OF PERSONNEL.

a. Battalion Level.

(1) The S3 Air:

(a) Is an assistant S3. He transmits requests for close air support to higher headquarters after coordination with the FSCOORD and the FAC.

(b) Prepares that portion of the unit SOP dealing with close air support.

(c) Prepares the tactical air fire plan portion of the fire support plan.

(d) Initiates and processes requests for immediate and preplanned close air support.

(e) Recommends and disseminates information concerning the location of a fire support coordination line (FinalCL) when used as a bomb line if appropriate.

(f) Supervises joint recognition and identification procedures.

(g) Coordinates air defense according to the policy established by higher headquarters.

(h) Assists the Air Control Team (ACT) as required in matters pertaining to orientation, security and logistics.

(2) The S2 is responsible for the preparation and processing of immediate and preplanned requests for tactical air reconnaissance and for transmitting these requests to higher headquarters.

(3) The FSCOORD works under the staff supervision of the S3. The FSCOORD:

(a) Advises the commander and staff on the use of fire support.

(b) Prepares the unit fire support plans.

(c) Coordinates all supporting fire, including nuclear fire.

(d) Keeps supporting artillery units informed of the situation.

(4) The FAC directs or controls aircraft engaged in close support of ground operations. As a representative of the supporting tactical air force he advises the commander of the capabilities and limitations of high performance aircraft and their armament.

b. Brigade Level.

(1) The S3 Air performs at brigade those functions enumerated above for the battalion S3 air. Additionally he:

(a) Coordinates, consolidates and forwards preplanned requests for close air support initiated at brigade and subordinate units.

(b) Monitors the Division Air Request Net; thereby keeping himself informed of the status of immediate requests for close air support initiated by subordinate battalions. By remaining silent he indicates approval by the brigade of an immediate request. He indicates brigade disapproval by entering the net, negating the request and indicating the alternate means to be used.

(2) The assistant S2 performs at brigade those functions listed above for the battalion S2. Additionally he:

(a) Coordinates, consolidates and forwards preplanned requests for tactical air reconnaissance initiated at brigade and subordinate units.

(b) Monitors the Division Air Request Net; thereby keeping himself informed of the status of immediate requests for tactical air reconnaissance initiated by subordinate battalions. By remaining silent he indicates approval by the brigade of an immediate request. He indicates brigade disapproval by entering the net, negating the request and indicating the alternate means to be used.

(3) FSCOORD functions at brigade are the same as at the battalion.

(4) An ALO is attached to the brigade. He acts as an advisor to the commander and staff. A FAC may be attached to the brigade and may direct close air support missions when the requisite radio equipment and personnel are made available to him. (The brigade does not have an organic air control team.)

6. FUNCTIONS OF G2 AND G3 AIR PERSONNEL. The following are general in nature and are not the detailed duties that will apply at any given echelon. The detailed duties vary in scope at different echelons and are considered to be beyond the scope of this publication.

a. G2 Air Personnel.

(1) Plan, prepare, receive, process, assign priorities to and transmit requests for tactical air reconnaissance.

(2) Disseminate intelligence information resulting from reconnaissance missions.

(3) Supervise photo interpretation.

(4) Supervise activities of the ARLO assigned to reconnaissance airfields.

b. G3 Air Personnel.

(1) Plan, prepare, receive, process, assign priorities to and transmit requests for close air support.

(2) Disseminate information concerning requested air support.

(3) Coordinate recommended FSCL (when used as a bomb line).

(4) Supervise activities of GLO assigned to tactical-fighter fields.

7. AIR SUPPORT OPERATIONS CENTER (ASOC). The ASOC is a tactical air force facility located in the field army area for the control and coordination of close air support and tactical air reconnaissance operations in support of the field army. The ASOC is designed to operate on a 24-hour basis and is kept sufficiently mobile to displace without interruption to operations.

8. AIR-GROUND COMMUNICATIONS IN THE BRIGADE AND BATTALION.

a. Within the battalion and brigade, there is special equipment authorized for a separate air request net from the battalion to the division G2-G3 Air. The following additional facilities may be used:

(1) Teletype.

(2) Telephone.

(3) Command radio nets.

(4) Artillery fire direction nets.

(5) For emergency use the air control team nets between the FAC and the division ALO may be used.

b. The AN/GRC-19, AM, high frequency radio and the AN/GRR-5, radio receiver, permit operation in the division air request net and division warning broadcast net.

c. AN/VRC-24, UHF radio is used to monitor reports direct from tactical fighter and reconnaissance aircraft.

d. AN/VRC-35 radio organic to the ACT in the battalion headquarters section is used by the FAC in directing airstrikes or otherwise communicating with aircraft, and for communication with the air liaison officer at division. (This equipment is not organic to the brigade.)

9. COMMUNICATIONS IN THE ARMY AIR-GROUND SYSTEM. The Army Air-Ground System depends on a communications system that is rapid, reliable and can furnish the maximum security consistent with the required speed. Radio sets used at each level are earmarked for employment in the radio nets of the Army Air-Ground System.

a. The Division Air Request Net links the brigades, the infantry battalions, the armored battalions and the cavalry squadron with the division FSCC. This net is used for forwarding requests for tactical air support and for transmitting routine air-ground information.

b. The Army Air Request Net links the division, corps and field army. There is one Army Air Request Net for each corps in the field army. This net is used for forwarding requests for tactical air support and for transmitting routine air-ground information.

c. The Ground Liaison Officer Net links the field army with GLO at tactical-fighter airfields.

d. The Air Reconnaissance Liaison Officer Net links the ARLO at the reconnaissance squadron airfields with the MI Bn (ARS).

e. The Information Net links the MI Bn (ARS) and the G2 Air of field army and corps.

10. PROCESSING CLOSE AIR SUPPORT REQUESTS.

a. Immediate Requests.

(1) The battalion S3 Air will process close air support requests (figure 2) of the battalion to include coordination with the FSCOORD and the FAC. He then has these requests transmitted over the Division Air Request Net to the G3 Air at division. This request must include as a minimum:

(a) Target location.

(b) Target description (in detail).

(c) Desired results.

(d) Time over target (time target is to be hit) and/or latest time acceptable.

(e) Means of control (FAC or electronic).

(2) The brigade S3 Air monitors the request and indicates brigade approval by remaining silent. If it is decided at brigade that other weapons will be used, the S3 Air negates the air request and informs all concerned of the alternate means to be used.

(3) Division G3 Air receives the request and confers with the FSCOORD and the ALO. Further information may be added to the request such as mission request number and availability of flak suppression fires. Then the request is forwarded over the Army Air Request Net directly to field army. If it is decided at division that other weapons are to be used, such as arty, mortars, AT and/or Armd Helicopters, the air request is negated and all concerned are informed of the refusal and the alternate means of fire support.

(4) Corps monitors the request and indicates approval by remaining silent. If it is decided at corps that other fire support means are to be used the air request is negated and army and division are notified.

(5) A G3 Air representative at field army receives the request, coordinates it with other elements of the tactical operations center, and if approved, turns it over to the ASOC as an army requirement for close air support. The requesting unit is notified of estimated time over target and other coordinating details. Appropriate GLO is also notified with all details pertaining to the request.

b. Preplanned Requests. Requests of this type are forwarded to each succeeding headquarters from battalion to field army. Time available allows careful checking, assignment of priorities and insures coordination with other fire support means. At field army, the preplanned requests are considered and the requesting unit is notified of final approval or disapproval of requests.

11. MILITARY INTELLIGENCE BATTALION (AIR RECONNAISSANCE SUPPORT).

a. The primary mission of the battalion is to produce and disseminate all available information and intelligence obtained or developed from tactical air force reconnaissance elements operating in support of the field army and to maintain liaison between the field army and supporting tactical air force units.

b. The battalion is composed of a Headquarters and Headquarters Company and four (4) Military Intelligence Detachments (Air Reconnaissance Support).

c. Headquarters and Headquarters Company, in addition to providing command, administration, and logistical support for the battalion, provides the means for immediate dissemination of information and imagery to the using units and provides liaison and coordination with the tactical air force reconnaissance units supporting the field army. The Delivery Platoon performs at least three daily deliveries, as required, from each reconnaissance airfield to the field army headquarters and to each corps and division of the field army. The company performs mission review, interpretation, and reporting on air photos for field army headquarters. In addition it maintains a central air photo library.

d. The Air Reconnaissance Support Detachments consist of a detachment headquarters, an Imagery Interpretation Section and a Reproduction Section. The Air Reconnaissance Support Detachments are stationed at reconnaissance squadron airfields for the purpose of providing interpretation and reproduction of aerial imagery requested by army units. The ARLO are organic to these Detachments. The Detachment has the capability of performing immediate interpretation of 950 9" x 18" photos in a twenty-four hour period and preparing and disseminating priority interpretation reports on this imagery. Additionally, the Detachment can reproduce, identify and package up to 4000 9" x 18" prints of aerial imagery in an eight-hour period.

e. The Air Force counterpart of the Military Intelligence Battalion (Air Reconnaissance Support) is the Reconnaissance Technical Squadron.

