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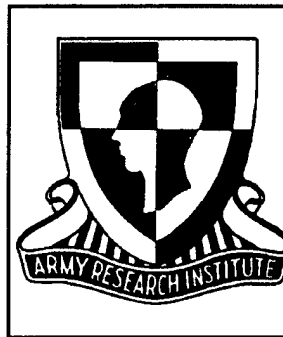
**TASK ANALYSIS
FOR**

**ENGAGE ENEMY WITH DIRECT FIRE AND MANEUVER
(CRITICAL COMBAT FUNCTION 6)**

AS ACCOMPLISHED BY A BATTALION TASK FORCE

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**Task Analysis for Engage Enemy with Direct
Fire and Maneuver as Accomplished by a Battalion
Task Force. Critical Combat Function 6 (CCF 6)**

**Bartholomew J. McIlroy, Jr.
Paul Jarret**

BDM Federal, Inc.

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13. ABSTRACT (Maximum 200 words) The purpose of CCF 6 is the Co/Tm uses maneuver and indirect fires, independently or in conjunction with the entire TF maneuver force, to engage and destroy the enemy. The Co/Tm destroys, disrupts or delays enemy forces and/or seizes/denies terrain from the enemy. The Co/Tm performs its mission as directed in accordance with the TF Commanders' intent and concept of the operation. Also, the Scout Platoon positions on the battlefield to collect intelligence and information to support the TF Commanders' intent and concept of the operation. The outcomes include: 1) The Co/Tm Commander and Scout Platoon Leader use troop leading procedures to develop and issue OPORDS and complete mission preparation in accordance with the TF Commanders' intent and concept of the operation. 2) The Scout Platoon occupies positions and performs reconnaissance as directed, provides detailed intelligence and information to support the TF. 3) The Co/Tm attacks with direct fire and maneuver as directed in the TF OPORD. 4) The Co/Tm prepares, occupies, and conducts the defense with direct fire and maneuver as directed in the TF OPORD.				
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PREFACE

The task analysis of **Engage Enemy with Direct Fire and Maneuver** (CCF 6) is an intermediate product of the process of developing a training strategy for the CCF. The analysis reflects tasks, products, principle participants and processes in sequences necessary to allow: a maneuver Company/Team (Co/Tm) to close with and defeat the enemy with maneuver and direct fires; and the TF Scout Platoon to facilitate the maneuver of Battalion/Task Force (TF) combat units to positions where the enemy can be engaged with direct fire and maneuver.

CRITICAL COMBAT FUNCTIONS: The integration of related players and tasks that represent a source of combat power. The synchronization of critical combat functions provides commanders at any echelon with a definable outcome that materially affects the battle.

The nature of operations on the modern battlefield is such that, at any given time, the TF and its subordinate units are receiving information or orders, planning future operations (or changes to the current one), preparing for current or new missions, and executing the current mission. All of this is done concurrently and results in a continuous cycle of plan, prepare, and execute. To simplify the development and understanding of this CCF, the operation has been isolated and analyzed in a linear manner through the three, distinct battle phases of PLAN, PREPARE, and EXECUTE as performed at the TF level. At the Co/Tm and platoon levels, leaders execute the Troop Leading Procedures (TLP). The TLP prescribe the processes and activities leaders employ to plan and prepare their respective units for the mission; however, plan and prepare at Co/Tm and Scout Platoon levels do not necessarily coincide with plan and prepare at the TF level.

This analysis depicts the activities of CCF 6, from receipt of the TF Warning Order (WARNO) through mission completion. This CCF addresses tasks related to a maneuver Co/Tm and the TF Scout Platoon. The execution of this CCF spans all echelons within the Co/Tm and the Scout Platoon from unit leaders through individual soldiers. TF level tasks which influence actions by Co/Tms and the Scout Platoon are included.

At the TF level, CCF 6 is the focal function for all activity and is served by the precise execution of all other CCF. The TF accomplishes its tactical missions through the effective employment of its subordinate units to destroy or render the enemy ineffective.

Doctrinally, the Co/Tm conducts a number of tactical missions, either individually or in harmony with the other maneuver units of the TF.

- a. Offensively, the Co/Tm can perform: movement to contact; hasty attack, support by fire (SBF) or attack by fire (ABF); deliberate attack (mounted and/or dismounted); and as TF reserve. As TF reserve, the Co/Tm can: assume the mission of another Co/Tm; attack from a different direction; support an attacking Co/Tm by fire; clear a position that has been overrun or bypassed by attacking Co/Tms; or provide flank security for the TF.
- b. Defensively, the Co/Tm can perform: hasty defense; defend a battle position (BP); defend a sector; defend a strongpoint; security missions (e.g., delay, rear area combat operations in support of the TF or Brigade, screen/counter-reconnaissance); withdraw; and as TF reserve. As TF reserve, the Co/Tm can: conduct counterattack (by fire, by fire and maneuver); defend a BP; reinforce a BP, sector, or strongpoint; assume the mission of another Co/Tm; conduct a relief in place and accept battle handover; or provide overwatch for the maneuver of another Co/Tm.

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Functionally, however, the specific tasks involved in maneuvering and controlling direct fires during all offensive type missions are virtually the same. Likewise, those functional tasks necessary to position, engage, disengage, withdraw, and counterattack are virtually the same for all defensive type missions. The Co/Tm will, functionally, attack or defend while conducting reserve or security operations.

In addition to these offensive and defensive tasks, the Co/Tm and Scout Platoon will perform tasks designed to facilitate the mission. They will perform assembly area activities to prepare for a mission, and will consolidate and reorganize at the conclusion of the mission. Additionally, they may conduct passage of lines operations (e.g., forward passage, rearward passage, or as stationary force for a passing force in order to position on the battlefield). Those tasks are actually part of CCF 5, Conduct Tactical Movement, but are included here for continuity and clarity. Specific activities associated with these missions and other tasks which contribute to the mission are included in this task analysis.

The tasks performed by the TF Scouts and Co/Tms to engage and destroy the enemy with direct fire and maneuver are directly linked to tasks contained in all other CCF task analyses. This linkage exists because the scouts and Co/Tms are directly involved in the physical performance of those tasks; also, those tasks are performed by other units or the TF staff to support and contribute to Co/Tm and scout mission planning, preparation, and execution. This task analysis includes tasks contained in other CCF task analyses to add further definition and to demonstrate how they relate to the Scout Platoon and Co/Tms.

The TF Scout Platoon is directly tasked and managed by the TF Commander and key members of the TF staff (e.g., TF S3, TF S2). The Scout Platoon performs critical tasks in support of the TF Commander's concept of the operation. The Scout Platoon's primary role is to conduct reconnaissance and, within its capability, provide security for the TF. Intelligence and information collected by the Scout Platoon directly contribute to the refinement of the TF plan, as well as preparation for, and execution of the mission.

The Scout Platoon can conduct its mission mounted or dismounted; it is an all-weather, all-environment resource. It is also an asset that requires detailed monitoring and management. Constant employment in high-risk environments or missions will result in the platoon rapidly becoming combat ineffective.

This task analysis identifies Scout Platoon tasks associated with the performance of reconnaissance and security. The analysis is focused on the TLP conducted by the Platoon Leaders to plan and prepare for the mission, and the movement or positioning of the platoon to accomplish the mission. The development of the Reconnaissance and Surveillance (R&S) plan and the processing and dissemination of intelligence and information gathered by the platoon are TF staff functions, covered in: CCF 1, Conduct Intelligence Planning; CCF 2, Collect Information; CCF 3, Process information; and CCF 4, Disseminate Intelligence.

The level of detail and the tasks were selected by the analyst as important to the analysis of the CCF from the perspective of Co/Tm commanders and Scout Platoon Leaders as well as the TF Commander. Compliance with branch training strategies and proficiency at ARTEP MTP tasks and subtasks are recognized to be the responsibility of the TF subordinate commanders. However, some tasks and subtasks are critical to TF success; these, then, are included in this analysis because the TF Commander may wish to emphasize them in his training guidance.

In this analysis, an effort was made to identify specific task titles from the appropriate ARTEP Mission Training Plan (MTP). Task titles reflected herein and not taken directly from the MTP are derived from other sources; these titles may apply to only part of a subtask or some other elements of the MTP; to multiple subtasks from different, but related, tasks; or to tasks that are not directly stated in MTP. Such tasks are implied by tasks or requirements contained in

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applicable field manuals (FM) or other related documents. While wording of each task or subtask is sometimes a direct quote from the MTP, generally, the task wording is an integration of tasks and requirements from the MTPs, applicable FMs, and other related documents.

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INDEX of CRITICAL COMBAT FUNCTIONS

Grouped By Battlefield Operating System (BOS)

INTELLIGENCE	(1)	Conduct Intelligence Planning
	(2)	Collect Information
	(3)	Process Information
	(4)	Disseminate Intelligence
MANEUVER	(5)	Conduct Tactical Movement
	(6)	Engage Enemy with Direct Fire and Maneuver
AIR DEFENSE	(16)	Take Active Air Defense Measures
	(17)	Take Passive Air Defense Measures
FIRE SUPPORT	(7)	Employ Mortars
	(8)	Employ Field Artillery
	(9)	Employ Close Air Support
	(10)	Conduct Electronic Collection and Jamming
	(11)	Conduct Battlefield PsyOps
	(12)	Employ Chemical Weapons
	(13)	Conduct Counter Target Acquisition Operations
	(14)	Employ Naval Gunfire
MOBILITY AND SURVIVABILITY	(15)	Coordinate, Synchronize and Integrate Fire Support
	(21)	Overcome Obstacles
	(22)	Enhance Movement
	(23)	Provide Countermobility
	(24)	Enhance Physical Protection
	(25)	Provide Operations Security
	(26)	Conduct Deception Operations
	(27)	Provide Decontamination
COMMAND AND CONTROL	(18)	Plan for Combat Operations
	(19)	Direct and Lead Unit During Preparation for the Battle
	(20)	Direct and Lead Units in Execution of Battle
COMBAT SERVICE SUPPORT	(28)	Provide Transport Services
	(29)	Conduct Supply Operations
	(30)	Provide Personnel Services
	(31)	Maintain Weapons Systems and Equipment
	(32)	Provide Health Services
	(33)	Treat and Evacuate Battlefield Casualties
	(34)	Conduct Enemy Prisoners of War (EPW) Operations
	(35)	Conduct Law and Order Operations
	(36)	Conduct Civil Affairs Operations
	(37)	Provide Sustainment Engineering
	(38)	Evacuate Non-combatants from Area of Operations
	(39)	Provide Field Services

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STRUCTURE OF CRITICAL COMBAT FUNCTIONS RELEVANT TO BATTALION TASK FORCE OPERATIONS

Critical Combat Function: *The integration of related players and tasks that represent a source of combat power. The synchronization of critical combat functions provides maneuver commanders at any echelon with a definable outcome that materially affects the battle.*

- I. **Intelligence BOS** — The ways and means of acquiring, analyzing and using knowledge of the enemy, weather and terrain required by a commander in planning, preparing and conducting combat operations. These CCF are continuous throughout the planning, preparation and execution phases of the battle.
 1. **CCF (1) Conduct Intelligence Planning** — The development and coordination of information relative to the enemy, weather and terrain prior to and during the development of the unit OPORD; the planning to collect information from battlefield sources and to acquire intelligence from other headquarters. Focus of this CCF is the Intelligence Preparation of the Battlefield (IPB). This CCF addresses:
 - a. Reconnaissance and Surveillance plan.
 - b. Integrated threat templates (doctrinal; event; input to DST).
 - c. Terrain and Weather analysis.
 2. **CCF (2) Collect Information** — Obtaining information in any manner from TF elements and from sources outside the TF (e.g., higher headquarters; adjacent units): this CCF includes the tasks associated with managing the processes and activities necessary to collect battlefield information which may eventually be used to provide intelligence relative to the enemy, terrain and weather. This CCF addresses:
 - a. Information collected as a result of R & S plan.
 - b. Continuous information collection and acquisition from all sources.
 3. **CCF (3) Process Information** — The conversion of information into intelligence through collation, evaluation, analysis, integration and interpretation in a continual process. This CCF addresses:
 - a. Evaluation of threat information.
 - b. Evaluation of physical environment information.
 - c. Integration of intelligence information.
 - d. Development of enemy intentions.
 - e. Development of targeting information.
 - f. Preparation of intelligence reports.
 - g. Update of situational template.
 - h. Provision of battlefield area reports.
 4. **CCF (4) Disseminate Intelligence** — Transmission of information by any means (verbal, written, electronic etc.), from one person or place to another to provide timely dissemination of critical intelligence to all appropriate members of the combined arms team. This CCF addresses:
 - a. The sending of processed intelligence in a timely manner to those on the combined arms team who can by its receipt, take appropriate actions to accomplish the mission. This includes intelligence on the enemy, terrain and weather.

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- b. The sending of raw intelligence directly from those responsible for reconnaissance and surveillance to the commander should that raw intelligence be time sensitive (and not be subject to receipt and processing by intelligence analysts).
- c. Dissemination of battlefield reports.

II. **Maneuver BOS** — The employment of direct fire weapons, platforms and systems through movement and fire and maneuver to achieve a position of advantage in respect to enemy ground forces, in order to accomplish the mission. The direct fire weapons are: tank guns; BFV 25mm; anti-tank guns and rockets; attack helicopter guns and rockets; small arms; crew served weapons; directed energy weapons systems.

1. **CCF (5) Conduct Tactical Movement** — Position direct fire weapons systems relative to the enemy to secure or retain positional advantage making full use of terrain and formations. Tactical movement occurs when contact with the enemy is likely or imminent but direct fire engagement has not yet occurred. Units supporting maneuver units are included. This CCF addresses:

- a. Subordinate element OPORD preparation and dissemination.
- b. Preparation for movement.
- c. Movement, mounted and dismounted; on and off road.
- d. Closure of movement — tactical assembly area; tactical positions.
- e. Navigation.
- f. Force protection.
- g. Air movement.

2. **CCF (6) Engage Enemy with Direct Fire and Maneuver** — Entering into ground combat with the enemy using direct fire and/or close combat in order to destroy the enemy or cause him to withdraw. This CCF relates only to those direct fire weapons systems associated with the Maneuver BOS. This CCF is initiated with the OPORD at the completion of the planning phase of the battle and includes all tasks associated with subordinate echelon planning, preparation and execution of the battle. This CCF addresses:

- a. Subordinate element OPORD preparation and dissemination.
- b. Preparation of engagement areas.
- c. Rehearsals of battle plans.
- d. Pre-combat prepare to fire checks.
- e. Target acquisition.
- f. Fire control and distribution.
- g. Fratricide.
- h. Conduct close combat.
- i. Integration of direct fire with maneuver.
- j. Control of terrain.
- k. Prestocked ammunition.
- l. Resupply during operations.
- m. Maintenance during operations.
- n. Consolidation and reorganization.

III. **Fire Support BOS** — The collective, coordinated, and synchronized use of target acquisition data, indirect fire weapons, armed aircraft (less attack helicopters) and other lethal and non-lethal means against ground targets in support of maneuver force operations and to achieve the commanders intent and scheme of maneuver. The Fire Support

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BOS addresses these weapons: mortars; field artillery; close air support; electronic measures; naval gunfire.