12. PROCESSING RECONNAISSANCE REQUESTS.

a. Preplanned reconnaissance requests are planned and made by the S2. An immediate request is coordinated with S3 Air to ensure the fastest method of communications when processing. Figure 3 is an example of a Tactical Air Reconnaissance Support Form.

b. Currently authorized the ROAD divisions are Army aircraft with sensory devices capable of securing intelligence data. Since these aircraft are capable of reconnaissance missions, upon receipt of a request from S2's of subordinate units, the division G2 Air will determine if the request can be flown by organic aircraft. If the division aircraft can perform the mission, the G2 Air will notify the Assistant G2 Air at the division airstrip.

c. Requests received at field army are processed by G2 Air and turned over to the ASOC as requirements. Upon approval, the ASOC notifies the unit to fly the mission and at the same time informs G2 Air. G2 Air notifies the MI Bn (ARS) of the details. Visual reconnaissance information can be reported directly to the appropriate FAC or through a CRC in the form of a SPOT REPORT if specified in the air reconnaissance request. Upon completion of the mission the Reconnaissance Squadron (Air Force) processes the film and turns over two (2) prints and one negative to the Air Reconnaissance Support Detachment (Army) stationed at the reconnaissance field. The ARS Detachment performs immediate interpretation, the information is flashed to the MI Bn (ARS) and on to the requester. These flash reports may be rendered in as short a time as two (2) hours after receipt of a photo mission. Delivery of requested prints is made by the Headquarters and Headquarters Company, MI Bn (ARS).

d. The above is an outline of procedure in fulfilling a photographic reconnaissance request. A quicker means of securing information is through the use of visual reconnaissance. Visual reconnaissance information can be reported directly to the appropriate FAC on through a CRC in the form of a SPOT REPORT if specified in the air reconnaissance request. Post

mission visual reconnaissance reports (SNAP REPORTS) are secured by the ARLO and forwarded through G2 Air to the requesting unit. The procedure in the case of visual reconnaissance requests follows in principle the procedure used in fulfilling a photographic reconnaissance request with the elimination of the operation incident to photography.

e. All units having the equipment may monitor the spot report receiver system, thereby receiving up to the minute reports of visual air reconnaissance.

13. CLOSE AIR SUPPORT CONTROL.

a. Close air support is controlled by the following agencies or combination thereof:

(1) The ACT (visually)

(2) The Air Coordinator (visually).

(3) Target Direction Post (electronically).

b. The ACT is composed of the following personnel and equipment:

(1) Personnel.

(a) Forward Air Controller (Air Force).

(b) OP Sergeant Air (Army).

(c) IS Radio Operator/Driver, PFC (Army) (2).

(2) Equipment: One AN/VRC-35 radio mounted in 3/4-ton truck* (Army).

(3) The army part of the team is organic to the Battalion Headquarters Section of the Infantry, Mechanized Infantry, Airborne Infantry and Tank battalions and one to the Headquarters and Headquarters Troop of the Armored Cavalry Squadron. One team is organic to Headquarters and Headquarters Battery, Division Artillery.

14. TARGET SELECTION.

a. The general principle involved is to select those targets for air strikes which are beyond a reasonable capability of available ground force weapons.

b. In selecting ground targets for air attack, certain pertinent target factors must be considered.

(1) Capabilities of organic ground weapons. The capabilities of artillery, mortars, rockets, armed helicopters and other organic ground force weapons should be given first consideration. As a normal rule, targets are engaged by the lowest echelon capable of effective results.

(2) Target identification. When it is difficult for the pilot to identify the target because of terrain, camouflage, etc., smoke shells can be used to mark the target area.

(3) Armament capabilities. The armament requested should be based upon the target characteristics; however, the description of the target should be sufficiently detailed to permit substitution of appropriate armament by the ASOC without further reference to the originator.

c. It should be understood that anyone can propose a target for consideration.

15. MARKING AND IDENTIFICATION.

a. General. There is no single "best" way of marking targets for ease of identification. At a specific time and with a particular target one method may prove satisfactory; with a different set of time and target factors, the same method may fail. Experience has indicated that a combination of methods may be required in order to provide quick and positive identification of the target to the attacking aircraft. Consideration of the method to be used is further based on the type of control to be exercised; i.e., visual control or electronic control. Electronic control is employed during bad weather or hours of darkness by target director posts utilizing special radar equipment. The target is identified in relation to a map and the target position carefully plotted. The problems in this type of strike are accurate location of the target to be attacked, time to make necessary computation, relative lack of flexibility in shifting from one target to another, and enemy countermeasures.

b. Visual Identification. The visually identified and controlled strike is the type that requires patience, ingenuity, and a high degree of training if target identification is to be readily made. Following is a discussion of a few methods used in target identification.

*1/4-ton truck in the airborne battalion.

(1) Smoke fired by artillery, tanks, mortars or recoilless rifles is an excellent means of target identification. Colored smoke is preferable because of its relative ease of identification over the white smoke round. Smoke can be used as a reference point in the event it is not desired or is not possible to place the marking round directly on the target. To avoid enemy interference with identification, it may be necessary to fire smoke in special combinations or to resort to alternate means of identification.

(2) Colored panels are used to identify friendly positions and to give the pilot a general direction of attack. Panels will be displayed so that the pilot can see them but the enemy cannot in order to prevent compromising the code of the day.

(3) Map coordinate(s) of the target may be given directly to the flight leader of the attacking aircraft. This method is not particularly good unless the target is close to a prominent terrain feature. It is effective, however, when working through an airborne controller who in turn may point out the target to the attacking aircraft.

(4) Simulated attack runs on the suspected target by the flight leader or airborne controller and subsequent verbal adjustment directions is still another method of target identification. This method has the obvious disadvantage of alerting the enemy to the air attack to follow, and may prove costly in terms of aircraft lost or damaged.

(5) Battlefield illumination is used to disclose specified target areas at night. Illumination may be accomplished by aircraft flares, artillery or mortar shells, or searchlight beams, following which, other techniques must be used to pinpoint the specific target. For example, targets may be pinpointed by the crossing of two searchlight beams at the target to be attacked. If several beams are sweeping the area, artillery or mortars can fire a line of white phosphorus to mark the correct beam to the aircraft pilot. Another technique involves employing artillery or mortars to lay down a line of white phosphorus shells just short of the target. The attacking aircraft can then be verbally directed onto the target.

(6) Landmarks and prominent terrain features make excellent reference points from which the target may be pointed out to the pilot.

(7) Field expedients will suggest themselves and can be employed effectively. A combination of any of the above methods may be necessary.

16. THE AIR FIRE PLAN.

a. Details of close air support may be transmitted by the following media:

(1) Oral instructions.

(2) The Fire Support Plan (an annex to the operation order).

(3) The Air Fire Plan (an appendix to the Fire Support Plan Annex).

b. The demands of each particular situation and the amount of detail of air support matters will be determining factors in selection of the medium to be used.

c. When details of close air support become so great that they cannot be included appropriately in another portion of the order, an Air Fire Plan Appendix to the Fire Support Plan is published. This instance may occur in certain specialized operations. The S3 Air prepares this appendix. It follows the format and general procedures of preparation of the operation order.

d. For an example of an Air Fire Plan as an appendix see Figure 4 at the end of Part 7.

17. Currently the Joint Air Ground Operations System is under revision with respect to immediate air requests. Changes being considered may be found in the USAIS AF Basic Data Manual.

ARMY AIR-GROUND SYSTEM

ALO	- AIR LIAISON OFFICER (AF)
AOC	- AIR OPERATION CENTER (AF)
ARLO	- AIR RECONNAISSANCE LIAISON OFFICER (ARMY)
ASOC	- AIR SUPPORT OPERATIONS CENTER (AF)
FAC	- FORWARD AIR CONTROLLER (AF)
FATOC	- FIELD ARMY TACTICAL OPERATIONS CENTER
FSCOORD	- FIRE SUPPORT COORDINATOR (ARMY)
GLO	- GROUND LIAISON OFFICER (ARMY)
MI BN (ARS)	- MILITARY INTELLIGENCE BATTALION (AIR RECONNAISSANCE SUPPORT) (ARMY)
MI DET (ARS)	- MILITARY INTELLIGENCE DETACHMENT (AIR RECONNAISSANCE SUPPORT) (ARMY)