1. **CCF (7) Employ Mortars** — Employment of mortars by the maneuver unit to place fires on the enemy or terrain to support the commander's concept and intent. This CCF initiates with the receipt of an OPORD by the maneuver commander and address those tasks required during the preparation and execution phases of the battle. This CCF addresses:
 - a. Subordinate element OPORD preparation and dissemination.
 - b. Prepare to fire checks.
 - c. Pre-combat checks.
 - d. Development of order to fire.
 - e. Tactical movement.
 - f. FDC operations.
 - g. Target engagements with illumination, smoke, HE.
 - h. Sustainment operations.
 - i. Rehearsals.
2. **CCF (8) Employ Field Artillery** — The ways and means employed by the maneuver unit to cause indirect artillery fires to be placed on the enemy or terrain to support the commander's concept and intent. This CCF initiates upon receipt of an OPORD by the maneuver commander and includes tasks performed during the preparation and execution phases of the battle. The Fire Support Coordination tasks necessary to integrate the field artillery and the maneuver units are the primary focus. This CCF does not address those field artillery tasks associated directly with those actions taken by the batteries of the artillery battalion in the conduct of their support mission such as FDC operations, gun operations, etc. This CCF addresses:
 - a. Fire Support — Maneuver unit rehearsals.
 - b. FSE operations during the preparation and execution phase of the battle.
 - c. FSO and FIST operations in coordination with their maneuver commander.
 - d. Positioning and movement within the maneuver unit sector or zone.
 - e. Indirect fire missions in support of maneuver commander's concept and intent.
 - f. Sustainment operations.
 - g. Indirect fire planning as battlefield METT-T change.
3. **CCF (9) Employ Close Air Support** — Planning for, requesting and employing armed aircraft (less attack helicopters) in coordination with other fire support (lethal and non-lethal) against ground targets in support of the maneuver force commander's concept and intent. This CCF addresses:
 - a. Air-ground attack requests.
 - b. Air space coordination and management.
 - c. Air Liaison Officer, Forward Air Controller; other Army Fire Support Coordination Officer; USN/USMC Bde Team Commander, SALT-O and FCT-O tasks that enable air to ground attacks.
4. **CCF (10) Conduct Electronic Collection and Jamming** — Actions taken to deny the enemy effective command, control and communications of his own tactical force in support of maneuver commander's concept and intent. This CCS includes jamming, deception, and collection.
5. **CCF (11) Conduct Battlefield PsyOps** — Conduct psychological activities as an integral part of combat operations to bring psychological pressure to bear on enemy

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forces and civilians under enemy control in the battle area, to assist in the achievement of tactical objectives in support of maneuver commander's concept and intent.

6. **CCF (12) Employ Chemical Weapons** — Employ chemical agents or other means to degrade enemy capabilities in support of maneuver commander's concept and intent.
7. **CCF (13) Conduct Counter Target Acquisition Operations** — Suppress (e.g. using smoke or dazzling illumination) or degrade enemy direct observation, optics, radar, sensors, electronic DF equipment, and imaging systems in support of maneuver commander's concept and intent.
8. **CCF (14) Employ Naval Gunfire** — The means and ends to provide naval gunfire in support of the maneuver commander's tactical operation.
9. **CCF (15) Coordinate, Synchronize and Integrate Fire Support** — Coordination of all fire support means in support of the maneuver commanders concept and intent. This CCF addresses the preparation and execution of tasks necessary to integrate the fire support detailed in the OPORD. The CCF integrates CCF 7-14 in support of maneuver commander's concept and intent.

IV. **Air Defense BOS** — The means and measures organic or assigned to the maneuver commander which when employed successfully will nullify or reduce the effectiveness of attack by hostile aircraft or missiles after they are airborne.

1. **CCF (16) Take Active Air Defense Measures** — Application of firepower to destroy enemy air targets. This CCF addresses the coordinating tasks which enable the maneuver commander to successfully employ any attached or assigned air defense weapons system as well as the tasks necessary to employ all organic weapons systems against enemy air targets. This CCF addresses:
 - a. Employment of Air Defense Artillery guns and missiles.
 - b. Employment of maneuver unit weapons systems such as small arms, automatic weapons, BFV 25 mm and TOW missiles, tank main gun against enemy air.
 - c. Airspace management.
 - d. Early warning.
 - e. Sustainment.
2. **CCF (17) Take Passive Air Defense Measures** — The protection of the maneuver force from enemy air by means other than weapons. This CCF will focus on the preparation and execution phases of the battle. This CCF addresses:
 - a. Early warning.
 - b. Dispersion.
 - c. Cover and concealment.
 - d. Air watch.
 - e. Deception.

V. **Command and Control BOS** — The way and means a maneuver commander exercises authority and direction over organic and assigned combat power in the accomplishment of the mission.

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1. **CCF (18) Plan for Combat Operations** — The integration of all members of the combined arms team in the coordinated development of the maneuver unit Operations Order which will guide the activities of the combined arms team in conducting combat operations to accomplish assigned missions. The product/outcome of this CCF is a briefed, understood OPORD. This CCF addresses:
 - a. Receipt and analysis of higher HQ OPORD.
 - b. Issuance of Warning Order.
 - c. Restated mission statement.
 - d. Commander's estimate process/troop leading procedures.
 - e. Commander's guidance.
 - f. Mission analysis (includes course of action development).
 - g. Decision brief to commander.
 - h. Development of a synchronized OPORD.
 - i. Reproduction and distribution of OPORD to all participants.
 - j. Briefing of OPORD; understanding of order by participants.
 - k. FRAGO planning and issue.
2. **CCF (19) Direct and Lead Unit during Preparation for the Battle** — The ways and means to prepare combined arms task force for the battle so that the combined arms task force is ready to support the maneuver commander's concept and intent. This CCF addresses:
 - a. Commander's activities.
 - b. Communicating information.
 - c. Briefbacks and back briefs.
 - d. Rehearsals.
 - e. Management of the means of communicating information.
 - f. Maintaining and updating information and force status.
 - g. Managing information distribution.
 - h. Decisions to act or change ongoing actions.
 - i. Confirming IPB through the reconnaissance effort.
 - j. Determining actions to implement decisions.
 - k. Providing command presence.
 - l. Maintaining unit discipline.
 - m. Synchronizing tactical operations (e.g., execution matrix DST).
 - n. TOC operations (e.g., staff integration and battle tracking).
 - o. Continuity of command.
 - p. Second in command (2IC responsibilities).
 - q. Continuous and sustained operations.
 - r. Communications (e.g., planning, installation and operation of system, management, site selection).
3. **CCF (20) Direct and Lead Units in Execution of Battle** — The ways and means to command and control in the combined arms task force execution of the battle plan (engaging the enemy in battle) to accomplish the maneuver commander's concept and intent. This CCF addresses:
 - a. Directing the conduct of the battle.
 - b. Issue orders.
 - c. Command presence.
 - d. Information distribution.
 - e. Decide on need for action or change.
 - f. Maintaining unit discipline.
 - g. Synchronizing tactical operations.

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- h. TOC operations (includes CP displacement, security, survivability).
- i. Continuity of command (e.g., C2 redundancy).
- j. Second in command (2IC) responsibilities.
- k. Continuous and sustained operations.
- l. Consolidation and reorganization.

VI. **Mobility and Survivability BOS** — The ways and means of the force that permit freedom of movement, relative to the enemy, while retaining the task force ability to fulfill its primary mission as well as the measures the force takes to remain viable and functional by protection from the effects of enemy weapons systems and natural occurrences.

1. **CCF (21) Overcome Obstacles** — Enabling the maneuver force to maintain its mobility by removing or clearing/reducing natural and man-made obstacles. This CCF will initiate after receipt of the OPORD and address subordinate echelon planning as well as task force preparation and execution tasks necessary to achieve the maneuver commander's concept and intent. This CCF addresses:
 - a. Breach obstacle. Clearing a path or lane for personnel and equipment through a battlefield obstacle.
 - b. Cross gaps. Passing through or over any battlefield terrain feature, wet or dry, that is too wide to be overcome by organic/self bridging.
2. **CCF (22) Enhance movement** — Provision of adequate mobility for the maneuver unit in its area of operations. This CCF addresses:
 - a. Construction and repair of combat roads and trails.
 - b. Construction or repair of forward airfields.
 - c. Facilitating movement on routes. (This includes control of road traffic and control of refugees and stragglers.)
 - d. Tracking status of routes.
 - e. Host nation support.
3. **CCF (23) Provide Countermobility** — Delaying, channeling, or stopping offensive movement by the enemy consistent with the commander's concept and intent by enhancing the effectiveness of friendly direct and indirect weapons systems. This CCF addresses:
 - a. Emplacement of mines and complex obstacles.
 - b. Digging tank ditches.
 - c. Creation of road craters with explosives.
 - d. Terrain enhancement.
4. **CCF (24) Enhance Physical Protection** — Providing protection of friendly forces on the battlefield by enhancing the physical protection of personnel, equipment and weapons systems, and supplies. This CCF addresses:
 - a. Construction of fighting positions.
 - b. Preparation of protective positions.
 - c. Employment of protective equipment.
5. **CCF (25) Provide Operations Security** — Denying information to the enemy about friendly capabilities and intentions by identifying, controlling, and protecting

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indicators associated with planning and conducting military operations. This CCF addresses:

- a. Analysis to determine key assets and threats to them.
 - b. Cover and concealment.
 - c. Camouflage.
 - d. Noise and light discipline.
 - e. Counter reconnaissance.
 - f. Smoke/obscurants.
 - g. Physical security measures.
 - h. Signal security.
 - i. Electronic security.
6. **CCF (26) Conduct Deception Operations** — Taking actions to mask the real objectives of tactical operations in order to delay effective enemy reaction. This CCF addresses:
- a. Physical deception.
 - b. Electronic deception.
7. **CCF (27) Provide Decontamination** — Making any person, object or area safe by absorbing, destroying, neutralizing, making harmless or removing chemical or biological agents, or by removing radioactive material. This CCF addresses:
- a. Decontamination of individual soldiers and equipment.
 - b. Decontamination of weapon systems and supplies.
 - c. Hasty and deliberate decontamination.

VII. **Combat Service Support BOS** — The support, assistance and service provided to sustain forces, primarily in the area of logistics, personnel services and health services.

1. **CCF (28) Provide Transport Services** — Providing or coordinating for transportation which will assure sustainment support operations in support of the maneuver commander. Upon receipt of an OPORD, this CCF addresses preparation and execution tasks necessary to achieve transportation support of the maneuver force. This CCF addresses:
 - a. Movement of cargo, equipment and personnel by surface or air.
 - b. Loading, transloading and unloading material and supplies.
2. **CCF (29) Conduct Supply Operations** — Providing the items necessary to equip, maintain and operate the force during the preparation and execution phases of the battle. This CCF addresses:
 - a. Requesting, receiving, procuring, storing, protecting, relocating and issuing supplies to the specific elements of the force.
 - b. Providing munitions to weapons systems.
 - c. Providing fuel and petroleum products to equipment and weapons systems.
 - d. Reporting status.
3. **CCF (30) Provide Personnel Services** — Management and execution of all personnel-related matters to sustain the force. This CCF addresses:
 - a. Personnel Administrative Services.

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- 1) Replacement, casualty reporting.
 - 2) Awards and decorations.
 - 3) Postal Operations.
 - 4) Promotions, reductions.
 - b. Financial services.
 - c. Unit Ministry team.
 - d. Legal.
 - e. Public Affairs.
 - f. Reporting personnel status.
 - g. Preservation of the force through safety.
 - h. Management of stress.
4. **CCF (31) Maintain Weapons Systems and Equipment** — Preservation and repair of weapons systems and equipment. This CCF includes the provision of repair parts and end items to all members of the combined arms team before, during and after the battle. Included also is doctrinal echeloning of maintenance (organization, DS, GS). This CCF addresses:
- a. Preventative Maintenance.
 - b. Recovery.
 - c. Diagnosis, substitution, exchange, repair and return of equipment and weapons systems to the combined arms force.
 - d. Reporting status.
5. **CCF (32) Provide Health Services** — Performance, provision or arrangement for health services regardless of location, to promote, improve, conserve or restore the mental or physical well-being of individuals or groups. This CCF addresses
- a. Preventive medicine.
 - b. Field sanitation.
6. **CCF (33) Treat and Evacuate Battlefield Casualties** — Application of medical procedures on battlefield casualties beginning with "buddy aid" through trained medical personnel. The CCF includes movement of casualties from the forward edge of the battlefield back to division-level medical facilities. This CCF addresses:
- a. Triage of battlefield casualties.
 - b. Treatment and movement of casualties to rear (medevac).
 - 1) Identification of levels of care and locations.
 - 2) Synchronization and coordination of movement of medical facilities to ensure continuity of care.
 - 3) Establishment and maintenance of communications with redundant means.
 - 4) Rehearsals.
 - 5) Resupply.
 - c. Evacuation:
 - 1) Ground ambulance.
 - 2) Aero medevac.
 - 3) Non-standard evacuation.
 - d. Handling and processing the remains of soldiers who have died of wounds.
 - e. Reporting status.
7. **CCF (34) Conduct Enemy Prisoners of War (EPW) Operations** — The collection, processing, evacuation and safeguarding of enemy prisoners of war. This CCF addresses:

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- a. Collecting and evacuating EPW.
 - b. Searching, segregating, safeguarding, silencing, and rapid rearward movement of EPW.
8. **CCF (35) Conduct Law and Order Operations** — Enforcement of laws and regulations and maintenance of units and personnel discipline.
9. **CCF (36) Conduct Civil Affairs Operations** — Conduct of those phases of the activities of a tactical commander which embrace the relationship between the military forces and civil authorities, and the citizens in a friendly or occupied country or area when U.S. military forces are present.
10. **CCF (37) Provide Sustainment Engineering** — The repair and construction of facilities and lines of communication. This CCF addresses:
- a. Rear area restoration.
 - b. Construction and maintenance of lines of communication (roads, railroads, ports, airfields).
 - c. Construction support:
 - 1) Marshaling, distribution and storage facilities.
 - 2) Pipelines.
 - 3) Fixed facilities.
 - 4) Drill wells.
 - 5) Dismantlement of fortifications.
11. **CCF (38) Evacuate Non-combatants from Area of Operations** — The use of available military and host-nation resources for the evacuation of US forces, dependents, US government civilian employees, and private citizens (US and other). This CCF addresses:
- a. Medical support.
 - b. Transportation.
 - c. Security.
 - d. Preparation of temporary shelters.
 - e. Operation of clothing exchange facilities.
 - f. Operation of bathing facilities.
 - g. Graves registration.
 - h. Laundry.
 - i. Feeding.
12. **CCF (39) Provide Field Services** — Performance of service logistics functions by and for Army elements in the field. This CCF addresses:
- a. Clothing exchange.
 - b. Bathing facilities.
 - c. Graves registration.
 - d. Laundry and clothes renovation.
 - e. Bakeries.
 - f. Feeding (rations supply, kitchens).
 - g. Salvage.

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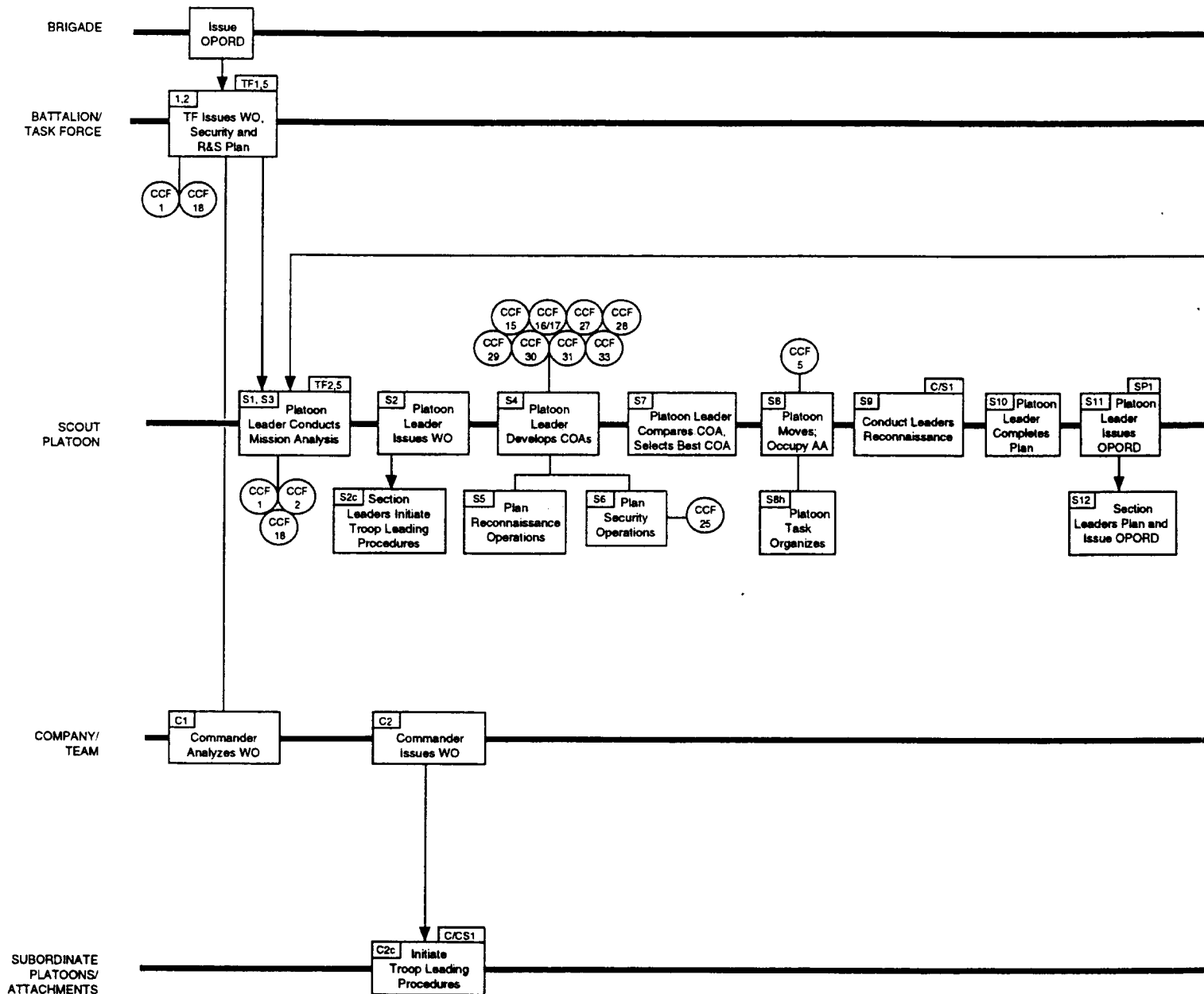
CCF 6
ENGAGE ENEMY WITH DIRECT FIRE AND MANEUVER
OUTCOME AND PURPOSE

OUTCOMES	PURPOSE
1. The Co/Tm Commander and Scout Platoon Leader use troop leading procedures to develop and issue OPORDS and complete mission preparation in accordance with the TF Commanders' intent and concept of the operation.	The Co/Tm uses maneuver and indirect fires, independently or in conjunction with the entire TF maneuver force, to engage and destroy the enemy. The Co/Tm destroys, disrupts or delays enemy forces and/or seizes/denies terrain from the enemy. The Co/Tm performs its mission as directed in accordance with the TF Commanders' intent and concept of the operation.
2. The Scout Platoon occupies positions and performs reconnaissance as directed, provides detailed intelligence and information to support the TF Commanders' intent and concept of the operation.	The Scout Platoon positions on the battlefield to collect intelligence and information to support the TF Commanders' intent and concept of the operation.
3. The Co/Tm attacks with direct fire and maneuver as directed in the TF OPORD.	
4. The Co/Tm prepares, occupies, and conducts the defense with direct fire and maneuver as directed in the TF OPORD.	
5. Fratricides are not caused or incurred by friendly forces.	

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TASK FLOW BY TASK FORCE BATTLE I

PLAN



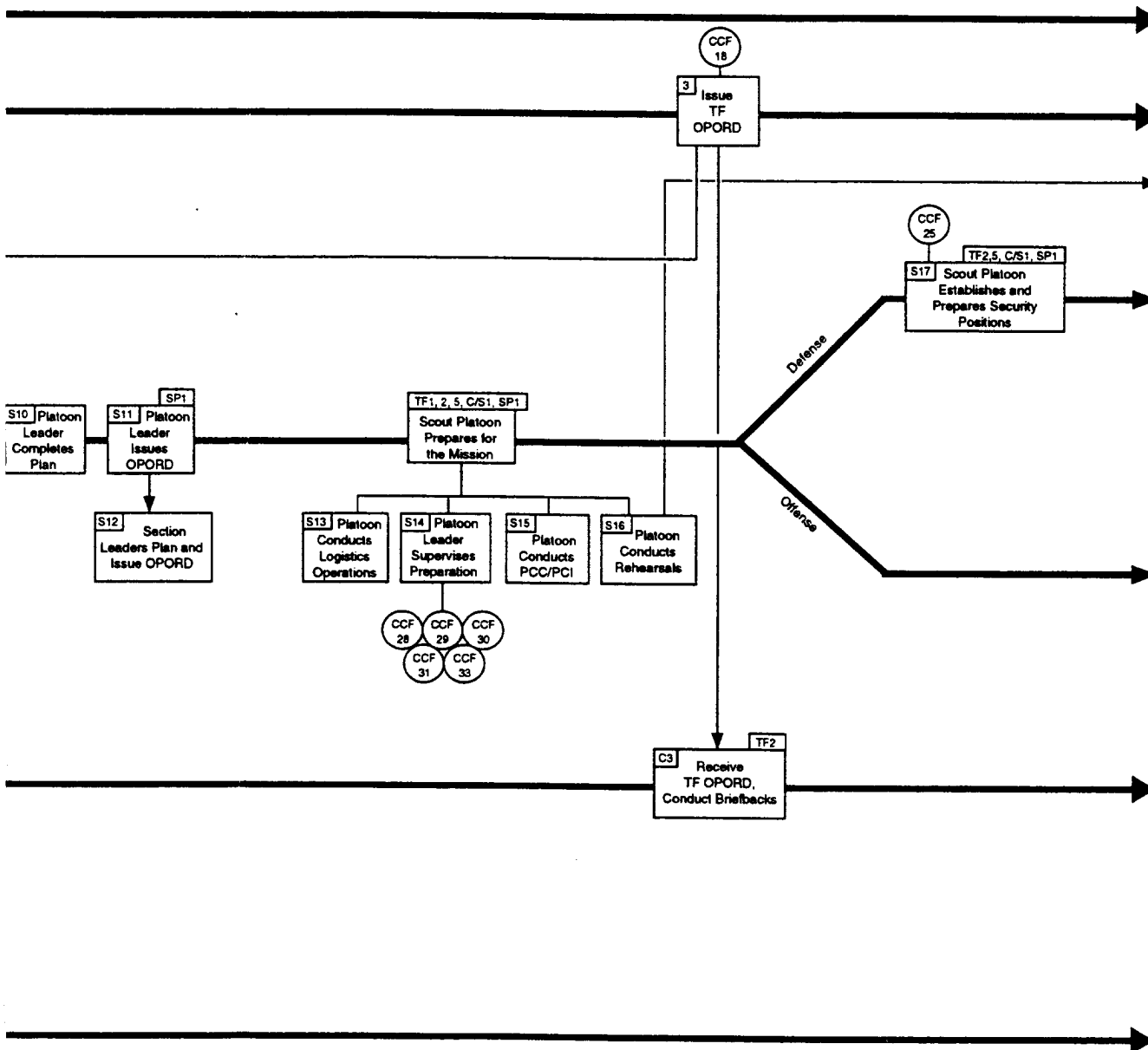
○ CCF □ (outside) Input or Output
 ■ (inside) Task

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CCF 6-Engage Enemy with Direct Fire and Maneuver

SK FORCE BATTLE PHASE

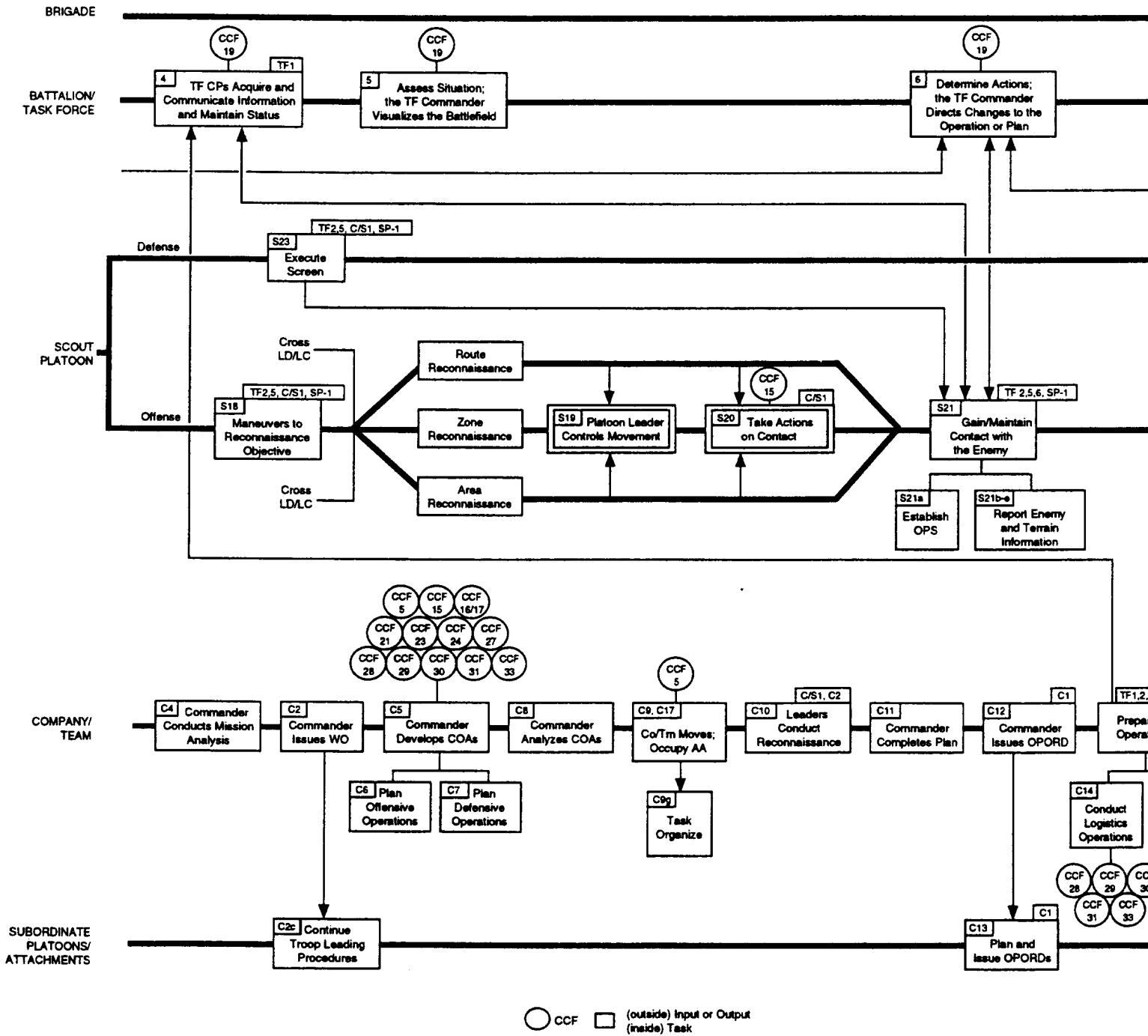
PLAN



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TASK FLOW BY TASK FORCE B

PREPARE

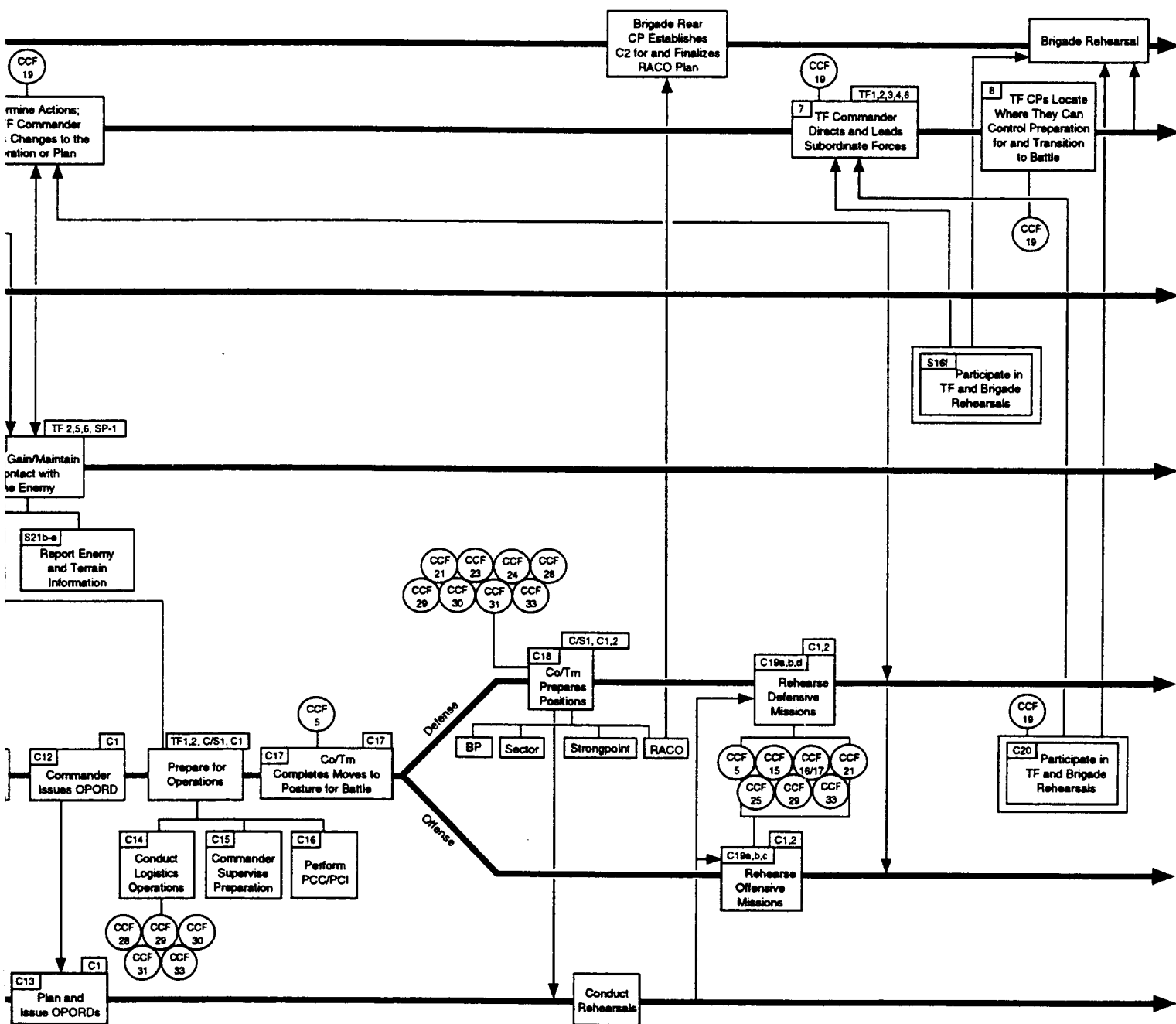


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Y TASK FORCE BATTLE PHASE

PREPARE

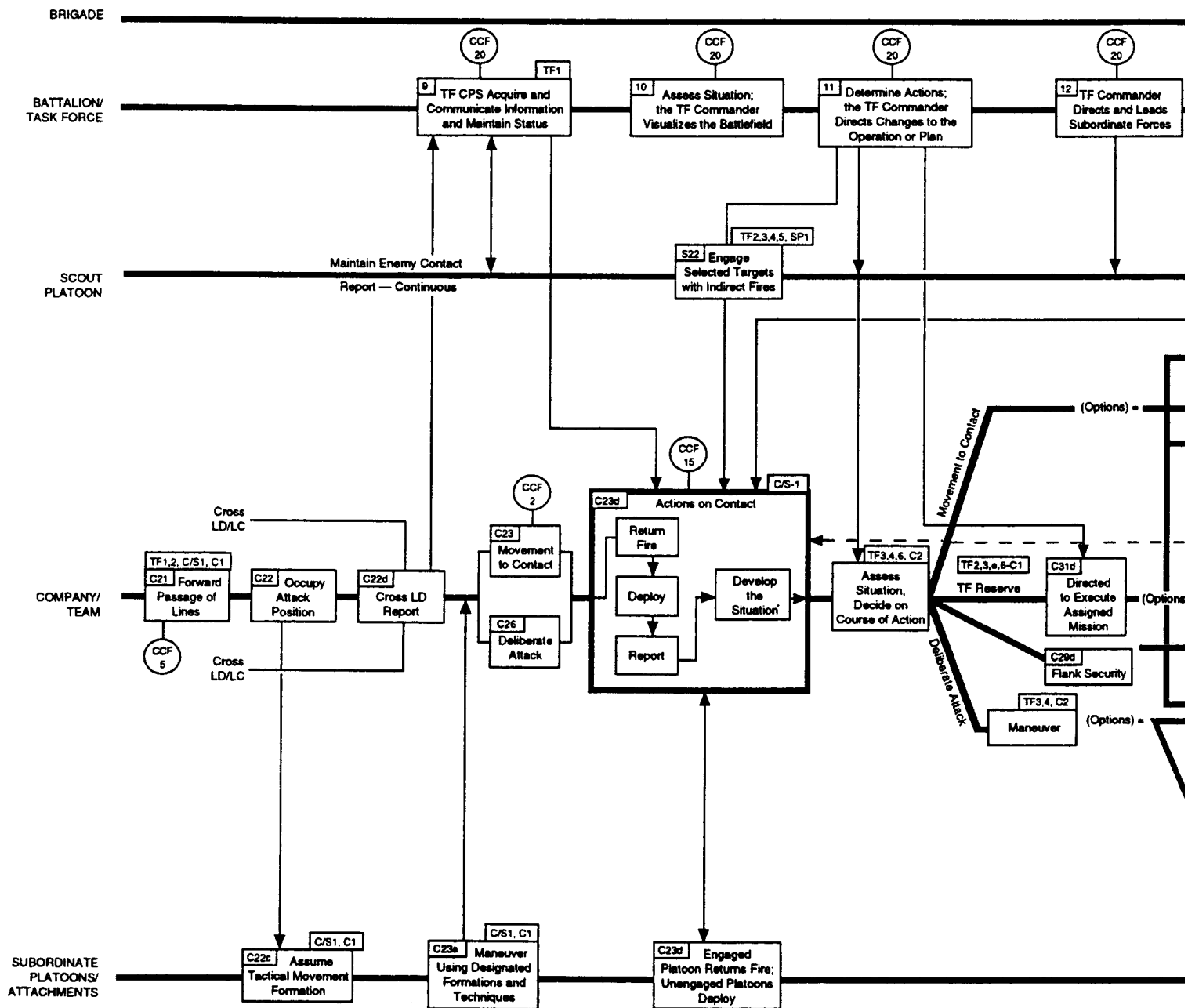
CCF 6-Engage Enemy with Direct Fire and Maneuver



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TASK FLOW BY TASK FORCE B.