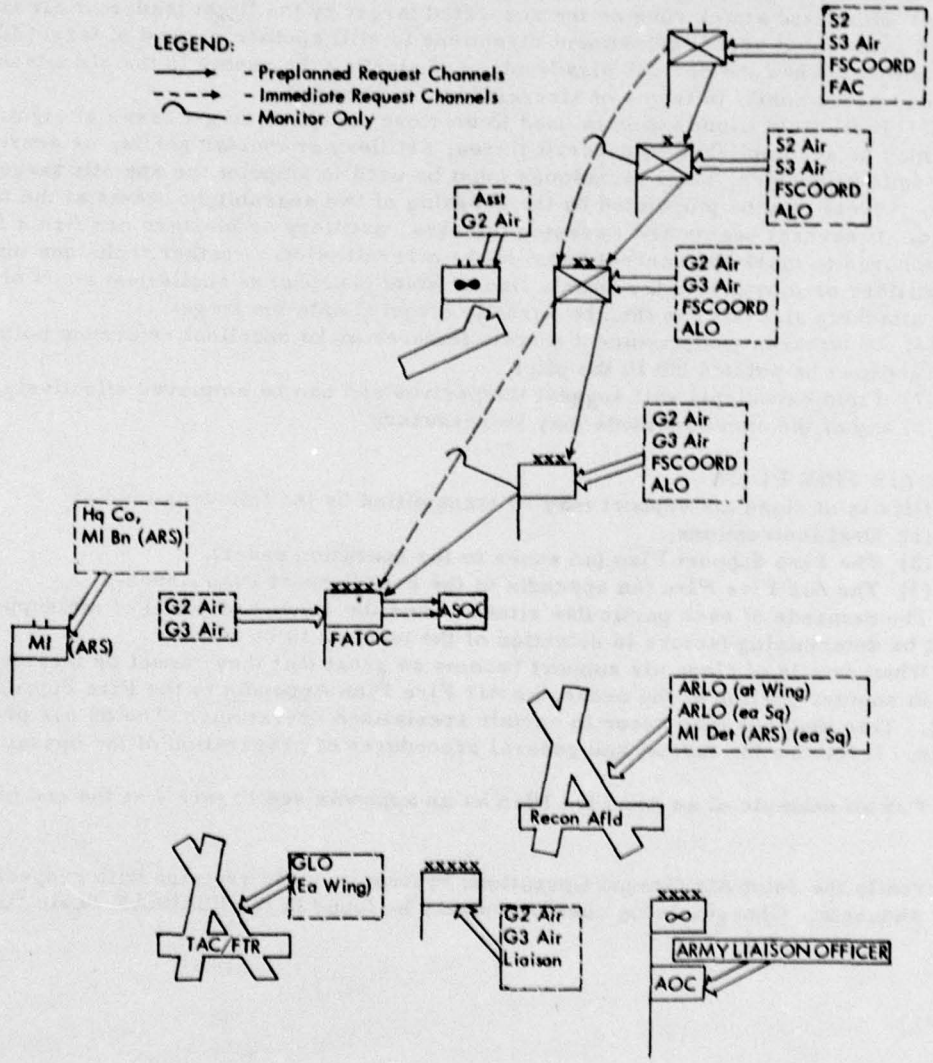


Figure 1

CLOSE AIR SUPPORT FORM

SECTION I ARMY MISSION DATA

1. Army Mission Request No 1-66-1 2. Unit 1/66 INF 3. Priority _____
4. Target Coordinates/DGZ MA 6343 5. Tgt No _____
6. Target Description (for nuclear targets, include size and details of target make-up)
ROAD BLOCK (LOC) HEAVILY DEF BY AT GUNS AND DUG IN TROOPS
7. Results desired (Fill in either subitem 7a or 7b):
Form will be classified SECRET when subitem 7b is filled in.
a. Conventional DESTROY
b. Nuclear: (1) _____ % Casualties (2) _____ % probability
(3) _____ % damage to equipment (4) _____ % probability
(5) _____ fallout acceptable (rad per hr) (6) _____ Max acceptable CEP
(7) Recommended Yield: _____ (8) Recommended Burst Height _____
8. Desired Time on Tgt: 0710 9. Latest Time on Tgt: 0740
10. a. Distance from friendly troops: 500 (Meters) b. Direction: 92 (Degrees Magnetic)
11. Control Information: WOLVERINE 2
12. Tactical Significance: HOLDING UP ADV OF 1/66 INF
13. Spot report required: YES
14. Remarks: _____

SECTION II ARMY ACTION

Received at TASE 22 0630 (Unit-Date-Time)
By J.R. (Init) B/L Checked _____ (Init-Date-Time)
Coordinated Arty Air Def Avn J.R. (Init)
Approved/~~Disapproved~~ AB 22 0632 (Init-Date-Time)
Reason for disapproval _____
Fwd to ASOC (Unit) By JR 22 0633 (Init-Date-Time)
GLO Notified JR 22 0638 (Init-Date-Time)
Unit Notified JR 22 0638 (Init-Date-Time)

SECTION III ASOC ACTION

Received at ASOC _____ (Date-Time)
By _____ (Init) B/L Checked _____ (Init-Date-Time)
Approved/Disapproved _____ (Init-Date-Time)
Reason for disapproval _____
Returned to Army _____ (Date-Time) By _____ (Init)

SECTION IV AIR MISSION DATA

1. Mission No 151
2. Unit 21ST TFW
3. Call Sign BUCKEYE
4. No & Type Acft/Missile 8-F100
5. Time on Tgt 0710
6. Armament ~~4~~
7. Control Info (FAC) Footloose, Channel 6
8. Army Mission Data _____
9. Special Weapon Data:
a. Weapon Line _____ Column _____
b. Core Line _____ Column _____
c. Burst Height _____
d. CEP _____
10. Unit Notified _____ (Init-Date-Time)
11. CRC Notified _____ (Init-Date-Time)
12. Other coordination: (ALO, TDP, Shanicle, Shoran, Air Coordinator).

Figure 2.

(Classification)

FROM: CG, 21ST INF DIV

TO: CG, 1ST ARMY

AIR RECONNAISSANCE REQUEST

L. ORIGINATOR'S SERIAL NUMBER: 21ST DIV-8

M. TYPE OF RECONNAISSANCE: VISUAL WITH PHOTO CONFIRMATION

N. NATIONAL MAP SERIES AND SHEET NUMBER: AMS L751 KOREA; SHEET 6633I

O. DESCRIPTION OF TARGET AND MAP REFERENCES:
SINSORI CV 682196

P. OBJECT OF THE REQUEST AND RESULTS DESIRED:
LOCATION AND SIZE OF UNIT
TYPE TANKS

Q. PHOTO SCALE OR LIMITS ACCEPTABLE: 1:5000 OR LARGER

R. NUMBER OF PRINTS, PLOTS OR REPORTS REQUIRED: 2 PRINTS

S. DELIVERY ADDRESS, DATE, TIME: 21ST DIV CP 22 1200 APR

T. LATEST ACCEPTABLE TIME AND DATE: 22 1800 APR

U. SPECIAL INSTRUCTIONS:
PRIORITY 1
SPOT REPORT TO MELLOW

Signature of Requesting Officer

Signature of Approving Officer

Grade, Position

Grade, Position

Air Reconnaissance request (front)

Figure 3

NOTE: The letters A to K have special significance for certain organizations, and are purposely omitted from the request.

L. ORIGINATOR'S SERIAL NUMBER. Each request will be given a serial number consisting of a prefix followed by a number commencing with number 1 at the beginning of the year. Further requests will be numbered consecutively throughout the year. Prefixes will be the Headquarters demanding e.g., LANDCENT, AFCENT, AFNORTH, 4ATF.

M. TYPE OF RECONNAISSANCE. For example: visual, electronic, weather, fire control or photographic reconnaissance (vertical, oblique or reprint photography). This paragraph should be left blank unless it is understood fully what the selected type of reconnaissance can accomplish.

N. NATIONAL MAP SERIES AND SHEET NUMBER. Owing to the large variety of maps used both in training and operations by nations, these details must be given in full.

O. DESCRIPTION OF TARGET AND MAP REFERENCE. So as to leave the recipient of the request in no doubt as to the requirements, it is necessary to give an exact location, e.g., railway bridge 775386. In the case of oblique, the NEAR boundary of the area to be photographed will be given. If GRID reference is used, state GRID type, i.e., UTM, GEOREF, etc., otherwise state latitude and longitude to the nearest minute.

P. PURPOSE OF REQUEST AND RESULTS DESIRED. It is important that the exact purpose of the request is stated, in order that the most satisfactory results may be produced.

Q. PHOTOSCALE OR SCALE LIMITS ACCEPTABLE. Whenever possible, this heading should be filled in on the advice of a photographic interpreter. The scale should be quoted in figures, e.g., 1/10000.

R. NUMBER OF PRINTS, PLOTS OR REPORTS REQUIRED. This should never exceed the number actually required. If a photo interpretation report will suffice, prints should not be ordered.

S. DELIVERY ADDRESS-DATE TIME. State clearly where the prints, plots or reports are to be delivered and the time and date on which they are required. If there is no haste, as much time as possible should be given for final delivery, so as to allow requests of a more urgent nature to be dealt with.

T. LATEST ACCEPTABLE TIME-DATE. The date and/or time after which the prints, plots or reports are no longer required. If delivery cannot be made by the date stated, the request will be cancelled.

U. SPECIAL INSTRUCTIONS. The degree of urgency, or when making more than one request, the degree of priority, and the security classification of the material requested. Note whether first, second or third phase photointerpretation is desired from the photographs. Give any instructions or information not already provided, that will aid the planning, or successful accomplishment of the mission.

Figure 3a. Air reconnaissance request (back).

(Classification)

(No change from oral orders)

Copy No 6
1/66 Inf
GS606009
241600 Nov 19___
RC88

Appendix 1 (Air Fire Plan) to Annex A (Fire Support Plan) to OPORD 18

Reference: Map, GERMANY, 1:50,000, SCHARDING Sheet.

1. SITUATION.
   a. Enemy forces: OPORD 18.
   b. Friendly forces: 1st Tactical Air Force supports.

2. MISSION.
   Elements of 1st Tactical Air Force support 1/66 Inf with preplanned and immediate close air support.

3. EXECUTION.
   a. Preplanned Close Air Support:
      (1) A1/66:

Target	Location	TOT	Acft and Armament
Bunker	721691	260600 Nov	4-Tac-Ftr GP bombs, rockets, fire bomb
Tanks	725699	260630 Nov	8-Tac-Ftr GP bombs, rockets, fire bomb

      (2) B1/66:

Target	Location	TOT	Acft and Armament
Roadblock	783684	260700 Nov	4-Tac-Ftr GP bombs, rockets, fire bomb

   b. One FAC available 251800 Nov.
   c. Coordinating instructions:
      (1) Deadline for additional preplanned air requests--251800 Nov.
      (2) TDP vicinity MA5614--FROGGY--available for electronic control.
      (3) Immediate CAS requests SOP.

4. ADMINISTRATION AND LOGISTICS.
   OPORD 18.

5. COMMAND AND SIGNAL.
   a. Signal:
      (1) SOI, Index 1-8.
      (2) LC marked with panel code of day upon request of pilot.
      (3) Emergency signal lift air strike: Red star cluster.
      (4) Emergency code word lift air strike: JINGLES.
      (5) Mark targets: One round red smoke in combination with one round yellow smoke.

(Classification)

(Classification)

Appendix 1 (Air Fire Plan) to Annex A (Fire Support Plan) to OPORD 18

b. Command: Annex B (Operation Overlay) to OPORD 18.

Acknowledge

THOMPSON
Lt Col

Distribution: A

OFFICIAL:

Sellera
SELLERA
S3

(Classification)

COMBAT OPERATIONS HANDBOOK

PART 7

PSYCHOLOGICAL WARFARE

TAB HERE

PART 7

PSYCHOLOGICAL WARFARE

1. INTRODUCTION. Psychological warfare is not new. New terms are being used, and new media are available to us, but the basic principles remain unchanged. Application of these principles through various means at national level is increasing while psychological warfare is recognized as an important weapon in conventional warfare operations against hostile irregular forces and in periods of international political tension, we are concerned chiefly with the employment of psychological warfare at frontline level in support of our tactical military effort. The purpose of this information is first to familiarize you, as commanders and staff officers, with the psychological warfare support available to you and second from a defensive standpoint, this information will acquaint you with measures for resisting psychological attack.