EXECUTE (OFFENSIVE)



Note 1: See 'Execute (Defense)' flowchart

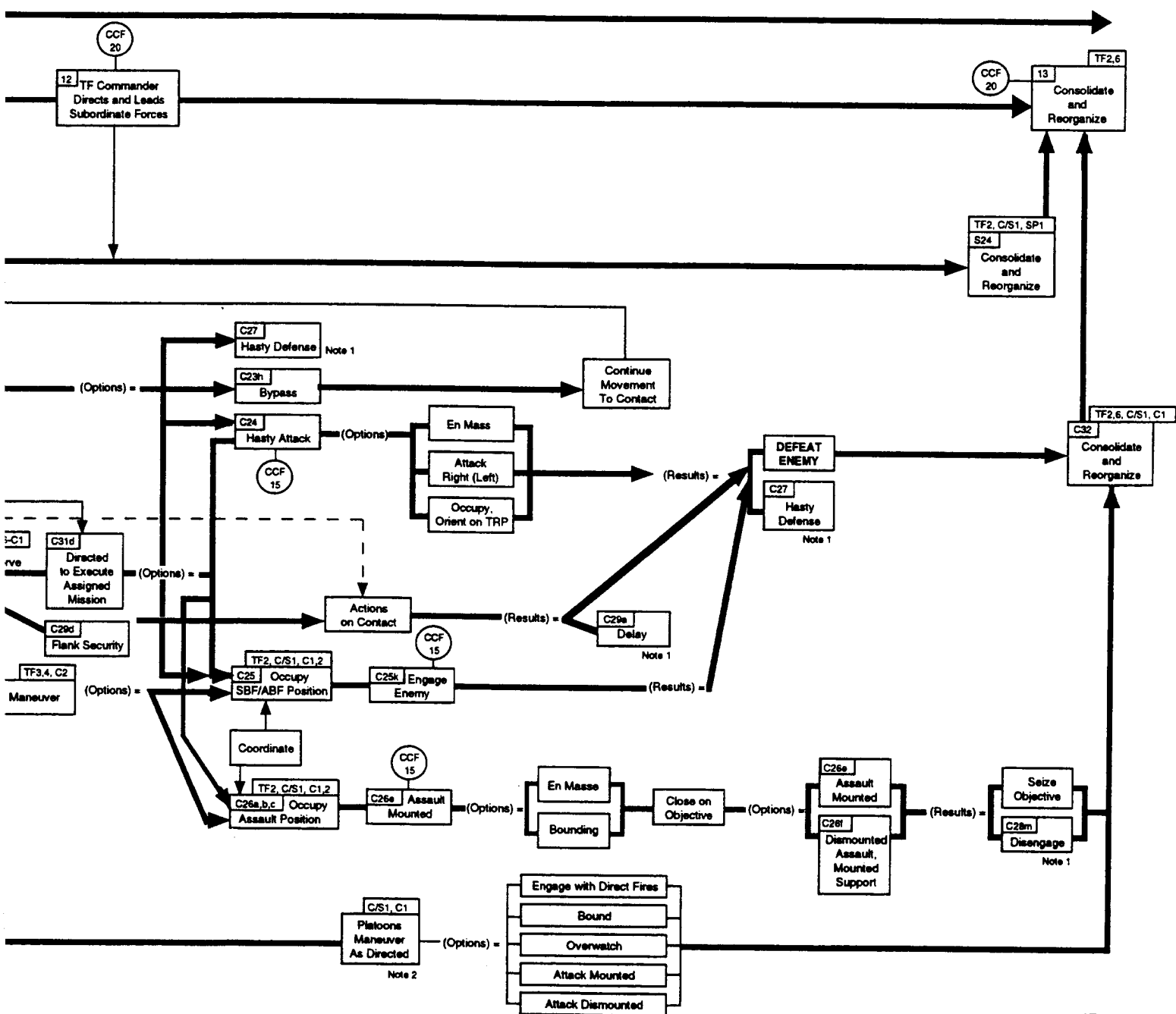
Note 2: Platoons execute options as directed by the Co/Tm Commanders assessment of MET

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CCF 6-Engage Enemy with Direct Fire and Maneuver

TASK FORCE BATTLE PHASE

EXECUTE (OFFENSE)

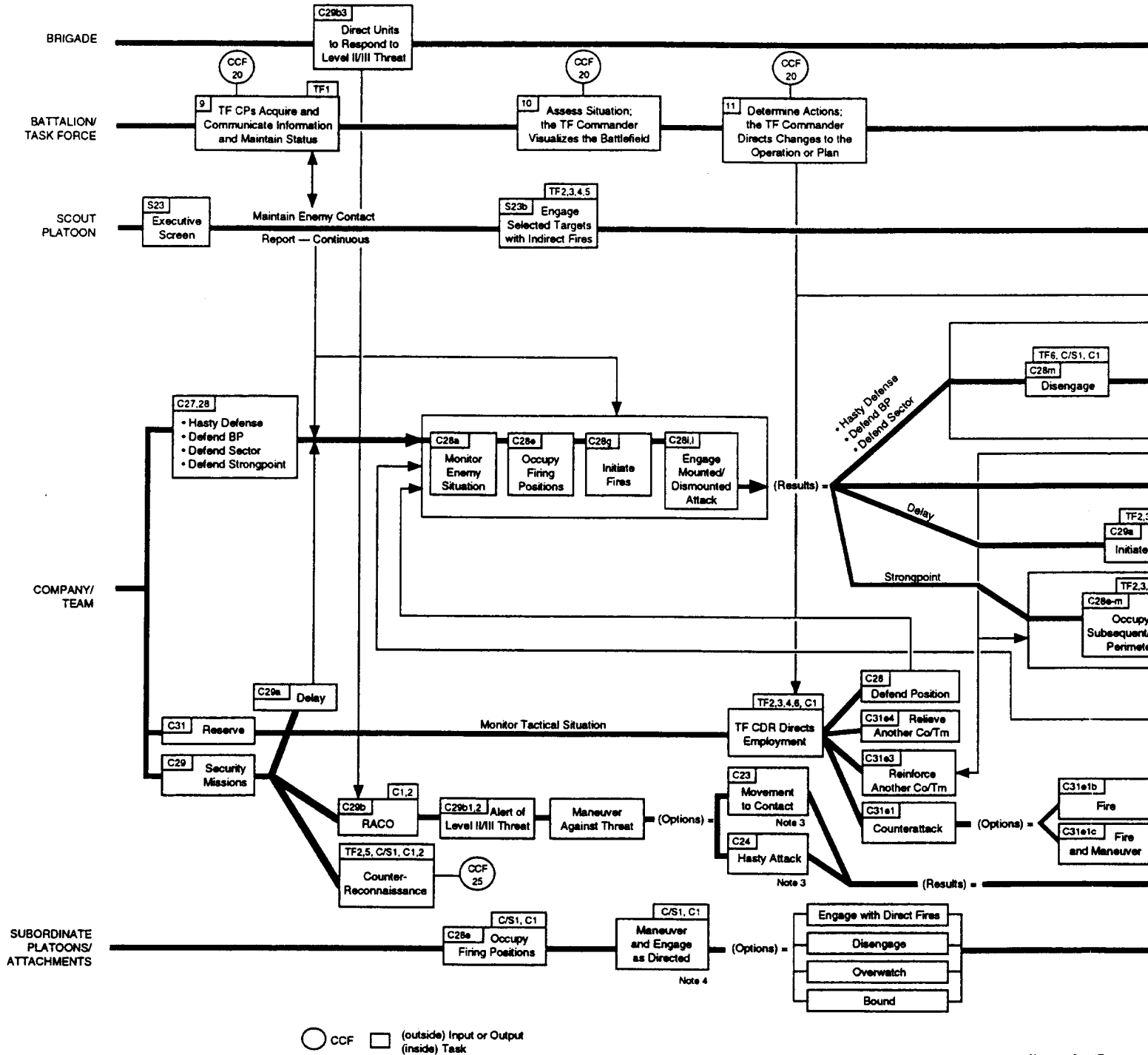


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TASK FLOW BY TASK FORCE BAT EXECUTE (DEFENSE)



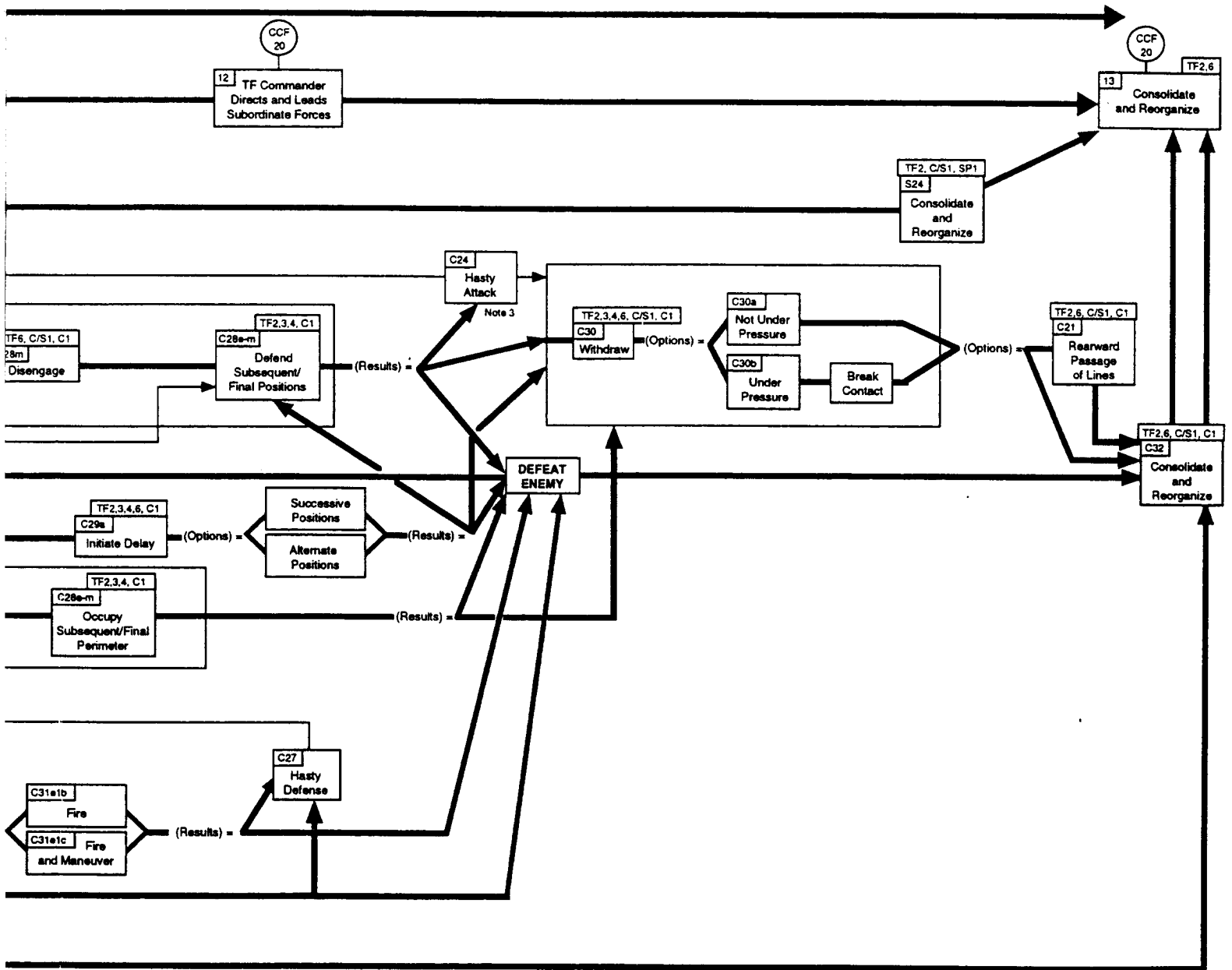
Note 3: See 'Execute (Offense)'
Note 4: Platoons execute

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CCF 6-Engage Enemy with Direct Fire and Maneuver

ORCE BATTLE PHASE

EFENSE)



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Note 3: See 'Execute (Offense)' flowcharts
 Note 4: Platoons execute options as directed by the Co/Tm Commanders assessment of METT-T

CCF 6 - Engage Enemy with Direct Fire and Maneuver

OTHER CCF WHICH INTERACT WITH CCF 6

<u>CCF #</u>	<u>TITLE</u>	<u>LOGIC</u>
CCF 1	Conduct Intelligence Planning	Knowledge of weather, terrain and enemy are key components of the intelligence estimate, and are the basis for the Co/Tm maneuver plan; development of the R&S plan determines Scout Platoon tasks and missions.
CCF 2	Collect Information	Continuous reconnaissance and surveillance are necessary to confirm or refute the intelligence estimate and concept of the operation. Scout Platoon is directly involved in the collection of information and intelligence; contributing to the analysis of the battlefield, driving the development of courses of action and, refining the scheme of maneuver.
CCF 3	Process Information	Information is processed and continually analyzed to determine the enemy's likely courses of action which may effect the maneuver plan. Scout Platoon may be re-tasked to fill information gaps. Analyzed information is used to develop direct fire and maneuver plans.
CCF 4	Disseminate Information	Commanders require continuous updates of processed information. Timely dissemination of critical information allows TF leaders to anticipate the enemy's actions, retain the initiative and defeat the enemy with direct fire, maneuver, and other combat multipliers.
CCF 5	Conduct Tactical Movement	The Co/Tm and Scout Platoon conduct tactical movements from assembly areas to locations throughout the TF AO; forward and rearward movement are performed to position units for the mission.
CCF 7	Employ Mortars	Mortars support Co/Tm and Scout Platoon operations by engagement of selected targets.
CCF 8	Employ Field Artillery	Field Artillery fires reinforce Co/Tm direct fires and support maneuver by disrupting the enemy's command and control, delaying and destroying enemy forces, and weaken the enemy prior to and during the direct engagement. The Scout Platoon employs artillery

CCF 6 - Engage Enemy with Direct Fire and Maneuver

<u>CCF #</u>	<u>TITLE</u>	<u>LOGIC</u>
		against HPTs and interdicts enemy activity at TAIs. Artillery supports the Scout Platoon in disengagement.
CCF 9	Employ Close Air Support	CAS reinforces Co/Tm direct fires by disrupting the enemy's command and control, delaying and destroying enemy forces and weakening the enemy as the Co/Tm enters the close-in fight. The Scout Platoon employs CAS against HPTs and interdicts enemy activity at TAIs.
CCF 15	Coordinate, Synchronize and Integrate Fire Support	Indirect fires are synchronized and integrated to support Co/Tm maneuver and to reinforce direct fires by disrupting the enemy's command and control, delaying and destroying enemy forces, and weakening the enemy as the Co/Tm enters the close-in fight. The Scout Platoon employs indirect fires against HPTs, to interdict enemy activity at TAIs, and to support disengagement.
CCF 16/17	Take Active and Passive Air Defense Measures	The Co/Tm and Scout Platoon take passive measures to protect against enemy air attack; active measures include the employment of all arms fires to protect the force by engaging attacking aircraft.
CCF 18	Plan for Combat Operations	The TF Commander's maneuver plan serves as the foundation for all other plans and activities. The planning process results in a concept of operations which optimizes the effects of direct fire and maneuver by Co/Tms to accomplish the commander's intent. Employment of TF Scouts for information collection validates the plan and contributes to plan refinements.
CCF 19	Direct and Lead Unit During Preparation for the Battle	Co/Tm and Scout Platoon Leaders ensure all measures are taken to prepare for mission execution prior to mission start times; preparation activities include preparation of personnel, equipment, positions, and vehicles for the mission. The Co/Tm and Scout Platoon refine plans and preparation activities based on updated intelligence, information, and new orders, guidance, and instructions; and participate in TF rehearsals.