2. HISTORICAL BACKGROUND.

a. Although the term "Psychological Warfare" is comparatively new, many of the principles and techniques presently included in that term have been used by adversaries since the beginning of warfare. Warriors have always sought to gain advantage and victory through the demoralization of the enemy. The Bible furnishes many examples of psychological techniques used by commanders in ancient conflicts. Genghis Khan used rumor to assist in his conquests.

b. During the Revolutionary War both forces used leaflets as early as The Battle of Bunker Hill (Breed's Hill).

c. The Allied Forces used propaganda with telling effect against the Central Powers in World War I. American propaganda was the product of two agencies. The civilian agency was the Committee of Public Information. The military agency was the Propaganda Section G2, GHQ, AEF. Ludendorf and other German leaders stated that propaganda contributed much to the German defeat.

d. It was during World War II, however, that psychological warfare developed into a systematic and purposeful part of the struggle. In this conflict, propaganda was closely integrated both with military operations and with national policy. Specific units were developed to accompany the fighting forces in the field. Responsibilities for long and short range propaganda activities were recognized and allocated to various operating echelons. Chief among the civilian agencies responsible for propaganda were the Office of War Information and the Office of Strategic Services. Military agencies were the Psychological Warfare Branch of War Department G2 and the psychological warfare organization of each theater of operations. Following World War II, at Department of the Army level, staff responsibility for psychological warfare implementation was assigned to the A/C of S, G3. During the Korean War psychological warfare continued to develop and has assumed its rightful place in the arsenal of military weapons. Today psychological warfare is a responsibility of command at all echelons, and all personnel must know its mission, capabilities, and limitations.

3. PSYCHOLOGICAL WARFARE. (PSYWAR)

a. Definition. Psychological warfare is the planned use of propaganda and other psychological actions having the primary purpose of influencing the opinions, emotions, attitudes, and behavior of hostile foreign groups in such a way as to support the accomplishment of national aims and objectives.

b. For purposes of technical definition psychological warfare may be divided into three types--

(1) Strategic Psychological Warfare. Directed principally to the enemy homeland, it is designed to break down the enemy war effort in general and to reduce the enemy's will to resist. As an element of military strategy it is generally long range and continuous. Its principal targets are hostile civilian and military personnel within the enemy homeland. Strategic psychological warfare may also be directed to allied and neutral populations.

(2) Tactical Psychological Warfare. Used in direct support of the combat arms. Its use is dictated by the tactical situation, as are its themes and specific targets. When used

it should be a carefully integrated part of a tactical operation. Its targets are all hostile personnel in the fighting zone.

(3) Consolidation Psychological Warfare. Directed toward the hostile populations in friendly rear areas or in territory occupied by military forces with the objectives of facilitating military operations and promoting maximum cooperation among the civil populace.

4. PROPAGANDA. Definition. Propaganda is any information, ideas, doctrines, or special appeals disseminated to influence the opinions, emotions, attitudes, or behavior of any specified group in order to benefit the sponsor either directly or indirectly. With respect to its source, propaganda may be divided into three types:

a. White propaganda, that is disseminated and acknowledged by the sponsor or an accredited agency thereof.

b. Grey propaganda, that does not specifically identify any source.

c. Black propaganda, that purports to emanate from a source other then the true one.

5. FIELD ARMY ORGANIZATION FOR PSYCHOLOGICAL WARFARE.

a. Field Army. At this level there is a Psychological Warfare Officer, who is a member of the Army G3 section. The Psychological Warfare Officer exercises operational control of the Psychological Warfare Battalion and is primarily interested in tactical psychological warfare operations.

b. Corps. The Corps Psychological Warfare Officer is a member of the Corps G3 Section and advises the Corps Commander--through the G3--on the employment of psychological warfare within the Corps. He has operational control of psychological warfare units attached to the Corps.

c. Division. The Division Psychological Warfare Officer parallels, at division level, the functions of the Corps Psychological Warfare Officer. At present, this is an additional duty of a member of the Division G3 section.

6. PSYCHOLOGICAL WARFARE UNITS.

a. General. Numerous psychological warfare units are organized under TOE 33-500E, PSYCHOLOGICAL WARFARE ORGANIZATION, FIELD OR THEATER ARMY, to conduct psychological warfare operations in support of a field or theater army. Psychological warfare organizations are assigned to a field or theater army or commands of a theater army as required. Various elements may be attached to subordinate commands as required. Normally psychological warfare units are allocated on the basis of one Psychological Warfare Battalion per field army.

b. Operational Teams. The following operational teams are organized under TOE 33-500E and may be found in support of the brigade and battalion depending on the situation confronting the unit and whether or not the requirement exists for loudspeaker teams, leaflet teams or both.

(1) Team HA, Light Mobile (Command).

(a) Capabilities: Supervision of two or more Teams, HB, HC, HD.

(b) This team is organized with one officer and two enlisted men and is the command and control element for two or more teams HB, HC, or HD, when grouped together.

(2) Team HB, Light Mobile (Loudspeaker Operations).

(a) Capabilities: Disseminates live or taped audio propaganda messages to enemy troops in contact and also other selected target audiences.

(b) This team is organized with three enlisted men and contains a public address set and a recorder producer sound set for disseminating audio propaganda messages.

(3) Team HC, Light Mobile (Printing and Processing Operations).

(a) Capabilities: Prints propaganda leaflets and news sheets on organic presses to specifications provided by team HD. This team also trims, cuts, packages, rolls and distributes printed propaganda material for dissemination by aircraft; tube artillery and rockets.

(b) This team is organized with six enlisted men and printing presses. These presses are used in preparing leaflets and news sheets.

(4) Team HD, Light Mobile (Propaganda Operations).

(a) Capabilities: Prepares propaganda messages for special situation leaflets and news sheets. This team also prepares scripts for use by tactical loudspeaker teams and air vehicles loudspeakers.

(b) This team is organized with one officer and five enlisted men and printing presses. These presses are used in preparing propaganda messages and scripts.

7. THE ROLE OF PSYCHOLOGICAL WARFARE IN THE INFANTRY BRIGADE AND BATTALION. The role of psychological warfare in the infantry brigade and battalion is that of a supporting weapon, and it can be considered in much the same light as other supporting weapons. If it is to be effective, its use must be planned for and coordinated with the plan of operations. As a supporting weapon, its employment is the staff responsibility of the S3.

8. OBJECTIVES AND THEMES.

a. There are two major objectives in employing tactical psychological warfare:

(1) To cause the enemy to surrender.

(2) To decrease the combat effectiveness of the enemy.

b. In accomplishing these objectives, propaganda themes are used. These themes are lines of persuasion and in general are based on the truth. If propaganda is to be effective, it must be believed, and big lies will usually backfire. Themes are not shots in the dark, they are designed to exploit specific enemy vulnerabilities which have been determined to exist by intelligence. This points to the close coordination which must be effected between the S3 and S2 in planning any psywar operation.

9. PSYCHOLOGICAL WARFARE MEDIA AVAILABLE FOR SUPPORT OF INFANTRY UNITS.

a. Leaflets.

(1) Leaflets are usually 5 by 8 inches in dimensions and contain a message and/or a picture. There are examples of leaflets employed by both sides during the Korean War in the rear of the chapter.

(2) There are general type leaflets, such as safe conduct passes, which apply to the enemy over a large front. Another widely used type is the local leaflet. This type of leaflet is designed to exploit a specific situation. They are personalized by addressing them to a specific enemy unit, and names of commanders or other members of the unit may be used when known.

(3) The following are the primary means for disseminating leaflets:

(a) 105mm artillery.

(b) 155mm artillery.

(c) Army and Air Force aircraft.

(4) The S3 is the staff officer responsible for psychological warfare operations. Some specific actions which would be required of him in the planning of a leaflet operation are:

(a) Request psychological warfare support. The type of information required by higher headquarters is shown by the form in the rear of this chapter.

(b) Notify subordinate and adjacent units in the area of operations of the following:

1. The purpose of the operation.
2. The nature of the leaflet to be disseminated.
3. The time of the operation.
4. The location of the target audience.

5. Actions to be taken to contribute to the success of the operation, such as sending out guides to escort surrenderees through our lines, and not firing on enemy soldiers attempting to surrender.

(c) Coordinate the operation to make arrangements to fire the leaflets (if artillery is to be used), and to stop other fires in the area temporarily.

(d) Coordination with the S2 will be continuous from the beginning of the planning of the operation to the evaluation of the effects of the operation.

b. Loudspeakers.

(1) Psychological warfare loudspeakers are powerful public address sets. Currently authorized by TOE 33-500E, the AN/UIQ-1 has an operating range of approximately 3100 meters.

(2) Loudspeakers may be mounted on the ground, or in wheeled vehicles, tanks, and aircraft.

(3) Loudspeaker appeals should be brief; approximately one minute in duration. They should be authoritative; the enemy is not asked to surrender, he is told to surrender. The appeals should be instructive; for example the enemy is told not only to surrender, but how to surrender, what to do with his weapons, what routes he is to take into our lines, and the like.

(4) Some specific actions which would be required of the S3 concerning a loudspeaker team in the brigade and battalion area are:

(a) Assign team its mission and brief it on the friendly situation.

(b) Arrange for the S2 to give the team detailed intelligence concerning the target audience. Based on this intelligence and the mission assigned, the team chief will prepare the script for the broadcasts.

(c) Notify the unit in whose area the team is to operate as to:

1. Mission of team.
2. Information and instructions to be broadcast.
3. Arrival time of team.
4. Times of the broadcasts.
5. General areas from which broadcasts will be made.
6. Security requirements for team.
7. Any actions to be taken by the unit to contribute to the success of the operation.

(d) Notify subordinate and adjacent units within hearing distance of the broadcasts as to:

1. Times of broadcasts.
2. Purpose of the operation and in general the information and instructions to be broadcast.
3. General areas from where the broadcasts will be made.
4. Any actions that these units can take to contribute to the success of the operation.

(e) Coordinate the operation for fires in support of the broadcasts, and to prevent fires which would hinder the operation.

10. PSYCHOLOGICAL WARFARE EMPLOYMENT.

a. Situations favoring the employment of tactical psychological warfare: psywar can be effectively employed in any type of combat situation; however, it is most effective in situations where the enemy has suffered reverses and his morale is low.

b. Factors Favoring the Employment of Leaflets: The S3 will recommend to his commander whether or not to employ psychological warfare in a particular situation, and if he recommends that it be used, he will further recommend as to whether loudspeakers, leaflets, or both should be used. Some of the factors which favor the employment of leaflets are:

(1) If the distance to the target audience exceeds the range of loudspeakers.

(2) If the area of the target is too large to cover with loudspeakers.

(3) The nature of the message might favor leaflets. For example, if it is desired to let the enemy know that the locations of his automatic weapons, patrol routes, and supply routes are known, a leaflet can be prepared on which this information is shown in the form of a sketch.

(4) The nature of the terrain will favor leaflets if it is densely wooded, or if the enemy is in defilade and a broadcast would not reach him.

(5) A strong wind blowing from the enemy will cut the range of loudspeakers to a few hundred meters. In fact if the wind is too strong it will be difficult to place leaflets on the desired audience.

c. Factors Favoring the Employment of Loudspeakers:

(1) Time: Although leaflets printed for a special situation can be requested, printed, and delivered in less than 24 hours, loudspeakers can usually be employed faster.

(2) Illiteracy: If intelligence indicates that a large percentage of the enemy is illiterate, this would favor the employment of loudspeakers.

(3) Enemy Actions: If the enemy is severely punishing soldiers found with our propaganda in their possession, and the enemy is not picking up our leaflets and reading them, loudspeakers will be more effective.

11. DEFENSIVE ASPECTS OF PSYCHOLOGICAL WARFARE.

a. In future conflicts psychological warfare will be employed by all participants. Commanders are responsible for the defense of their troops against enemy propaganda attacks, and must do everything possible to minimize the effect of these attacks upon the morale of their units.

b. Totalitarian nations, particularly communistic ones, have great faith in the power of propaganda, and fear the effects of enemy propaganda upon their population and armed forces. The Communists, being cognizant of the power of propaganda are ardent exponents of psychological warfare. The American soldiers in Korea were exposed to enemy propaganda by radio, leaflets, loudspeakers, and by rumors spread behind their lines. Such efforts would undoubtedly be intensified in future conflicts.

c. Some nations seek to block out all propaganda and information from the outside world, and to this end, censor films, books, and periodicals. These nations forbid the distribution of outside newspapers and other publications, and establish drastic punishment for persons found guilty of listening to foreign radio broadcasts. This technique creates a vacuum in news and information channels, which they promptly fill with their own distorted propaganda. The weakness of this "thought control" system is that persons so protected are vulnerable to disclosures of the truth.

d. The United States believes that the INFORMED service man is best equipped to guard himself against enemy propaganda. The soldier who has not followed the course of events both in peace and in time of war may easily be misled by enemy psychological warfare operations. Unable to distinguish between fact and falsehood, he is apt to expose himself, his unit, and his country to grave danger. A soldier unprepared against a propaganda barrage is a soldier unarmed in battle.

12. DEFENSE AGAINST ENEMY PROPAGANDA.

a. When a unit is subjected to a propaganda attack, the commander should report the incident to higher headquarters and regardless of the effects on the troops continue to keep them informed of the true situation without a direct reference to the enemy propaganda. No action should be taken to prevent troops from reading or listening to enemy propaganda; to do so would increase the effectiveness of the enemy propaganda. Soldiers would think that there must be something to the propaganda if they were ordered not to read or listen to it.

b. One copy of each type of leaflet used by the enemy should be collected and forwarded without delay to the next higher headquarters for analysis. In the case of loudspeaker attack, this purpose can be accomplished by sending a synopsis of the propaganda broadcast.

c. Five major points that should be stressed in training troops to defend themselves against enemy propaganda are:

(1) A knowledge of psychological warfare.
(2) An understanding of national aims.
(3) A belief in self and unit.
(4) An ability to evaluate enemy propaganda.
(5) An invulnerability to rumors.

13. RUMOR. Because of the prevalence of rumor and the effectiveness of this medium of propaganda, the following information concerning them will be of value to troop commanders in their effort to combat the spread of rumors.

a. Definition: A rumor is a report whose authenticity is questionable and whose origin is unverifiable. In spite of this uncertain atmosphere, rumors develop and spread because:

(1) They concern subjects of intense interest.

(2) There is either no information available concerning the subject or the existing information is unsatisfactory.

b. Classification of Rumors. Three basic emotional drives underlie most rumors. These are fear, hope, and hate.

(1) Fear rumors: A fear rumor is based on one's fearful anticipation of certain events. It capitalizes on the readiness of many people "to believe the worst." After the Japanese attack on Pearl Harbor, a rumor developed to the effect that the entire United States Pacific Fleet had been sunk. The American people knew that the fleet had been attacked at a time when it was completely unprepared, and that our losses must have been severe. This rumor lowered civilian morale to such a degree that in an effort to dispel it President Roosevelt felt compelled to spend a large part of a radio talk discussing our strength.

(2) Hope (or Wish) rumors: A hope rumor is one which is based on one's desires or wi hes. It is given credence because people want to believe that the information contained in the rumor is true. For example, while troops are overseas, rumors frequently circulate that they are about to be relieved and returned home. Being sent home is the most important desire of most soldiers abroad, with the result that they are willing to believe any plausible rumor to this effect. A rumor of this nature can cause a loss of fighting spirit by troops adopting a "can't afford to get hurt now" attitude. In addition, morale will be lowered when the story is proved to be false.

(3) Hate rumors: A hate rumor is one which is based on one's dislike for others. These rumors are believed because they tend to substantiate one's suspicions, hates, and prejudices. During World War II, one vicious rumor which received wide dissemination was to the effect that England was depending on her colonies to do her most dangerous fighting. Many of the Colonial troops had a dislike for the mother country, and were ready to believe that they were being given more risky missions to perform than troops from the British Isles. Rumors of this type tend to disrupt unity at a time when unity is essential.

c. Origin of Rumors. Two conditions must exist in order for a rumor to start. These conditions are: (1) the subject matter must be important to the people and (2) there must be some uncertainty about the facts concerning the subject matter. Neither condition by itself will give rise to a rumor, but when both conditions are present, a rumor is almost inevitable. Rumors may have either of two origins:

(1) They can be deliberately started by clandestine agents or by people hostile to the success of the war effort. In addition broadcasts and leaflets may contain information designed to give rise to rumors.

(2) They may start spontaneously from a small piece of information, usually but a segment of the full statement intended. That bit of information is then inadvertently twisted into a story which will reinforce the hates, fears, and desires of the potential listeners.

d. Why Rumors Spread. Rumors spread for the following reasons:

(1) They answer important questions. When an uncertain situation develops, it is very easy to accept a rumor which offers to answer the question with certainty.

(2) Rumors offer excuses for one's own conduct. A person who commits a wrongful act invariably goes on the defensive and may, therefore, seek refuge in a rumor that shows

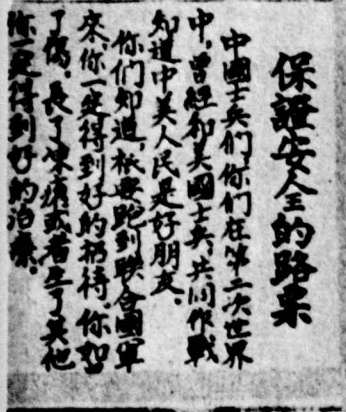
another person to be doing something equally wrong or worse. For example, during wartime civilians may excuse their waste of food by spreading a rumor that the armed forces have been wasting even more food.

(3) Rumors relieve one's emotions. When a person feels hatred toward another group because of its race, religion, occupation, policies, or social or economic position, he will eagerly seize upon any rumor tending to discredit that group and will give it wide circulation.

(4) Rumors make the teller seem important. In times of doubt and confusion, a person's prestige is enhanced when he is able to supply "information" which will relieve emotions, excuse conduct, or answer important questions. Rumor is an effective ego-building and sustaining device.











PSYCHOLOGICAL WARFARE DIVISION, G-2
Headquarters, E SAF
APO 301

LEAFLET : Miscellaneous

LANGUAGE : Chinese

DESIGNATION : Serial No. EUSAK 109 - Chinese #8946

TARGET : PVA in Korea

REMARKS : All the emotional ties between mother and son are stressed to create maximum homesickness.

ART WORK : Aged Chinese woman thinking of her son with tear-filled eyes. Reverse: Chinese soldier talking of mother and home.

TEXT:

(Page 1) In Red, with caption---

"Come back, my son!"

(Page 2) My son, My son,

How much longer are you going to be away from home? My eyes fill with tears when I think of what is happening to our beloved China.

Thousands and thousands of peaceful Chinese are killed every day by the murderous Communists. The Communists took your father away three ago and we have not seen him since.

My son, in the current liquidation movement, relatives and friends have been turned against each other. Everyone fears everyone else, lest misfortune befall on them. And what have they done to your father? They will tell no mistake. Our neighbors' two tailor and Jung Chou the poor school teacher, are all dead - killed by the Communists.

My son, only you, the young generation, can save us - you and others must come back and save us from these brutal Communists.

I, your mother, who has never said an unkind word, nor quarrelled with anyone, could hardly tolerate the Communist's atrocities. So here to wrongs.

The Communists are end down - they are murderers!

I shall die native thoughts

Oh my son, my son, come back!



GENERAL HEADQUARTERS
FAR EAST COMMAND
Psychological Warfare Section
APO 500

TYPE: "Friendship for China"

LANGUAGE: Chinese

DESIGNATION: Serial No. 7078

TARGET: CCF in Korea

REMARKS: Leaflet designed to link past Sino-American Fri ship with that of the present day.

ART WORK: Photograph of an American and a Chinese soldier their arms linked, their thumbs raised in the " kao" signal.