CCF 6 - Engage Enemy with Direct Fire and Maneuver

CCF #	TITLE	LOGIC
CCF 20	Direct and Lead Unit During Execution of Battle	The TF Commander and staff integrate and synchronize CS and CSS activities to enhance and sustain direct fire and maneuver. The Co/Tm and Scout Platoon exercise decision making processes as required based on guidance and instructions from the TF Commander as well as changes to METT-T.
CCF 21	Overcome Obstacles	The Scout Platoon locates obstacles and identifies bypass routes during R&S operations; Co/Tms breach or neutralize obstacles that directly impact maneuver plan. Engineers attached to the Co/Tm provide mobility support.
CCF 23	Provide Countermobility	The Co/Tm uses obstacles to shape and build engagement areas for the optimal use of direct fire systems; the Co/Tm and Scout Platoon employ hasty obstacles to provide protection of positions. Engineers attached to the Co/Tm provide countermobility support.
CCF 24	Enhance Physical Protection	The Co/Tm and Scout Platoon plan and, with Engineer support, construct survivability positions to protect personnel, supplies, equipment, and vehicles; vehicle and individual fighting positions allow the employment of direct fires in planned engagement areas.
CCF 25	Provide Operations Security	OPSEC measures are taken to mask the TF Commanders' intent in the disposition of maneuver forces and their preparation for combat; the Co/Tm and Scout Platoon perform counter-reconnaissance operations to destroy enemy reconnaissance elements.
CCF 27	Provide Decontamination	The Co/Tm and Scout Platoon conduct decontamination operations.
CCF 28	Provide Transport Services	The Co/Tm and Scout Platoon are augmented with transport assets from the TF for movement of personnel, equipment, and supplies; TF transport services sustain the Co/Tm and Scout Platoon.
CCF 29	Conduct Supply Operations	The Co/Tm and Scout Platoon sustain combat power with all classes of supplies; prestockage and emergency resupply requirements are identified and furnished.
CCF 30	Provide Personnel Services	The Co/Tm and Scout Platoon are sustained through TF personnel replacements operations;

CCF 6 - Engage Enemy with Direct Fire and Maneuver

<u>CCF #</u>	<u>TITLE</u>	<u>LOGIC</u>
		personnel receive routine service support which contributes to unit morale.
CCF 31	Maintain Weapons Systems and Equipment	The Co/Tm and Scout Platoon sustain combat power by repairing and maintaining key weapons systems, equipment, and vehicles.
CCF 33	Treat and Evacuate Battlefield Casualties	The Co/Tm and Scout Platoon treat casualties with attached medics and combat lifesavers; casualties are evacuated to TF aid stations for treatment and returned to duty or evacuated to higher level medical facilities for treatment.

CCF 6 - Engage Enemy with Direct Fire and Maneuver

CCF 6 KEY PARTICIPANTS BY TASK

TASKS	KEY PARTICIPANTS
PLANNING	
BATTALION/TASK FORCE	
1. TF Issues WARNO	TF Commander, XO, S3 or representative, S2 or representative, S1/S4
2. TF S2/S3 Issues Security/R&S Orders	TF XO, S3 or representative, S2 or representative, S1/S4
3. TF Issues the OPORD/FRAGO	TF Commander, XO, S3, Main CP "Battle Captain", S3 Air, S2, Operations NCO, FSO, Engineer, ALO, CMLO, AD LNO, S1/S4, Surgeon/Medical Platoon Leader, CSM, Scout Platoon Leader, Mortar Platoon Leader, LNOs, Co/Tm Commanders, Co/Tm FSOs
COMPANY/TEAM PLANNING	
C1. Co/Tm Commander Receives and Analyzes the TF WARNO	Co/Tm Commander, XO, FSO, 1SG, subordinate leaders as directed
C2. Co/Tm Commander Prepares and Issues WARNOS	Co/Tm Commander, XO, 1SG
C3. Co/Tm Commander Receives the TF OPORD	Co/Tm Commander, FSO
SCOUT PLATOON PLAN	
S1. Scout Platoon Leader Receives and Analyzes the TF WARNO	Scout Platoon Leader, PSG
S2. Scout Platoon Leader Prepares and Issues WARNOS	Scout Platoon Leader
S3. Scout Platoon Leader Receives and Analyzes the TF R&S Plan and OPORD	Scout Platoon Leader or designated representative
S4. Scout Platoon Leader Develops Courses of Action	Scout Platoon Leader, PSG, Section Leaders and leaders of attached elements as directed

CCF 6 - Engage Enemy with Direct Fire and Maneuver

TASK	KEY PARTICIPANTS
S5. Scout Platoon Leader Plans Reconnaissance Operations	Scout Platoon Leader, PSG, Section Leaders and leaders of attached elements as directed
S6. Scout Platoon Leader Plans Security Operations	Scout Platoon Leader, PSG, Section Leaders and leaders of attached elements as directed
S7. Scout Platoon Leader Compares Courses of Action; Makes a Tentative Plan	Scout Platoon Leader, PSG, Section Leaders and leaders of attached elements as directed
S8. Scout Platoon Conducts Necessary Movement; Occupies Assembly Area	Scout Platoon Leader, PSG, Section Leaders, leaders of attached elements
S9. Scout Platoon Conducts Leaders' Reconnaissance	Scout Platoon Leader, PSG, Section Leaders, leaders of attached elements
S10. Scout Platoon Leader Completes the Plan	Scout Platoon Leader, PSG, Section Leaders and leaders of attached elements as directed
S11. Scout Platoon Leader Issues the Order	Scout Platoon Leader, PSG, Section Leaders, leaders of attached elements

SCOUT PLATOON PREPARES

S12. Section Leaders Develop and Issue OPORDs	Section Leaders, platoon members
S13. Scout Platoon Performs Logistical Operations	Scout Platoon Leader, PSG, XO/1SG of Co/Tm providing support, HHC representative, Section Leaders, leaders of attached elements
S14. Scout Platoon Leader Supervises Preparation	Scout Platoon Leader, PSG, Section Leaders
S15. Scout Platoon Conducts Pre-Combat Checks and Inspections	Scout Platoon Leader, PSG, Section Leaders, leaders of attached elements, platoon members
S16. Scout Platoon Conducts Rehearsals	Scout Platoon Leader, PSG, Section Leaders, leaders of attach elements, platoon members
S17. Scout Platoon Moves to and Establishes Security Positions	TF Commander, S2, S3, Commander of Co/Tm being supported, Scout Platoon Leader, PSG, Section Leaders, leaders of attach elements, platoon members

CCF 6 - Engage Enemy with Direct Fire and Maneuver

TASK	KEY PARTICIPANTS
PREPARATION	
BATTALION/TASK FORCE	
4. Task Force Command Posts Acquire and Communicate Information and Maintain Status	Brigade Commander, Brigade Staff, TF Commander, XO, S3, Main CP "Battle Captain", Operations NCOIC, S2, BICC, FSO, ALO, Avn LNO, Engineer, AD LNO, CMLO, CSM, S1, S4, BMO, Surgeon/ Medical Platoon Leader, CESO, Scout Platoon Leader, Mortar Platoon Leader, Co/Tm Commanders, Co/Tm FSO, HHC Commander
5. Assess Situation; TF Commander Visualizes the Battlefield	TF Commander, XO, S3, S2, BICC, Main CP "Battle Captain", FSO, Engineer, S1, S4, Scout Platoon Leader, AD LNO, Avn LNO, Mortar Platoon Leader, AD LNO, CMLO, CESO, Co/Tm Commanders, HHC Commander
6. Determine Actions; TF Commander Directs Changes to the Operation or Plan	Brigade Commander, Brigade staff, TF Commander, XO, S3, S2, BICC, Main CP "Battle Captain", FSO, ALO, Avn LNO, AD LNO, CMLO, CESO, S1, S4, Scout Platoon Leader, Co/Tm Commanders
7. TF Commander Directs and Leads Subordinate Forces	TF Commander, XO, S3, S2, CSM, Main CP "Battle Captain", FSO, Engineer, Scout Platoon Leader, ALO, Avn LNO, Mortar Platoon Leader, AD LNO, CMLO, CESO, Co/Tm Commanders, chain of command
8. Task Force Command Posts Locate Where They Can Control the Preparation for and Transition to Battle	TF Commander, XO, S3, Main CP "Battle Captain", Operations NCOIC, CESO, S1, S4, HHC Commander
COMPANY/TEAM CONTINUES PLANNING	
C4. Co/Tm Commander Makes an Estimate of the Situation	Co/Tm Commander, XO, FSO, 1SG
C5. Co/Tm Commander Develops Courses of Action	Co/Tm Commander, XO, FSO, 1SG, other leaders as directed (NBC NCO, Commo NCO, Maintenance Team Leader, Medic Team Leader, Platoon Leaders, leaders of attached elements)

CCF 6 - Engage Enemy with Direct Fire and Maneuver

TASK	KEY PARTICIPANTS
C6. Co/Tm Commander Plans Offensive Operations	Co/Tm Commander, XO, FSO, 1SG, other leaders as directed (NBC NCO, Commo NCO, Maintenance Team Leader, Medic Team Leader, Platoon Leaders, leaders of attached elements)
C7. Co/Tm Commander Plans Defensive Operations	Co/Tm Commander, XO, FSO, 1SG, other leaders as directed (NBC NCO, Commo NCO, Maintenance Team Leader, Medic Team Leader, Platoon Leaders, leaders of attached elements)
C8. Co/Tm Commander Analyzes Courses of Action; Makes a Tentative Plan	Co/Tm Commander, XO, FSO, 1SG, other leaders as directed (NBC NCO, Commo NCO, Maintenance Team Leader, Medic Team Leader, Platoon Leaders, leaders of attached elements)
C9. Co/Tm Conducts Movement; Occupies Assembly Area	Co/Tm Commander, XO, FSO, 1SG, NBC NCO, Commo NCO, Maintenance Team Leader, Medic Team Leader, Platoon Leaders, leaders of attached elements
C10. Co/Tm Conducts Leaders' Reconnaissance	Co/Tm Commander, FSO, Platoon Leaders, leaders of attached elements, other leaders as directed (XO, 1SG, NBC NCO, Commo NCO, Maintenance Team Leader, Medic Team Leader, Platoon Leaders, PSGs, leaders of attached elements)
C11. Co/Tm Commander Completes the Plan	Co/Tm Commander, XO, FSO, 1SG, other leaders as directed (NBC NCO, Commo NCO, Maintenance Team Leader, Medic Team Leader, Platoon Leaders, leaders of attached elements)
C12. Co/Tm Commander Issues the OPORD	Co/Tm Commander, XO, FSO, 1SG, Platoon Leaders, PSGs, leaders of attached elements, Commo NCO, NBC NCO, Maintenance Team Leader, Medic Team Leader
COMPANY/TEAM PREPARES	
C13. Platoon Leaders Develop and Issue OPORD	Platoon Leaders, PSGs, Squad and Section Leaders, platoon members
C14. Co/Tm Conducts Logistical Operations	Co/Tm Commander, XO, 1SG, Platoon Leaders, PSGs, leaders of attached elements, soldiers

CCF 6 - Engage Enemy with Direct Fire and Maneuver

TASK	KEY PARTICIPANTS
C15. Co/Tm Commander Supervises Co/Tm Preparation	Co/Tm Commander, XO, 1SG, Platoon Leaders, PSGs, leaders of attached elements
C16. Co/Tm Conducts Pre-combat Checks and Inspections	Co/Tm Commander, XO, 1SG, Platoon Leaders, PSGs, Squad and Section Leaders, leaders of attached elements, soldiers
C17. Co/Tm Completes Moves to Posture for Battle	Co/Tm Commander, XO, FSO, 1SG, NBC NCO, Commo NCO, Maintenance Team Leader, Medic Team Leader, Platoon Leaders, PSGs, leaders of attached elements, leaders of other/adjacent Co/Tms
C18. Co/Tm Prepares Defensive Positions	Co/Tm Commander, XO, FSO, 1SG, NBC NCO, Commo NCO, Maintenance Team Leader, Medic Team Leader, Platoon Leaders, PSGs, leaders of attached elements, leaders of adjacent Co/Tms
C19. Co/Tm Conducts Rehearsals	Co/Tm Commander, XO, FSO, 1SG, NBC NCO, Commo NCO, Maintenance Team Leader, Medic Team Leader, Platoon Leaders, PSGs, leaders of attached elements
C20. Co/Tm Commander and FSO Participate in the TF Rehearsals	Co/Tm Commander, XO, FSO, other leaders as directed (Platoon Leaders, PSGs, leaders of attached elements, 1SG, NBC NCO)

SCOUT PLATOON EXECUTES

S18. Scout Platoon Maneuvers to Reconnaissance Objectives	TF Commander, S2, S3, Scout Platoon Leader, PSG, Section Leaders, leaders of attached elements, platoon members
S19. Scout Platoon Leader Employs Command and Control Measures During Maneuver	Scout Platoon Leader, PSG, Section Leaders, leaders of attached elements
S20. Scouts Take Actions on Contact	TF S3, S2, FSO, ALO, Co/Tm Commanders designated to provide support, Scout Platoon Leader, PSG, Section Leaders, leaders of attached elements, platoon members
S21. Scout Platoon Maintains Contact with the Enemy	TF Commander, S3, S2, Co/Tm Commanders, TF CPs, Scout Platoon Leader, PSG, Section Leaders, leaders of attached elements, platoon members