TEXT:

Page 1:

A CHINESE AND AN AMERICAN SOLDIER IN A UN

CAMP BEHIND THE BATTLE LINES

(Caption to accompany illustration)

TOGETHER AGAIN --!

(--together with the following Chinese poem:)

Sino-American, Sino-American "Ding Hao"
Through mutual aid, we won the last war--
Why should friends turn enemies ?
We win and say, "Ding Hao !"

Page 2:

TOGETHER AGAIN--!

Yes, they are together again--the brave Chinese and American soldiers who fought side by side to defend China in World Wa The Chinese soldier you see here is one of many thousands wh have crossed over to the UN lines.

He is healthy. He eats well. And he is without hardships b cause he has found again that his American friends are kind and sincere, and fight for good not evil.

BUT WHAT ABOUT YOU, CHINESE SOLDIER ? Your Communist friends is one of cun. blankets and fear. Even as you read this le let you fear punishment. Is this the life you want ?

PSYCHOLOGICAL WARFARE SECTION
Headquarters EUSAK
APO 301

LEAFLET : Special Surrender Instructions

LANGUAGE : Korean

DESIGNATION : Serial No. EUSAK #143

REMARKS : Instructions leaflet to facilitate ROs comin to UN lines in order to keep enemy mine fiel and to inform of previous defections

TARGET : 32nd and 12th NK Divisions

ART WORK : Map sketch

TEXT:

Page 1: To Officers and men of the 32nd NK Division:

The first group to come over arrived in safety. The route to safety is still open to you.

Come over now! Join your comrades behind the UN lines. Pass the word on.

A message from your comrades, members of the 1st and 3rd Army, who have already come over where you may join them in safety.

1. Leave your unit.

2. Go to south the demarcation.

3. Cross the river that go south till you come over to UN lines.

4. The safety plan is to assist you to come over to UN lines safely.

Mr. ACHESON, YOUR STRIPED PANTS ARE DOWN!



Here's What You Said in June:

WASHINGTON, June 7 (AP) —Secretary of State Acheson testified at the Senate's MacArthur inquiry Thursday that UN forces in Korea would agree to a reliable armistice on the 38th parallel.

Here's What You Say in August:

WASHINGTON, Aug. 1 (USIS)—The U.S. cannot accept the Communist proposal that demilitarized zone in Korea be set up along the 38th parallel, according to Secretary of State Acheson.

Now you and your pals are stalling peacetalks, refusing to agree to the 38th parallel.

You think you're a smart diplomat.

But American boys are paying for your smartness with their lives.

BUDDIES, BE ON GUARD FOR PEACE — FIGHT FOR PEACE! THE POLITICIANS IN WASHINTON WILL DOUBLE-CROSS PEACE IF THEY CAN

— AN AMERICAN SOLDIER —

（一個美國兵寄給美帝國侵朝戰爭的警告

LOOK AND LISTEN

Wall Street Says.

"Peace is terrible. War is wonderful



$70,000,000,000 goods now hoarded by business for Their stake in war. That's why they press your go up the armistice talks.

"OLD SOLDIERS NEVER DIE"

But YOUNG Ones Do!

BRING OUR BOYS HOME FROM KOREA!

MAKE PEACE WITH CHINA!!

AMERICAN PEACE CRUSA
166 West Washington Stre

Reproduction of "contents" leaflet distributed in Ch during MacArthur parade.

MacArthur had gone home in safety. How al you soldiers?

According to a Washington UP dispatch of J 29, 1951, the U.S. troop casualties in Korea for one year both on and without the battlefield inch total roughly more than 226,000 men. We hope will never add your name to the end list.

THE CHINESE PEOPLE'S VOLUNTEERS HEADQUARTERS

（這是美國和平十字軍在三和平假期的反戰傳單，並號 平委士仲宣，A當給假期的假十月。）



Your folks need you and long for you. Back to them, that's where you should be and can be.
Take the next chance to quit this mess

and

LE

TH

(P

July 11—Sept. 1

U.N. losses on the 135 miles

Casualties: 58,900

Aircraft: 414

Tanks: 15

----- USE THIS AS A SAFE CONI

When you see a Korean People's Chinese Vol er, put down your w

投 **"TOW SHO**

(SURRENDER)

We guarantee you safe conduct and

THE CHINESE PEOPLE'S VOLU



DE [illegible] HEADQUARTERS
KOREAN PEOPLE'S ARMY

Officers and men of the U.S. British & other foreign forces! What are your thoughts today?

Over a year of bitter struggle [illegible] must [illegible] futile fight. Death for no real cause to you. Let the warmongers do their own dirty underhanded work. How can I help stop the death and destruction. Surrender. Go home!

SAFE CONDUCT PASS

SHOW THIS PASS TO THE KOREAN PEOPLES ARMY OR THE CHINESE VOLUNTEERS & THEY WILL GUARANTEE YOU:

1. SAFE CONDUCT TO A P.O.W. CAMP
2. FULL RATION OF FOOD & TOBACCO
3. MEDICAL CARE
4. SUITABLE HOUSING
5. CLOTHING & NECESSITIES

THIS PASS CAN BE USED BY ANY NUMBER OF MEN. [illegible] JOIN THEM NOW!

LAY DOWN YOUR ARMS, LIVE TO SEE YOUR HOME! AND AGAIN

THIS PAGE IS BEST QUALITY PRACTICABLE
FROM COPY FURNISHED TO DDC

TACTICAL PROPAGANDA SUPPORT REQUEST

_____
(Date and Hour)

TO: G3 _____ U. S. Army

FROM: _____
(Your own unit designation and location)

TARGET LOCATION (Where is the enemy, his main battle position, etc.)

ENEMY SITUATION:

1. En unit(s) in contact or identified.

2. Name of Commander(s) if known.

3. Tactical situation. (A brief statement of en psn, extent of disorganization or demoralization.)

4. Est en strength.

5. Enemy morale.

TYPE OF SUPPORT REQUESTED: (Leaflets, loudspeakers, etc.)

RECOMMENDED MEANS OF DELIVERY:

TIME L/S BROADCAST OR LEAFLET DELIVERY TO BE MADE:

RECOMMENDED NATURE OF MESSAGE:

SPECIAL CONTROL INFO: (Radio Channel, Lifting of Fr. Fires, Means of Marking Target, ACT, etc.)

_____
(Name, rank and capacity)

COMBAT OPERATIONS HANDBOOK

PART 8

RECORDS AND REPORTS

TAB HERE

PART 8
RECORDS AND REPORTS

1. GENERAL. Records and reports maintained during combat operations are designed to aid present and future operations and to record the unit activities for historical purposes. Records and reports are important to the immediate commanders and to higher echelons. Those that are of concern to the S3 are outlined below.

2. RECORDS. A system of records is essential in order to have information available for the commander and his staff, for higher and lower headquarters, and for the unit historical record. The S1 maintains the office of record for the headquarters if the unit is maintaining a centralized filing system. If a decentralized filing system has been stipulated, each unit staff section will be responsible for maintaining its own records, which should be completely documented.

3. SITUATION MAP.

a. The Situation Map is a graphic representation of the current tactical, administrative, and logistical situation of the unit. It also shows the known enemy situation. The information to be placed on the situation map, usually acetate covered, is the joint responsibility of all of the unit staff members and is maintained under the supervision of the Executive Officer. Normally at brigade/battalion it will be a single map located in the S2-S3 operations section. The situation map is used to keep the commander and staff abreast of the current situation and also serves as a basis for the preparation of overlays, which may be necessary to clarify reports required by higher headquarters. To be of value the posting must be accurate, the information up to date, and all entries easily read. Conventional signs and symbols are used. If it is desirable to show the time at which a particular situation existed, this can be done by employing the six-digit time group in conjunction with the graphic symbol for the actual time the incident occurred.

b. Action of interest to the unit occurring off the present map sheet and information which does not lend itself to graphic representation may be posted on the margin in the form of notes. This can be shown by placing a number on the map at the place the action occurred and then explaining the number in the margin.

c. Doubtful information can be shown by placing a question mark after the symbol.

d. The amount of information shown on a situation map will vary with different situations and individual commanders. The minimum information that should be shown is as follows:

(1) Friendly and enemy information to include disposition of units one echelon lower.

(2) Friendly units to include the command post, and location and size of reserves available to the next higher command, if known.

(3) Friendly units of like size immediately adjacent. (The disposition of their major subordinate elements when it is considered feasible.)

4. WORKSHEETS.

a. The S3 continually receives and provides information, prepares and submits reports and recommendations, and prepares plans. In the process of accomplishing these tasks, it is necessary that the S3 be concerned with a great amount of detail. To keep abreast of these details, it is necessary that the S3 and members of his section make pertinent written notes for use as reference.

b. To insure that such notes are organized and easily found, it is helpful to maintain an S3 worksheet. This worksheet may consist of a single pad or looseleaf notebook, indexed in such a manner that notes entered can be classified according to subject and be easily referred

to. The S3 and members of his section make all appropriate notes in this single worksheet. Since a great deal of the content of such notes, in a combat situation, may be classified information, the worksheet has the additional advantage of facilitating the security handling of such recorded items.

c. Type notes which might be entered in the worksheet are:

(1) Notes of things to accomplish.

(2) Items to be included in next Operational Situation Report.

(3) Items to be included in the next Command Report.

(4) Items requiring command emphasis.

d. When information entered in the worksheet is obtained from the journal, it is desirable to indicate this by preceding the entry with the journal item number, source, and time.

e. The worksheet is a temporary and informal record. When action is completed on an item, the entry is lined out. When a page of the worksheet has been filled and all entries thereon lined out, the page may be destroyed.

f. Page 8-13 shows an example worksheet form. Notice that it is indexed to facilitate preparation of the Operational Situation Report and Command Report. The section indexed "Miscellaneous Notes" can be used for notes of action to be accomplished. Other sections may be added as needed.

5. STANDING OPERATING PROCEDURES (SOP).

a. An SOP is a set of instructions giving the methods to be followed by a particular unit for the performance of those features of operations, both tactical and administrative, which the commander desires to make routine. A field or combat SOP is a type of combat order.

b. The S3 has a staff responsibility for the preparation of the combat SOP. Other staff officers contribute their respective portions to the S3. The SOP should be brief and not duplicate material covered in other documents. *It has the force of orders. The SOP should* serve the following purposes:

(1) Simplify preparation and transmission of orders.

(2) Promote understanding and teamwork between the commander, his staff, and the troops.

(3) Orient new personnel and attached units.

(4) Minimize confusion and error.

6. JOURNAL.

a. A journal is a brief chronological record of important events affecting the unit. Recorded in the journal will be such items as notations of issuance of written orders, summaries of oral combat orders, messages or documents, visits of higher commanders, departure and return of the commander from the command post, and other similar matters.

b. A journal is composed of two main parts: The journal file and the journal sheets. The journal file is used to file any written documents needed to support entries on the journal sheet. See example on page 8-6.

7. REPORTS. There are two general types of situation reports. Spot reports are rendered as changes in the situation occur, and follow no specific format. Periodic reports are submitted at a specified time, or date, as prescribed by higher headquarters.

8. *OPERATIONAL SITUATION REPORT.*

a. An Operational Situation Report is a periodic report and is the required means of reporting the operational situation to higher authority. They are submitted twice daily at prescribed times.

b. Operational Situation Reports include information of the tactical situation and such administrative information as may affect the tactical situation. Usually, only so much

of the situation as has changed since the last report is included. Where there is no change, this is reported. In the interests of clarity and brevity, full use should be made of sketches and overlays.

c. Situation reports must be sent by the quickest possible means. If sent verbally, they should be confirmed in writing. See examples on page 8-7.

9. COMMAND REPORT.

a. Another periodic report through which the commanders of designated organizations and units periodically submit information, evaluation, and recommendations on combat operations of their commands. Recommendations are based on experiences, and include joint and combined operations and support activities, which are pertinent to doctrine, organization, equipment, training, administration, techniques, and tactics. The primary purpose of the report is to insure timely and appropriate influence on these subjects through rapid and effective collection, evaluation, and application of specific lessons learned in combat operations. The report is designed to facilitate planning, modification, and research and development. It furnishes information of contemporary operations to organization commanders, schools, scientists, and historians.

b. In theaters conducting actual combat operations, commanders of the following types of organizations and units will submit the report:

(1) Theater. United States Army components of unified, specified, and combined commands and joint task forces.

(2) Combat zone. Each army group, army, corps, division, missile command, task force, group; separate nondivisional regiment, brigade, battalion, squadron; artillery headquarters organic to army or corps; evacuation and surgical hospitals; logistical commands and depots.

(3) Communications zone. Communications zone, logistic commands, area commands, ports, depots, and any separate battalion size or larger unit which may be located in the communications zone.

c. When organizations and units of the types designated above, located in areas outside a theater conducting actual combat operations, are deployed into such a theater or when actual combat operations are initiated in the areas in which they are currently deployed, this report will be submitted effective during the quarterly reporting period in which such change occurs.

d. Additionally, reports are submitted by other commands or areas when Headquarters, Department of the Army, or the commander, considers conditions to be sufficiently critical to warrant a report.

e. The report will cover each quarterly period ending in January, April, July, and October and will be submitted as of the end of the last month of each such quarter or at the conclusion of a campaign by commanders of organizations and units indicated in subparagraph b. Special reports may be submitted at any time deemed appropriate by the commander concerned. Special reports may be submitted in abbreviated form, if appropriate.

f. Reports will be forwarded in an original and two copies. Disposition will be as follows:

(1) The original will be forwarded through channels to the theater Army component commander and thence to the Deputy Chief of Staff for Military Operations, Department of the Army, Washington 25, D. C. Reports Control Symbol CSGPO-28(R1)

(2) The first and second copy will be forwarded direct to the Commanding General, United States Continental Army Command, Fort Monroe, Va.

g. Each commander indorsing the report may comment upon or evaluate any item in the reports of subordinate headquarters or units.

h. In his review, the Commanding General, United States Army Continental Army Command, will evaluate and implement such information as pertains to the activities for which

he is responsible. Upon completion of this review, the second copy of the report will be forwarded to the chief of service or service shool concerned together with a directive for implementation of further evaluation, if appropriate.

i. The report will be prepared in letter form with subject: "Command Report for quarterly period ending (day, month, year), Reports Control Symbol CSGPO-28 (R1)" to the Deputy Chief of Staff for Military Operations, Department of the Army, Washington 25, D. C. When practicable, the report will be signed by the commander himself. The report may be prepared in the degree of detail which the commander feels is appropriate. Contents of the report are not limited to the perspective of the preparing commander and his staff; he may include any contributed material or lessons learned from subordinates or other sources which he considers of value. Report will be arranged as *follows:*

(1) Section 1, significant organization or unit activities.

(2) Section 2, commander's recommendations.

(3) Section 3, Headquarters, Department of the Army survey information.

j. Supporting documents are not required for inclusion with the report and normally will not be forwarded by the preparing commander. He may attach copies of directives, maps, overlays, sketches, or photographs if he desires, to enhance the meaning of any subject discussed.

k. The report is prepared and submitted in compliance with AR 525-24, in the format indicated on page 8-8. See example page 8-9.

10. ENTRIES IN THE DAILY STAFF JOURNAL OR DUTY OFFICER'S LOG.

a. The following notes explain entries on the journal sheet shown on page 8-6.

(1) Organization or Installation: Designate the unit and staff section keeping journal.

(2) Location: CP location.

(3) Period Covered: Journal period prescribed by higher headquarters; usually 24 hours.

(4) Item Number: Journal sheet entries are numbered consecutively beginning with number 1 for the first entry of the period.

(5) Time In--Time Out: Applies to messages only and indicates time message was actually received or dispatched by the S3 section.

(6) Incidents, messages, orders, etc.: Brief synopsis of or reference to the incident, message, or order. In the case of a message, the unit, office, or person receiving or sending the message is shown first and underlined.

(7) Action Taken: Show here the action taken as a result of the incident, message, or order which has been entered on the journal sheet. In case the journal sheet entry refers to or is a synopsis of a written document or message, indicate also the disposition of the message or document. The four basic symbols employed in this column are as follows:

M--Information plotted on situation map.

S --Appropriate staff officers notified.

T --Information distributed to interested troops.

F --Written message or document supporting the Journal sheet entry is placed in journal file. NOTE: The journal file may consist simply of an envelope in which the journal file items are kept. Items placed in the journal file are labeled with the item number of the journal sheet entry which they support. The notations in this column are not restricted to the symbols shown. Other notations necessary to clarify the action taken or disposition made should be entered.

b. The journal is opened by making the first entry on the journal sheet.

c. The journal is closed with the final entry of the period. Following the final entry is a summary of the events and incidents occurring during the period and the plans for the following periods over the signature of the S3.

d. As a general rule, major errors made in journal sheet entries should be corrected by another entry rather than by erasure.

e. The journal is a permanent record. Per SOP of the unit, the complete S3 journal (journal sheets and journal file) is turned over to the S1 for file.

11. POLICY FILE. A policy file is a summary of current policies of the commander and of higher headquarters. It is based on orders, experience, and decisions of the commander. The policies may be in the form of brief notes, plans, studies, directives, or sample orders. They should be kept up to date, should be tabbed or indexed, and may be kept in a looseleaf book or filing case. A good policy file speeds up operations and helps in the rapid indoctrination of new members of the staff section concerned.

(CLASSIFICATION)

DAILY STAFF JOURNAL OR DUTY OFFICER'S LOG
(AR 220-346 & FM 101-5)

PAGE NUMBER: 2 | NUMBER OF PAGES: 2

ORGANIZATION OR INSTALLATION	LOCATION	PERIOD COVERED			
		FROM		TO	
		HOUR	DATE	HOUR	DATE
S3, TF 1/66	VIALAN (928153)	0001	04 Aug	2400	04 Aug

ITEM NR	TIME IN	TIME OUT	INCIDENTS, MESSAGES, ORDERS, ETC.	ACTION TAKEN
7			OPORD 6 issued orally 1730 (substance and operation overlay - see Journal File).	T, F
8	1800		Tm A: Closed new assembly area vic 938162 at 1755	M, S
9	1815		Tm B: Closed new assembly area vic 929150 at 1745	M, S
10			S3 returned CP 1820	
11		1820	G3: All units 1st Bn, 66th Inf closed new area	
12		2340	Tm C: CO TM C meet CO TF 1/66 at OP # 2 050530 Aug	F
13	2355		G3: Time of attack changed to 050830 Aug	CO, S, T

Summary: Bn moved to assembly area in preparation for attack 050830 Aug. For details see OPORD 6. Plans for next period: Bn will attack to carry out mission of seizing high ground south of LE BAIR (931204).

Sellera
SELLERA
S3

TYPED NAME AND GRADE OF OFFICER OR OFFICIAL ON DUTY	SIGNATURE

DA FORM 1 DEC 68 1594

U. S. GOVERNMENT PRINTING OFFICE: 1968 O—307752

(CLASSIFICATION)

Example I--Detailed Written Report Form

(Note: Omit Subparagraphs Not Applicable)

(CLASSIFICATION)

Issuing Headquarters
Place of Issue
Date/time group

Situation Report No.

Period covered: (date and time to date and time)

Reference: map, photo or sketch (country, scale and sheet number of maps).

1. ENEMY
   (a) Committed forces.
   (b) Reinforcements which can affect the local situation.
   (c) Brief description of enemy activity material means, morale, and his probable knowledge of our situation during period covered by report.
   (d) Conclusions covering courses of action open to enemy.

2. OWN SITUATION
   (a) Location of forward elements.
   (b) Location of units, headquarters and boundaries.
   (c) Location of adjacent units and supporting troops.
   (d) Brief description and result of operations during period of report.

3. ADMINISTRATION
   General statement of the administrative situation if other than normal, as it directly affects the tactical situation.