CCF 6 - Engage Enemy with Direct Fire and Maneuver

TASK	KEY PARTICIPANTS
EXECUTION	
BATTALION/TASK FORCE	
9. Task Force Command Posts Acquire and Communicate Information and Maintain Status	TF Commander, XO, S3 and Operations Section, S2 and Intelligence Section, S1/S4 and sections, Main CP "Battle Captain", CESO, ALO, Avn LNO, AD LNO, LNOs, FSO and FSE, Scout Platoon Leader, Co/Tm Commander and chain of command
10. Assess Situation; TF Commander Visualizes the Battlefield	TF Commander, XO, S3, S2, ALO, Avn LNO, FSO and observers, Engineer, Scout Platoon Leader, Mortar Platoon Leader, Co/Tm Commanders
11. Determines Actions; TF Commander Directs Changes to the Operation or Plan	TF Commander, XO, S3 and section, S2 and section, FSO, Scout Platoon Leader, Co/Tm Commanders
12. TF Commander Directs and Leads Subordinate Forces	TF Commander, XO, S3, S2, FSO, CSM, Scout Platoon Leader, Co/Tm Commanders
13. Task Force Consolidates and Reorganizes	TF Commander, XO, S3, S2, S1/S4, BMO, CSM, Scout Platoon Leader, Co/Tm Commanders
COMPANY/TEAM EXECUTES	
C21. Co/Tm Conducts Passage of Lines	TF Commander, S3, stationary/passing Co/Tm Commanders, Co/Tm commander, XO, 1SG, Platoon Leaders, PSGs, Squad and Section Leaders, leaders of attached elements
C22. Co/Tm Occupies an Attack Position	TF Commander, S3, adjacent Co/Tm Commanders, Co/Tm Commander, XO, 1SG, Platoon Leaders, PSGs, Squad and Section Leaders, leaders of attached elements
C23. Co/Tm Conducts a Movement to Contact	TF Commander, S3, adjacent Co/Tm Commanders, Co/Tm Commander, FSO, XO, 1SG, Platoon Leaders, PSGs, Squad and Section Leaders, leaders of attached elements
C24. Co/Tm Conducts a Hasty Attack	TF Commander, S3, SBF/ABF Co/Tm Commanders, Co/Tm Commander, FSO, XO, 1SG, Platoon Leaders, PSGs, Squad and Section Leaders, leaders of attached elements

CCF 6 - Engage Enemy with Direct Fire and Maneuver

TASK	KEY PARTICIPANTS
C25. Co/Tm Fixes the Enemy and Provides Support By Fire (SBF) or Attack By Fire (ABF) While the TF Maneuvers	TF Commander, S3, attacking Co/Tm Commanders, Co/Tm Commander, FSO, XO, 1SG, Platoon Leaders, PSGs, Squad and Section Leaders, leaders of attached elements
C26. Co/Tm Conducts an Assault During a Deliberate Attack	TF Commander, S3, SBF/ABF Co/Tm Commanders, Co/Tm Commander, FSO, XO, 1SG, Platoon Leaders, PSGs, Squad and Section Leaders, leaders of attached elements
C27. Co/Tm Establishes a Hasty Defense	TF Commander, S3, adjacent Co/Tm Commanders, Co/Tm Commander, FSO, XO, 1SG, Platoon Leaders, PSGs, Squad and Section Leaders, leaders of attached elements
C28. Co/Tm Defends Positions	TF Commander, S3, adjacent Co/Tm Commanders, Co/Tm Commander, FSO, XO, 1SG, Platoon Leaders, PSGs, Squad and Section Leaders, leaders of attached elements
C29. Co/Tm Conducts Security Missions	TF Commander, S3, adjacent Co/Tm Commanders, Brigade Rear CP, MP Platoon Leader, Co/Tm Commander, FSO, XO, 1SG, Platoon Leaders, PSGs, Squad and Section Leaders, leaders of attached elements
C30. Co/Tm Conducts a Withdrawal	TF Commander, S3, adjacent Co/Tm Commanders, Co/Tm Commander, FSO, XO, 1SG, Platoon Leaders, PSGs, Squad and Section Leaders, leaders of attached elements
C31. Co/Tm Conducts TF Reserve Operations	TF Commander, S3, forward Co/Tm Commanders, Co/Tm Commander, FSO, XO, 1SG, Platoon Leaders, PSGs, Squad and Section Leaders, leaders of attached elements
C32. The Co/Tm Consolidates and Reorganizes	TF Commander, S3, adjacent Co/Tm Commanders, Co/Tm Commander, FSO, XO, 1SG, Platoon Leaders, PSGs, Squad and Section Leaders, leaders of attached elements

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TASK	KEY PARTICIPANTS
SCOUT PLATOON EXECUTES	
S22. Scout Platoon Supports Execution of TF Offensive Operations	TF Commander, S3, S2, Co/Tm Commanders, TF CPs, Scout Platoon Leader, PSG, Section Leaders, leaders of attached elements, platoon members
S23. Scout Platoon Executes a Screen	TF Commander, S3, S2, Co/Tm Commanders, TF CPs, Scout Platoon Leader, PSG, Section Leaders, leaders of attached elements, platoon members
S24. Scout Platoon Consolidates and Reorganizes	TF Commander, S3, S2, TF CPs, Scout Platoon Leader, PSG, Section Leaders, leaders of attached elements, platoon members

CCF 6 - Engage Enemy with Direct Fire and Maneuver

KEY INPUTS/OUTPUTS TO CCF 6 (W/CRITICAL INFORMATION)

KEY INPUTS

TF-1 TF TACTICAL STANDING OPERATING PROCEDURES (TSOP)

- a. Passage of lines.
- b. Immediate action drills and procedures.
- c. Formations.
- d. Movement techniques.
- e. OPSEC requirements/procedures.
- f. Load plans and basic loads.
- g. Pre-combat checklists.
- h. Passive and active Air Defense measures.
- i. Engineer and obstacles.
 - 1) Obstacle gap closure.
 - 2) Obstacle preparation.
 - 3) Engineer asset management.
 - 4) Obstacle site security.
 - 5) Siting of obstacles.
 - 6) Obstacle reports.
 - 7) Movement and distribution of obstacle materials and supplies.
 - 8) Responsibility for completed obstacles.
 - 9) Obstacle turnover procedures.
- j. Succession of command.
- k. Briefings and rehearsal procedures/techniques.
- l. Report formats.
- m. Assembly Area (AA) procedures.
- n. Attack Position (AP) procedures.
- o. Direct and indirect fire control measures.
- p. Resupply procedures.
- q. Relief in place procedures.
- r. Detachment Left In Contact (DLIC) procedures.

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TF-2

TF OPORD

a. Five Paragraph Order.

- 1) Brigade Commanders' intent and CCIR.
- 2) Commanders' intent and CCIR.
- 3) Written concept of the operation.
 - a) Maneuver.
 - b) Fires.
 - c) Intelligence.
- 4) Designation of routes, axis, areas, sectors, or BPs.
- 5) Designation of main and supporting efforts.
- 6) Coordinating instructions.
- 7) Task organization and effective times.
- 8) Movement information.
 - a) Formations.
 - (1) Maneuver Co/Tms.
 - (2) Scout Platoon.
 - (3) Engineers.
 - (4) Air defense assets.
 - (5) Mortars.
 - b) Order of march.
 - c) Movement techniques.
 - d) Control measures.
 - e) Priorities.
 - f) Times.
 - g) Passage of lines.
- 9) Security Force operations.
- 10) Battle handover (locations, times).
- 11) Communications.
- 12) OPSEC measures.
- 13) Mission timelines.
- 14) Rehearsal/back brief timelines.
- 15) Command Group, TOC, CTCP locations.
- 16) Reporting instructions.
- 17) ROE.
- 18) Succession of command.

b. Intelligence Annex/Overlays.

- 1) Situation templates (SIT TEMP).
- 2) Event templates.
- 3) Terrain analysis.
- 4) Weather analysis.
- 5) Priority Intelligence Requirements (PIRs).
- 6) Modified Combined Obstacle Overlay (MCOO).
- 7) NAIs/TAIs.
- 8) Intelligence acquisition tasks.
- 9) Collection plan and specific taskings.

c. Fire Support Annex/Overlays.

- 1) TF Commanders' guidance for fire support.
- 2) Target lists.
- 3) Fire Support Execution Matrix (FSEM).

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- 4) Schedule of fires.
- 5) High Pay-off Targets (HPT).
- 6) Priority of fires (by unit, target, and phase).
- 7) Fire Support Coordination Measures (FSCM).
- 8) Concept of fires.
- 9) Mortars support.
- 10) CAS.
- 11) FA support.
- 12) Naval surface fires.
- 13) Target acquisition plan.
- 14) Observation plan.
- 15) Target refinement cut-off time.

d. Engineer Annex/Overlays.

- 1) Time schedule for use of engineer assets.
- 2) TF Commander's priority for engineer support.
 - a) Obstacles.
 - b) Assets.
 - c) Units.
- 3) FASCAM targets, employment and criteria.
- 4) Execution matrix for obstacles.
- 5) Obstacles.
 - a) Brigade directed.
 - b) TF directed.
 - c) Locations.
 - d) Responsibility for emplacing obstacles.
 - e) Responsibility for emplaced obstacles.
- 6) Resource requirements.
- 7) Engineer linkup with maneuver units.
- 8) Countermobility and survivability timelines.
- 9) CL IV and V (Obstacle) distribution plan.

e. Operations Overlay.

- 1) Maneuver scheme and concept of the operation.
- 2) Maneuver control measures.
- 3) Mission and objectives.
- 4) Main and supporting efforts.
- 5) Employment of reserves.
- 6) R&S operations.
- 7) Force protection operations.
- 8) Movement plan.

f. Admin/Logistics Annex/Overlay.

- 1) Location and disposition of Combat and Field Trains.
- 2) CSS overlays with critical information.
 - a) MSR/ASR.
 - b) Locations (current, planned) for Supply Points.
 - c) Medical positions.
 - (1) Casualty collection points.
 - (2) Ambulance transfer points.
 - (3) Aid station(s) locations.
 - d) Logistic Release Points (LRPs).

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- e) Maintenance unit locations.
 - 3) CSR.
 - 4) Transportation plan and schedule.
 - 5) Logistics priorities and allocation of supplies (by unit and type of support/supplies).
 - 6) Maintenance timelines.
 - 7) Maintenance priorities (by unit, type of weapons system/vehicle/equipment).
 - 8) Controlled exchange procedures and guidance.
 - 9) Medical evacuation plan.
 - 10) Personnel plan.
 - 11) Emergency resupply plan.
- g. Air Defense Annex.
- 1) Concept of Air Defense operations.
 - 2) Active air defense guidance.
 - 3) Passive air defense guidance.
 - 4) Weapons control status.
 - 5) Air Defense Warning System.
- h. NBC Annex/Graphics.
- 1) Enemy NBC capabilities.
 - 2) Known and suspected contamination areas.
 - 3) OEG.
 - 4) MOPP guidance.
 - 5) Decontamination sites.
 - 6) NBC reconnaissance plan.

TF-3 Decision Support Template

- a. Enemy events, activities, and targets.
- b. Friendly events, activities, scheme of maneuver, and control measures (from synchronization matrix and operations overlay).
- c. Commander's Critical Information Requirements (CCIR).
- d. Time estimates to implement decisions which lead to critical decision requirements.
- e. Reflects:
 - 1) NAIs.
 - 2) Time-phased lines (TPLs).
 - 3) Decision Points (DPs).
 - 4) TAIs.
 - 5) Triggers (event to cause action).

TF-4 Synchronization Matrix

- a. Enemy actions and activities.

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- b. Friendly dispositions and actions.
- c. Decisions at each Time Phase Line (TPL).

TF-5 Collection Plan/Reconnaissance and Surveillance Plan

- a. Assets tasked by TF S3 to participate in R&S plan.
- b. NIA's.
- c. Intelligence acquisitions tasks (missions) for all assets involved in R&S plan.
- d. PIR/IR.
- e. TF Commander's Critical Information Requirements (CCIR).

TF-6 Guidance from the TF Commander

- a. Mission changes directed by brigade or other external sources.
- b. Direction given during rehearsals, back briefs, visits.

C/S1 Co/Tm-Scout Platoon Tactical Standing Operating Procedures (TSOP)

- a. Operations procedures.
 - 1) Tactical security requirements.
 - 2) Tactical road march.
 - 3) Area assembly occupation.
 - 4) Prepare for combat.
 - 5) Air Defense Artillery (ADA) procedures.
 - 6) Signal procedures.
 - 7) NBC procedures.
 - 8) Engineer procedures.
 - 9) FA procedures.
 - 10) Army Air procedures.
 - 11) Attachment and detachment procedures.
 - 12) Immediate action drills and procedures.
 - a) Actions on contact.
 - b) Actions at danger areas.
 - c) In-stride breach drills.
- b. Command and Control procedures.
 - 1) Succession of command.
 - 2) Orders group.
 - 3) Orders and plans.
 - 4) Standard brevity code words.
 - 5) Terrain Index Reference Systems (TIRS).
 - 6) Vehicle recognition markings.

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- 7) Hand and arm signals.
 - 8) Flag signals.
 - 9) Alarms and warning procedures.
 - 10) Readiness Condition (REDCON).
 - 11) Fixed call signs.
 - 12) Tactical formations.
 - 13) Battle drills.
- c. Intelligence procedures.
- 1) General security procedures.
 - 2) Document security.
 - 3) Personnel security.
 - 4) Enemy Prisoners of War (EPW).
 - 5) Captured documents and equipment.
- d. Logistics procedures.
- 1) Reconstitution procedures.
 - 2) Supply.
 - 3) Transportation.
 - 4) Refuel on the Move (ROM).
- e. Personnel procedures.
- 1) Personnel.
 - 2) Postal.
 - 3) Finance.
 - 4) Health service support.
 - 5) Staff Judge Advocate (SJA).
 - 6) Public affairs.
 - 7) Chaplain.
 - 8) Inspector General.
- f. Vehicle load plans.
- g. Reports.
- 1) Tactical report/SALUTE.
 - 2) Request for support.
 - 3) Battle loss report.
 - 4) Equipment status report.
 - 5) Ammunition/CL V request.
 - 6) POL request.
 - 7) Personnel daily summary/Battle Roster.
 - 8) NBC reports.

KEY OUTPUTS

C-1 Maneuver Company/Team OPORD (written or oral, with level of detail based on TF information and assessments made by the Co/Tm commander)

- a. TF Commanders' intent and CCIR.
- b. Commander's intent and CCIR.
- c. Concept of the operation, platoon missions and tasks.
- d. Enemy and friendly situation.
 - 1) Enemy locations.
 - 2) Enemy obstacles.
 - 3) Positions of Co/Tms.
 - 4) Positions of other TF elements in the Co/Tm AO.
 - 5) Positions of Brigade assets in the Co/Tm AO.
 - 6) PIRs/IRs.
 - 7) NAIs/TAIs.
- e. Maneuver.
 - 1) Designation of routes, axis, areas, sectors, or BPs.
 - 2) Designation of main and supporting efforts.
 - 3) Security Force operations.
 - 4) Battle handover (locations, times).
 - 5) Formations.
 - a) Platoons.
 - b) Co/Tm trains.
 - c) Attachments.
 - (1) Scout Platoon.
 - (2) Engineers.
 - (3) Air defense assets.
 - (4) Mortars.
 - 6) Order of march.
 - 7) Movement techniques.
 - 8) Control measures.
 - 9) Priorities.
 - 10) Movement times.
 - 11) Passage of lines.
- f. Fires.
 - 1) TF and Co/Tm Commanders' guidance for fire support.
 - 2) Target lists.
 - 3) FSEM.
 - 4) Schedule of fires.
 - 5) High Pay-off Targets (HPT).
 - 6) Priority of fires, by unit and target.
 - 7) FSCM.
 - 8) Concept of fires.
 - 9) Mortars support.
 - 10) CAS.
 - 11) FA support.

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- 12) Naval surface fires.
 - 13) Target acquisition plan.
 - 14) Observation plan.
 - 15) Target refinement cut-off time.
- g. Mobility, Countermobility, Survivability.
- 1) Time schedule for use of engineer assets.
 - 2) Priority for engineer support.
 - 3) FASCAM targets, employment and criteria.
 - 4) Execution matrix for obstacles.
 - 5) Obstacles.
 - a) Brigade directed.
 - b) TF directed.
 - c) Locations.
 - d) Responsibility for emplacing obstacles.
 - e) Responsibility for emplaced obstacles.
 - 6) Resource requirements.
 - 7) Engineer linkup.
 - 8) Countermobility and survivability timelines.
 - 9) CL IV and V (Obstacle) distribution plan.
- h. Air Defense Annex.
- 1) Concept of Air Defense operations.
 - 2) Active air defense guidance.
 - 3) Passive air defense guidance.
 - 4) Weapons control status.
 - 5) Air Defense Warning System.
- i. NBC Annex/Graphics.
- 1) Enemy NBC capabilities.
 - 2) Known and suspected contamination areas.
 - 3) OEG.
 - 4) MOPP guidance.
 - 5) Decontamination sites.
 - 6) NBC reconnaissance plan.
- j. Coordinating Instructions.
- k. Task organization and effective times.
- l. Service support.
- 1) Location and disposition of:
 - a) Co/Tm Trains.
 - b) TF Combat Trains.
 - c) TF Field Trains.
 - 2) CSS overlays with critical information.
 - a) MSR/ASR.
 - b) Locations (current, planned) for Supply Points.
 - c) Medical positions.
 - (1) Casualty collection points.
 - (2) Ambulance transfer points.

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- (3) TF Aid station(s) locations.
 - d) Logistic Release Points (LRPs).
 - e) Maintenance unit locations.
- 3) CSR.
- 4) Transportation plan and schedule.
- 5) Logistics priorities and allocation of supplies (by unit and type of support/supplies).
- 6) Maintenance timelines.
- 7) Maintenance priorities (by unit, type of weapons system/vehicle/equipment).
- 8) Controlled exchange procedures and guidance.
- 9) Medical evacuation plan.
- 10) Personnel plan.
- 11) Emergency resupply plan.
- 12) Prestock plan.
- m. Command and control.
 - 1) Communications, SOIs, and frequency hopping.
 - 2) Commander locations.
 - 3) Succession of command.
- n. Rehearsal schedule.
- o. OPSEC requirements.
- p. Mission timelines.
- q. Rehearsal/back brief timelines.
- r. Reporting instructions.
- s. ROE.

C-2 Refinement of TF IPB Products

IPB products are refined to address factors relative to the Co/Tm.

- 1) Situation templates.
- 2) Event templates.
- 3) Terrain analysis.
- 4) Weather analysis.
- 5) Priority Intelligence Requirements (PIRs).
- 6) Reconnaissance and Surveillance (R&S) plan.
- 7) MCOO.
- 8) NAIs/TAIs.
- 9) Intelligence acquisition tasks.
- 10) Collection plan and specific taskings.

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SP-1 Scout Platoon OPORD (written or oral, with level of detail based on TF information and assessments made by the Platoon Leader)

- a. TF Commanders' Intent and CCIR.
- b. Platoon Leader's Intent and CCIR.
- c. Concept of the operation, section missions and tasks.
- d. Enemy and friendly situation.
 - 1) Enemy locations.
 - 2) Enemy obstacles.
 - 3) Positions of Co/Tms.
 - 4) Positions of other TF elements in the Platoon AO.
 - 5) Positions of Brigade assets in the Platoon AO.
 - 6) PIRs/IRs.
 - 7) NAIs/TAIs.
- e. Maneuver.
 - 1) Designation of routes, axis, areas, sectors.
 - 2) Designation of main and supporting efforts.
 - 3) Security Force operations.
 - 4) Battle handover (locations, times).
 - 5) Formations.
 - 6) Order of march.
 - 7) Movement techniques.
 - 8) Control measures.
 - 9) Priorities.
 - 10) Movement times.
 - 11) Passage of lines.
 - 12) R&S missions.
 - 13) Collection plan and specific taskings.
- f. Fires.
 - 1) TF Commanders' guidance for fire support.
 - 2) Target lists.
 - 3) FSEM.
 - 4) Schedule of fires.
 - 5) High Pay-off Targets (HPT).
 - 6) Priority of fires, by unit and target.
 - 7) FSCM.
 - 8) Concept of fires.
 - 9) Mortars support.
 - 10) CAS.
 - 11) FA support.
 - 12) Naval surface fires.
 - 13) Target acquisition plan.
 - 14) Observation plan.
 - 15) Target refinement cut-off time.

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- g. Mobility, Countermobility, Survivability.
 - 1) Time schedule for use of engineer assets.
 - 2) Priority for engineer support.
 - a) Obstacles.
 - b) Assets.
 - 3) FASCAM targets, employment and criteria.
 - 4) Execution matrix for obstacles.
 - 5) Obstacles.
 - a) Brigade directed.
 - b) TF directed.
 - c) Locations.
 - d) Responsibility for emplacing obstacles.
 - e) Responsibility for emplaced obstacles.
 - 6) Resource requirements.
 - 7) Engineer linkup.
 - 8) Countermobility and survivability timelines.
 - 9) CL IV and V (Obstacle) distribution plan.
- h. Air Defense Annex.
 - 1) Concept of Air Defense operations.
 - 2) Active air defense guidance.
 - 3) Passive air defense guidance.
 - 4) Weapons control status.
 - 5) Air Defense Warning System.
- i. NBC Annex/Graphics.
 - 1) Enemy NBC capabilities.
 - 2) Known and suspected contamination areas.
 - 3) OEG.
 - 4) MOPP guidance.
 - 5) Decontamination sites.
 - 6) NBC reconnaissance plan.
- j. Coordinating Instructions.
- k. Task organization and effective times.
- l. Service support.
 - 1) Location and disposition of:
 - a) Trains of Co/Tms or other units tasked to provide support.
 - b) TF Combat Trains.
 - c) TF Field Trains.
 - 2) CSS overlays with critical information.
 - a) MSR/ASR.
 - b) Locations (current, planned) for Supply Points.
 - c) Medical positions.
 - (1) Casualty collection points.
 - (2) Ambulance transfer points.
 - (3) TF Aid station(s) locations.
 - d) Logistic Release Points (LRPs).
 - e) Maintenance unit locations.

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- 3) CSR.
 - 4) Transportation plan and schedule.
 - 5) Logistics priorities and allocation of supplies (by unit and type of support/supplies).
 - 6) Maintenance timelines.
 - 7) Maintenance priorities (by unit, type of weapons system/vehicle/equipment).
 - 8) Controlled exchange procedures.
 - 9) Medical evacuation plan.
 - 10) Personnel plan.
 - 11) Emergency resupply plan.
 - 12) Prestock plan.
- m. Command and control.
- 1) Communications, SOIs, and frequency hopping.
 - 2) Platoon Leader locations.
 - 3) Succession of command.
- n. Rehearsal schedule.
- o. OPSEC requirements.
- p. Mission timelines.
- q. Rehearsal/back brief timelines.
- r. Reporting instructions.
- s. ROE.

**TASK LIST SUMMARY FOR CCF 6
ENGAGE ENEMY WITH DIRECT FIRE AND MANEUVER**

PLANNING

Battalion/Task Force

1. **TF Issues WARNO** (FM 71-123, Chap. 1; FM 101-5, Chap. 4)
2. **TF S2/S3 Issues Security/R&S Orders** (ARTEP 71-2-MTP, Tasks 7-1-3901/1, 3901/3, 3902/2, 3902/4, 3904/2; FM 101-5, Chap. 4; FM 71-2, Chap. 2; FM 71-123, Chap. 1, 2)
3. **TF Issues the OPORD/FRAGO** (ARTEP 71-2-MTP, Task 7-1-3901/7, 3902/8, 3904/11; FM 101-5, Chap. 4; FM 71-2, App B; FM 71-123, Chap. 1)

Company/Team

- C1. **Co/Tm Commander Receives and Analyzes the TF WARNO** (FM 71-1, Chap. 2; FM 101-5 Draft, App H; ARTEP 71-1-MTP, Task 17-2-0101/3)
- C2. **Co/Tm Commander Prepares and Issues WARNOs** (ARTEP 71-1-MTP, Tasks 17-2-0101/1, 0101/3; FM 101-5 Draft, App H; FM 71-1, Chap. 2; FM 71-123, Chap. 1)
- C3. **Co/Tm Commander Receives the TF OPORD** (ARTEP 71-1-MTP, Task 17-2-0101/1; FM 71-1, Chap. 2)

Scout Platoon

- S1. **Scout Platoon Leader Receives and Analyzes the TF WARNO** (FM 71-1, Chap. 2; FM 17-98, Chap. 2; FM 17-98-1, Chap. 1)
- S2. **Scout Platoon Leader Prepares and Issues WARNOs** (ARTEP 17-57-10-MTP, Task 17-3-1035/2; FM 17-98, Chap. 2; FM 17-98-1, Chap. 1)
- S3. **Scout Platoon Leader Receives and Analyzes the TF R&S Plan and OPORD** (ARTEP 17-57-10 MTP, Task 17-3-1035/1; FM 17-98, Chap. 2; FM 17-98-1, Chap. 1)
- S4. **Scout Platoon Leader Develops Courses of Action** (ARTEP 17-57-10 MTP, task 03-2-C013, C015, C016, C034, 08-3-C019, 17-3-1012/1, 1014/1, 1021, 1030, 1032, 1035/3, 44-2-C002, C001; FM 17-98, Chap. 2, 8, App A; FM 17-98-1, Chap. 1)
- S5. **Scout Platoon Leader Plans Reconnaissance Operations** (ARTEP 17-57-10-MTP, Task 17-3-1017/1, 1017/2, 1018/1, 1018/2, 1019/1, 1019/2; FM 17-98, Chap. 4)
- S6. **Scout Platoon Leader Plans Security Operations** (ARTEP 17-57-10-MTP, Task 17-3-1023; FM 17-98, Chap. 5)
- S7. **Scout Platoon Leader Compares Courses of Action; Makes a Tentative Plan** (ARTEP 17-57-10 MTP, Task 17-3-1035/3; FM 17-98, Chap. 2; FM 17-98-1, Chap. 1)

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- S8. **Scout Platoon Conducts Necessary Movement; Occupies Assembly Area** (ARTEP 17-57-10-MTP, Tasks 17-2-1012, 1013, 1016; ARTEP 17-57-10 MTP, Task: 17-3-1035/4; FM 17-98, Chap. 2; FM 17-98-1, Chap. 1; FM 17-98, Chap. 6)
- S9. **Scout Platoon Conducts Leaders' Reconnaissance** (ARTEP 17-57-10 MTP, Task 17-3-1035/5; FM 17-98, Chap. 2; FM 17-98-1, Chap. 1)
- S10. **Scout Platoon Leader Completes the Plan** (ARTEP 17-57-10 MTP, Task 17-3-1035/6; FM 17-98, Chap. 2; FM 17-98-1, Chap. 1; FM 101-5-1, Chap. 2)
- S11. **Scout Platoon Leader Issues the Order** (ARTEP 17-57-10 MTP, Task 17-3-1035/7; FM 17-98, Chap. 2).

Scout Platoon Prepares

- S12. **Section Leaders Develop and Issue OPORDs** (ARTEP 17-57-10-MTP, Task 17-3-1035; FM 17-98, Chap. 2)
- S13. **Scout Platoon Performs Logistical Operations** (ARTEP 17-57-10-MTP, Task 17-3-1030, 1032; FM 17-98, Chap. 8)
- S14. **Scout Platoon Leader Supervises Preparation** (ARTEP 17-57-10-MTP, Task 17-3-1035/8, 1040; FM 17-98, Chap. 2)
- S15. **Scout Platoon Conducts Pre-Combat Checks and Inspections** (ARTEP 17-57-10-MTP, Task 17-3-1033; FM 17-98, Chap. 2, 6, Annex B)
- S16. **Scout Platoon Conducts Rehearsals** (ARTEP 17-57-10-MTP, Task 17-3-1034; FM 17-98, Chap. 2, App B)
- S17. **Scout Platoon Moves to and Establishes Security Positions** (ARTEP 17-57-10-MTP, Task 17-3-1023, 1024, 1039; FM 17-98, Chap. 5, App B; FM 17-98-1, Chap. 1, 5)

PREPARATION

Battalion/Task Force

- 4. **Task Force Command Posts Acquire and Communicate Information and Maintain Status** (TRADOC Pam 11-9, Section IV; "Battle Command" (Draft), BCBL-Ft. Leavenworth publication, pg 43 and 65; ARTEP 71-2-MTP, Task 7-1-3903, 3015/2, 3035, 3036, 3901/11, 3902/9, 3902/11, 3901/1; FM 34-130, Chap. 2; FM 71-123, Chap. 1-4; FM 101-5, Chap. 3, 5, App J)
- 5. **Assess Situation; TF Commander Visualizes the Battlefield** (ARTEP 71-2-MTP, Task 7-1-3001, 3002, 3005, 3008, 3009, 3010, 3011, 3012, 3013, 3014, 3016, 3017, 3018, 3019, 3020, 3024, 3025, 3027, 3901, 3912, 3913, 3914; ARTEP 63-085-MTP, Task 12-1-C303R; FM 34-130, Chap. 2; FM 71-123, Chap. 1 - 6, 8, Annex A; FM 101-5, Chap. 3, App F, J)
- 6. **Determine Actions; TF Commander Directs Changes to the Operation or Plan** (TRADOC Pam 11-9, Section IV; ARTEP 71-2-MTP, Task 7-1-3901/1, 3901/2, 3901/3, 3901/4, 3901/6, 3901/7, 3901/8, 3902/2, 3904/12; "Battle Command" (Draft),

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BCBL-Ft. Leavenworth publication, page 12; FM 71-123, Chap. 1, 2; FM 71-2, Chap. 2; FM 101-5, Chap. 2, 4)

7. **TF Commander Directs and Leads Subordinate Forces** (TRADOC Pam 11-9, Section IV; "Battle Command" (Draft), BCBL-Ft. Leavenworth publication, pages 7, 10; ARTEP 71-2-MTP, Task 7-1-3901/10, 3003/2, 3003/4, 3010/2, 3015/3, 3016/1, 3902/10; FM 71-123, Chap. 2, 3, 6)
8. **Task Forces Command Posts Locate Where They Can Control the Preparation for and Transition to Battle** (ARTEP 71-2-MTP, Task 7-1-3904, 3035, 3036, 3913/11; FM 71-123, Chap. 1)

Company/Team Continues Planning

- C4. **Co/Tm Commander Makes an Estimate of the Situation** (ARTEP 71-1-MTP, Task 17-2-0101/2, 0101/5, 0101/6; ARTEP 71-2-MTP, Task 7-1-3906/1, 3909/1)
- C5. **Co/Tm Commander Develops Courses of Action** (ARTEP 71-1-MTP, Tasks 17-2-0101/5, 1021, 0301, 0303, 0304, 0306, 0310/1, 0311/1, 0312, 0326/1, 0327, 0328, 0329, 0401, 0402, 0501, 0701, 0702, 0703, 0704, 0705, 0706, 03-2-C013, C015, C031, C033, 43-2-C003, 44-2-C001, C002; ARTEP 71-2-MTP, Task 7-1-3902, 3904, 3906/1, 3909/1, 3911; FM 71-1, Chap. 2, 3, 4, 8, App D; FM 71-2, Chap. 2; FM 71-123, Chap. 1, 3, 4; FM 34-3, App E)
- C6. **Co/Tm Commander Plans Offensive Operations** (ARTEP 71-1-MTP, Tasks 17-2-0101, 0301, 0303, 0304, 0306, 0310/1, 0311/1, 0312, 0326, 0327, 0328, 0329, 0401, 0501, 0701, 0702, 0703, 0705, 03-2-C013, C015, C031, C033, 43-2-C003, 44-2-C001, C002; ARTEP 7-8-MTP, Task 7-3/4-1025; FM 71-1, Chap. 2, 3, App D; FM 71-123, Chap. 1, 3, 6, 7, 8; FM 7-75, Chap. 2)
- C7. **Co/Tm Commander Plans Defensive Operations** (ARTEP 71-1-MTP, Tasks 17-2-0101, 1021, 0303, 0327, 0402, 0701, 0702, 0703, 0705, 03-2-C013, C015, C031, C033, 43-2-C003, 44-2-C001, C002; FM 71-1, Chap. 2, 4, App C, D; FM 71-123, Chap. 1, 4, 5, 6, 7, 8)
- C8. **Co/Tm Commander Analyzes Courses of Action; Makes a Tentative Plan** (ARTEP 71-1-MTP, Task 17-2-0101/6; FM 71-1, Chap. 2; FM 71-123, Chap. 1)
- C9. **Co/Tm Conducts Movement; Occupies Assembly Area** (ARTEP 71-1-MTP, Task 17-2-0101/7, 0301; ARTEP 71-1-MTP, Tasks 17-2-0101/11; ARTEP 71-2-MTP, Task 7-1-3901/9; ARTEP 7-8-MTP, Task 7-3-1035; ARTEP 17-237-10-MTP, Task 17-3-0101; ARTEP 71-1-MTP, Task 17-2-0325; ARTEP 71-2-MTP, Task 7-1-3001; FM 71-1, Chap. 2; FM 71-123, Chaps. 1 and 2; FM 71-2, Chap. 3; FM 71-1, Appendix B; FM 17-123, Chap. 2; FM 71-2, App C)
- C10. **Co/Tm Conducts Leaders' Reconnaissance** (ARTEP 71-1-MTP, Task 17-2-0101/8, 0202; FM 71-1, Chap. 2; FM 71-123, Chap. 1)
- C11. **Co/Tm Commander Completes the Plan** (ARTEP 71-1-MTP, Task 17-2-0101/9; FM 71-1, Chap. 2; FM 71-123, Chap. 1; FM 101-5-1, Chap. 2)
- C12. **Co/Tm Commander Issues the OPORD** (ARTEP 71-1-MTP, Task 17-2-0101/10; FM 71-1, Chap. 2; FM 71-123, Chap. 1)