4. GENERAL

COMMANDER

Annexes:

Distribution:

AUTHENTICATION:

(CLASSIFICATION)

Example II--Sample Situation Report In Message Form for Use at Battalion Level.

FROM: CO, TF 1/66
TO: CO, 1st Bde, 21st Inf Div
SITREP 15: Period 120600 to 121800 Jul. ENEMY: Periodic hostile shelling of Bn area. Patrol approximately 30 men attacked Tm B at 121000 Jul. 3 enemy KIA, 3 WIA. No change enemy locations or identifications. OWN SITUATION: Bn continues defense MEAD River. No change in location and dispositions. Tm B repulsed enemy patrol with no casualties. Bn reconnaissance patrol returned 121700 Jul, negative contact. ADMINISTRATION: Normal.

FORMAT FOR THE COMMAND REPORT

(CLASSIFICATION)

Headquarters

(location)
(date)

SUBJECT: Command Report for quarterly period ending _____ _____ _____
Day Month Year

Reports Control Symbol CSGPO-28 (R1)

THRU: Channels

TO: Deputy Chief of Staff for Military Operations
Department of the Army
Washington 25, D. C.

1. Significant Unit Activities.--Background. (State the approximate number of days during the reporting period that the unit engaged in training, troop movement, and/or operations; briefly summarize the activities of the unit for the reporting period.)

a. Training. (Indicate subjects stressed. Discuss significant training problems and their solutions.)

b. Tactical or Administrative Moves. (Discuss major difficulties encountered, security matters, organization of the column, etc.)

c. Combat Operations:

(1) Significant Combat Activities. (From the viewpoint of the commander, describe activities, operations, experiences which apply to training or instruction, contribute a lesson learned, illustrate a success or failure, or indicate a need for a change in doctrines, techniques or procedures. Indicate the situation, missions, and decisions, and stress the reasons behind decisions, operations, etc.)

(2) General Information. (Tactical or technical innovations, successful field expedients or strategems, etc. Also, any facts, data, etc., which may assist similar units in planning.)

2. Commander's Recommendations. (The commander submits for evaluation by Department of the Army agencies any discussion, comments, evaluations, conclusions, and recommendations which he wishes to make on the basis of his experience.)

3. Department of the Army Survey Information. (When requested.)

Commander

Information Copy
CG, USCONARC

(CLASSIFICATION)

EXAMPLE TYPE COMMAND REPORT

(CLASSIFICATION)

HEADQUARTERS
2D MECH BN, 76TH INF

APO 10, US Army
1 Jul 19____

SUBJECT: Command Report quarterly period ending 30 June 19___
Reports Control Symbol CSGPO - 28 (R1)

THRU: Channels

TO: Deputy Chief of Staff for Military Operations
Department of the Army
Washington 25, D. C.

1. Significant Unit Activities: This command accomplished approximately 18 days training, 5 days troop movement, 10 days rear area security mission (corps) and 58 days combat operations during the period. The battalion participated in offensive operations against Aggressor during the month of April. For the period 1-20 May this unit, as part of Corps Reserve, conducted replacement and refresher training. For the period 21-31 May the battalion was attached to Corps Troops for Rear Area Security. On 1 June the battalion was detached from Corps Troops and ordered to rejoin the 52d Mech Div. Combat operations against aggressor were conducted for the remainder of the period.

a. Training: Advanced individual and basic unit (squad and platoon tactics) training was stressed during the period 1-20 May. Approximately 50% of this training was conducted during darkness. Replacement vehicle drivers had little or no experience in blackout driving. Emphasis should be placed on blackout driving for all drivers during advanced individual training. Lack of replacement radio operators caused the requirement for a crash radio operator training program. This training could not be adequately conducted due to limited replacement of VRC 10 radios lost due to combat. Receipt of authorized, trained replacement radio operators will eliminate the necessity for training programs at unit level. An increase in overseas stockage of major items and repair parts will reduce time-lag in replacement of the VRC 10 radio, and essential parts. The aforementioned training items were mentioned in this unit's 1st Qtr Command Report.

b. Tactical or Administrative Moves: Excepting blackout driving covered in par 1a above, this unit encountered no problems in organization or security of Tactical or Administrative Motor Columns.

c. Combat Operations:

(1) Significant Combat Activities. The battalion conducted predominantly offensive operations against Aggressor during the period. Although battalion personnel displayed an exceptional amount of offensive spirit, there was a lack of understanding in the use of the armored personnel carriers and a reluctance to dismount prior to assaulting an enemy position. Early in the reporting period, it was noticeable that junior leaders attempted to employ the armored personnel carrier as a tank, rather than as a means of transportation. As an example, this

battalion on 5 April received orders to attack at 0700 hours 6 April from vic DOMATKOW, Poland to seize Obj 2 (PRZEWROTNE, Poland) and Obj 1 (high ground south of Obj 2) approximately 14 km to the east. The scheme of maneuver was to employ Tm RAM (A2/4 Armor (-) and 1A2/76 Mech) on an axis of advance in the north portion of the battalion zone to seize Obj 2 and Tm ALFA (A2/76 Mech (-) and 1A2/4 Armor) on an axis of advance in the south portion of the battalion zone. B2/76 and C2/76 (-) were held in battalion reserve initially. Aggressor resistance had been sporadic, generally withdrawing prior to becoming heavily engaged. On occasion, Aggressor had conducted short period decisive engagements, particularly when our forces were in vulnerable positions, or failed to secure our armor vehicles with infantry when in close terrain. Tm RAM and Tm ALFA moved to the east rapidly against very light resistance for approximately 6 km to vic KUPNO, Poland where resistance increased against Tm RAM. CO Tm RAM seized HILL 260 NE of KUPNO by an immediate tank assault, without dismounting 1A2/76 Inf. The terrain in this area is generally wooded with many houses, farms, etc., throughout the area. Aggressor immediately counterattacked from a wooded draw to the NE of HILL 260 and was successful in destroying 3 tanks and 2 armored personnel carriers with the infantry personnel in them. With the assistance of supporting artillery Tm RAM was able to hold HILL 260. However, this was an unnecessary loss of tanks, armored personnel carriers and personnel by failure to properly evaluate enemy tactics and terrain; and, to properly dismount infantry to conduct the assault against what was considered a lightly held position.

(2) General Information. Attached as inclosure, field expedient form used by this headquarters for receipt of incoming messages. This form is used primarily as a check list to insure proper action on all types of incoming messages. Further, it has proved to be invaluable in preparing situation reports, command reports, briefings, and the like.

2. Commander's Recommendations.

a. Driver training during advanced individual phase of basic training must include more practical work in blackout driving. The greater percentage of driving during combat will be done at night. The inability of replacement drivers to drive under blackout conditions limits their immediate value and causes units in combat to conduct driver training.

b. Increase the theatre stockage of VRC 10 radios and repair parts. The VRC 10 radio is authorized at battalion and company level in considerable quantity. By virtue of quantity and their location, this equipment is extremely vulnerable to damage or destruction by combat action.

c. Emphasize the necessity for dismounting infantry from armored personnel carriers and the proper employment of tanks and infantry together. This emphasis should be placed at all unit conducted Officer and NCO schools and at all service schools.

3. Department of the Army Survey Information. None.

William C. Brown
WILLIAM C. BROWN
Lt Col, Infantry
Commanding

1 Incl
as

Information Copy
CG, USCONARC

(CLASSIFICATION)

TO:
FROM:
TIME:
MEANS: Rad, msgr, tel, LO
Summary of message/conversation

Rec'd by
Action: CO_____
STAFF_____
UNITS-HIGHER_____
LOWER_____
ADJACENT_____
SIT MAP_____
JOURNAL_____
FILE_____

TO:
FROM:
TIME:
MEANS: rad, msgr, tel, LO
Summary of message/conversation

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JOURNAL_____
FILE_____

Incl 1

TO:
FROM:
TIME:
MEANS: rad, msgr, tel, LO
Summary of message/conversation

Rec'd by:
Action: CO_____
STAFF_____
UNITS-HIGHER_____
LOWER_____
ADJACENT_____
SIT MAP_____
JOURNAL_____
FILE_____

EXAMPLE

S3 WORKSHEET

Headquarters 2d Mech Bn, 76th Inf

Place WOLA DAMATKOWSKA (5161)

Miscel-
laneous
Notes.

Location
of Forward
Elements.
2.a

Location of
Units,
Headquarters
and Boundaries
2.b

Location
of Adjacent
Units and
Supporting
Troops.
2.c

Description
and Results
of Own
Operations.
2.d

Command
Report.

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6 Apr

0720

Miscel- laneous Notes. Misc

Re: Msg from Tm ALFA.
Have S2 Sgt request identification of Agg recon unit reported by Tm ALFA.

0750 Note: Check with S3. Consider getting S1 & S4 into shift. Will give the battalion a better potential for splitting and displacing the CP.

0842 LO reports heavy shelling along Bde SR.

0851 Have Intel Sgt check with S2 Air at Bde and confirm location of tanks spotted by Armd Cav Plat. Request Air Recon.

0930 Report from S1-S4. Morale excellent.
Personnel 95% str.
Equipment - no shortages major items except VRC 10 radios.

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6 Apr

0853 Armd Cav Plat vic contact point 4 reports Agg tanks in area. Agg troops observed vic HILL 246. Start planning for close air support if report is valid.

Location of Forward Elements. 2.a

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6 April

0730 S4 requests permission to displace combat trains to 566615. XO disapproved.

0847 Combat trains located vic 566615 as of 0845 hrs.

Location of Units, Headquarters and Boundaries. 2.b

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Location of Adjacent Units and Supporting Troops. 2.c

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Description and results of Own Operations 2.d

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6 April

Suggest to S3 that when comd report is submitted at end of period we include a copy of our message form. It has proven useful to us, so other units might be able to benefit from it.

Training items: Replacement drivers have little or no experience in blackout driving. Replacement radio operators not available.

Equipment: Still short VRC 10 radios. This item was mentioned in 1st Qtr Command Report.



Command
Report.

CUT ALONG LINE