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Company/Team Prepares

- C13. **Platoon Leaders Develop and Issue OPORD** (ARTEP 7-8-MTP, Task 7-3/4-1046; ARTEP 70247-11-MTP, Task 7-3/4-4056; ARTEP 17-237-10-MTP, Task 17-3-0100; FM 7-7J, Chap. 2)
- C14. **Co/Tm Conducts Logistical Operations** (ARTEP 71-1-MTP, Tasks: 17-2-0101/12, 0701/2, 0702/3, 0702/4, 0702/5, 0702/6, 0703/4, 0703/5, 0703/7, 0703/8, 0703/9, 43-2-C003/2, C003/3, C003/4, C003/5, C003/6, C003/8; FM 71-1, Chap. 7)
- C15. **Co/Tm Commander Supervises Co/Tm Preparation** (ARTEP 71-1-MTP, Task 17-2-0101/11; FM 71-1, Chap. 2; FM 71-123, Chap. 1)
- C16. **Co/Tm Conducts Pre-combat Checks and Inspections** (ARTEP 71-1-MTP, Task 17-2-0101/11; FM 71-1, Chap. 2; FM 71-2, Chap. 2; FM 7-7J, Chap. 2)
- C17. **Co/Tm Completes Moves to Posture for Battle** (ARTEP 71-1-MTP, Tasks 71-2-0325, 0329, 1021; FM 71-1, Chap. 3, 4, Appendix B)
- C18. **Co/Tm Prepares Defensive Positions** (ARTEP 71-1-MTP, Tasks 17-2-0101, 1021, 0303, 0327, 0402, 0701, 0702, 0703, 0705, 03-2-C013, C015, C031, C033, 43-2-C003, 44-2-C001, C002; FM 71-1, Chap. 2, 4, App C, D; FM 71-123, Chap. 1, 4, 5, 6, 7, 8)
- C19. **Co/Tm Conducts Rehearsals** (ARTEP 71-1-MTP, Task 17-2-0101, 1021, 0301, 0303, 0304, 0306, 0310, 0311, 0312, 0316, 0327, 0328, 0329, 0401, 0402, 0501, 0701, 0702, 0703, 0705, 03-2-C013, C015, C031, C033, 43-2-C003, 44-2-C001, C002; FM 71-1, Chap. 2, 3, App C, D; FM 1-123, Chap. 1, 3, 4, 5, 6, 7, 8)
- C20. **Co/Tm Commander and FSO Participate in the TF Rehearsals** (FM 71-123, Chap 3; ARTEP 71-1, Tasks: 17-2-0401: 2, 0303, 0304, 0306, 0310, 0326, 0328, 0329, 0401: 2, 0501, 0704, 0706)

Scout Platoon Execution

- S18. **Scout Platoon Maneuvers to Reconnaissance Objectives** (ARTEP 17-57-10-MTP, Tasks 17-3-1016, 1017, 1018, 1019; FM 17-98, Chap. 3, 4; FM 17-98-1, Chap. 5)
- S19. **Scout Platoon Leader Employs Command and Control Measures During Maneuver** (ARTEP 17-57-10-MTP, Task 17-3-1017, 1018, 1019, 1036; FM 14-98, Chap. 4)
- S20. **Scout Platoon Takes Actions on Contact** (ARTEP 17-57-10-MTP, Task 17-3-1021, 1022; FM 17-98, Chap. 3)
- S21. **Scout Platoon Maintains Contact with the Enemy** (ARTEP 17-57-10-MTP, Task 17-3-1017, 1018, 1019, 1021; FM 14-98, Chap. 4; FM 17-98-1, Chap. 5)

EXECUTION

Battalion/Task Force

9. **Task Force Command Posts Acquire and Communicate Information and Maintain Status** (ARTEP 71-2-MTP, Tasks 71-1-3401, 3901/12, 3901/14, 3902/1, 3902/3, 3903/7, 3903/8, 3904/1, 3904/3, 3904/5, 3904/15, 3912, 3913; FM 71-2, Chap. 2; FM 71-123, Chap. 1; Battle Command [Draft])
10. **Assess Situation; TF Commander Visualizes the Battlefield** (ARTEP 71-2-MTP, Tasks 71-1-3901/11, 3901/14, 3903/1, 3903/4, 3903/7; FM 71-100, Chap. 1, 6; FM 100-5, Chap. 2, 6; Battle Command [Draft])
11. **Determine Actions; TF Commander Directs Changes to the Operation or Plan** (ARTEP 71-2-MTP, Tasks 71-1-3901/2, 3901/3, 3901/4, 3901/6, 3901/7, 3901/8, 3902/2; FM 71-123, Chap. 1; FM 71-2, Chap. 2; FM 101-5, Chap. 2, 4)
12. **TF Commander Directs and Leads Subordinate Forces** (ARTEP 71-2-MTP, Tasks 71-1-3901/12, 3903/4; FM 22-9, Chap. 4; FM 22-100, Chap. 1; FM 22-103, Chap. 1; FM 101-5 (FINAL DRAFT), App M)
13. **Task Force Consolidates and Reorganizes** (ARTEP 71-2-MTP, Tasks 71-1-3022, 3023; FM 71-2, Chap. 3)

Company/Team

- C21. **Co/Tm Conducts Passage of Lines** (ARTEP 71-1-MTP, Tasks 17-2-0303, 0325/12, 0303; FM 71-1, Chap 5; FM 71-123, Chap. 6)
- C22. **Co/Tm Occupies an Attack Position** (ARTEP 71-1-MTP, Tasks 17-2-0329; FM 71-1, Chap. 3; FM 71-123, Chap. 3)
- C23. **Co/Tm Conducts a Movement To Contact** (ARTEP 71-1-MTP, Tasks 17-2-0301/2, 0301/3, 0304, 0306, 0313, 0326; FM 71-1, Chap 3, 4; FM 71-123, Chap. 3)
- C24. **Co/Tm Conducts a Hasty Attack** (ARTEP 71-1-MTP, Task 17-2-0326; FM 71-1, Chap. 3, FM 71-123, Chap. 3)
- C25. **Co/Tm Fixes the Enemy and Provides Support By Fire (SBF) or Attack By Fire (ABF) While the TF Maneuvers** (ARTEP 71-1-MTP, task: 17-2-0306, 0311; FM 71-1, Ch. 3; FM 71-123, Chap. 3)
- C26. **Co/Tm Conducts an Assault During a Deliberate Attack** (ARTEP 7-8-MTP, Tasks 7-3/4-1011, 1013; ARTEP 71-1-MTP, 17-2-0310, 0326, 0328; FM 71-1, Chap. 3; FM 71-123, Chap. 3)
- C27. **Co/Tm Establishes a Hasty Defense** (ARTEP 71-1-MTP, Task 17-2-1021; FM 71-1, Chap. 4; FM 71-123, Chap. 4)
- C28. **Co/Tm Defends Positions** (ARTEP 71-1-MTP, Task 17-2-1021; ARTEP 7-8-MTP, Task 7-3/4-1021; ARTEP 17-237-10-MTP, Task 17-3-0225; FM 71-1, Chap. 4; FM 71-123, Chap. 4)

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- C29. **Co/Tm Conducts Security Missions** (ARTEP 71-1-MTP, Task 17-2-0321; ARTEP 17-237-10-MTP, Task 17-3-0219; ARTEP 7-8-MTP, Task 7-3/4-1007, 1008; FM 71-1, Chap. 5; FM 71-123, Chap. 5, App D; FM 90-14, Chap. 5)
- C30. **Co/Tm Conducts a Withdrawal** (ARTEP 71-1-MTP, Task 17-2-0322, 0323, 0402; ARTEP 7-8-MTP, Task 7-3/4-1003, 1007; ARTEP 17-237-10-MTP, Task 17-3-0223; FM 71-1, Chap. 5; FM 71-123, Chap. 5, 6)
- C31. **Co/Tm Conducts TF Reserve Operations** (ARTEP 71-1-MTP, Task 17-2-0324, 1021; FM 71-1, 3, 4, 5; FM 71-123, Chap. 3, 4, 6)
- C32. **Co/Tm Consolidates and Reorganizes** (ARTEP 71-1-MTP, Task 17-2-0704, 0706; ARTEP 17-237-10-MTP, 17-2-0704; FM 71-1, Chap. 3)

Scout Platoon Execution

- S22 **Scout Platoon Supports Execution of TF Offensive Operations** (ARTEP 17-57-10-MTP, Task 17-3-1017, 1018, 1019, 1021; FM 14-98, Chap. 4; FM 17-98-1, Chap. 5)
- S23. **Scout Platoon Executes a Screen** (ARTEP 17-57-10-MTP, Task 17-3-1023, FM 17-98, Chap. 5; FM 17-98-1, Chap. 5)
- S24. **Scout Platoon Consolidates and Reorganizes** (ARTEP 17-57-10-MTP, Task 17-3-1025; FM 17-98, Chap. 2)

ENGAGE ENEMY WITH DIRECT FIRE AND MANEUVER PLANNING TASK LIST

See CCF 18 for detailed analysis of TF planning tasks. Only those TF planning tasks which trigger actions at the Co/Tm and Scout Platoon levels are included in this task analysis. Most of the Co/Tm's mission planning occurs during the TF Preparation Phase, and is covered in the Preparation Phase Task List. Scout Platoon planning and preparation tasks are included here because they occur during the TF Planning Phase.

The execution of CCF 6 is enhanced and supported by the execution of all CCF. Discussion of those tasks associated with other CCF will be covered in only the detail necessary to illustrate their importance as measures which are necessary to effective execution of CCF 6. More thorough examinations of these tasks are to be found in the task analyses of other CCF.

Battalion/Task Force Planning

1. **TF Issues WARNO** (FM 71-123, Chap. 1; FM 101-5, Chap. 4)
 - a. WARNO includes the TF Commander's intent.
 - 1) Purpose.
 - 2) End state.
 - 3) General scheme of maneuver.
 - b. WARNO provides sufficient detail to allow subordinate units to:
 - 1) Initiate Troop Leading Procedures (TLP) at their levels.
 - 2) Task organize within and outside of the TF.
 - 3) Conduct CSS operations, as required.
 - c. WARNO may include preliminary guidance for TF security and R&S operations (see task 2).
 - d. See task 3 of CCF 18, Plan for Combat Operations; and tasks 7, 8, and 9 of CCF 1, Conduct Intelligence Planning.
2. **TF S2/S3 Issues the Security/R&S Orders** (ARTEP 71-2-MTP, Tasks 7-1-3901/1, 3901/3, 3902/2, 3902/4, 3904/2; FM 101-5, Chap. 4; FM 71-2, Chap. 2; FM 71-123, Chap. 1, 2)

Note: TF Security and R&S orders will be issued early in the TF planning process, prior to the TF OPORD, to set the necessary security conditions and to initiate information collection by the TF scouts.

- a. Orders contain Security Force instructions, including active (counter-recon, patrols) or passive (radio-listening silence) measures.
- b. The Scout Platoon continues TLP and initiates planning for R&S operations.

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- c. See task 3 of CCF 18, Plan for Combat Operations; and tasks 7 and 8, CCF 1, Conduct Intelligence Planning.
3. **TF Issues the OPORD/FRAGO** (ARTEP 71-2-MTP, Task 7-1-3901/7, 3902/8, 3904/11; FM 101-5, Chap. 4; FM 71-2, App B; FM 71-123, Chap. 1)
- a. The OPORD contains sufficient information and necessary details for subordinate leaders to accomplish their assigned mission and tasks.
 - 1) Order is given in the complete five paragraph field order format.
 - 2) The area of operations and scheme of maneuver are graphically portrayed.
 - 3) Work priorities and time lines are established.
 - 4) TF Commander's intent and CCIR are provided.
 - 5) Task organization changes are issued with the effective time(s).
 - 6) TF rehearsal schedule is provided.
 - 7) Supporting mission graphics and documents are issued:
 - a) FS overlay and target list.
 - b) IPB products.
 - c) Combined obstacles overlay.
 - d) DST.
 - e) Execution matrix.
 - b. All TF staff sections and all subordinate elements are represented at the OPORD presentation.
 - c. Subordinate leaders brief back the TF Commander to demonstrate mission knowledge of:
 - 1) TF and Brigade Commanders' intents.
 - 2) Specified and directed tasks and missions.
 - 3) Brigade and TF time lines and rehearsal schedules.
 - d. See task 11 of CCF 18, Plan for Combat Operations.

COMPANY/TEAM PLANNING

- C1. **Co/Tm Commander Receives and Analyzes the TF WARNO¹** (FM 71-1, Chap. 2; FM 101-5 Draft, App H; ARTEP 71-1-MTP, Task 17-2-0101/3)
- a. Ascertains enemy situation.

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- b. Determines the TF mission and TF Commander's intent, if available.
 - c. Determines Co/Tm mission, if available:
 - 1) Offensive operations.
 - a) Movement to contact.
 - b) Support By Fire (SBF)/Attack By Fire (ABF).
 - c) Assault force for TF deliberate attack.
 - d) TF reserve.
 - 2) Defensive operations.
 - a) Defend a battle position (BP).
 - b) Defend a sector.
 - c) Defend a strongpoint.
 - d) TF reserve.
 - e) Other security missions (e.g., counter-reconnaissance, delay, security force in TF or Brigade rear areas).
 - d. Identifies any preliminary orders for Co/Tm reconnaissance, movement, or task organization; the Co/Tm Commander assesses requirements to accomplish preliminary orders and disseminates his guidance through WARNOs (see task C2a7).
 - e. Prepares a tentative Co/Tm time schedule using reverse-planning based on:
 - 1) Start time for the Co/Tm operation (e.g., SP time, LD time, be prepared time).
 - 2) Start time for the TF operation.
 - 3) Time and place for the TF OPORD.
- C2. Co/Tm Commander Prepares and Issues WARNOs²** (ARTEP 71-1-MTP, Tasks 17-2-0101/1, 0101/3; FM 101-5 Draft, App H; FM 71-1, Chap. 2; FM 71-123, Chap. 1)
- a. Co/Tm Commander prepares WARNOs which include updated and new information:
 - 1) Required maps (if changed from the current OPORD).
 - 2) The enemy situation.
 - 3) The TF mission.
 - 4) The Co/Tm's mission, task, or operation.

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- 5) Attachments to and/or detachments from the Co/Tm.
 - 6) The Brigade and TF Commanders' intent statements.
 - 7) Co/Tm time schedule.
 - 8) Orders for preliminary action by the Co/Tm or subordinate platoons.
 - a) Reconnaissance.
 - b) Surveillance.
 - c) Security.
 - d) Observation.
 - e) Movement.
 - f) Task organization (e.g., detachments, attachments, effective times).
 - 9) Service support instructions.
 - a) LOGPAC and resupply schedules.
 - b) Locations of TF and Co/Tm CSS assets (e.g., CTCP, aid stations, UMCP).
 - 10) Location and time for assembly of a Co/Tm orders group, including:
 - a) Co/Tm personnel scheduled to attend TF OPORD brief.
 - b) Time and place for TF OPORD brief.
 - c) Subordinate leaders who will assist the Co/Tm Commander in planning and preparing Co/Tm OPORD.
 - d) Co/Tm personnel to attend the Co/Tm OPORD brief.
 - e) Time and place for Co/Tm OPORD brief.
- b. Co/Tm Commander issues Co/Tm WARNO to:
- 1) Platoon Leaders.
 - 2) Co/Tm XO and 1SG.
 - 3) Co/Tm FSO.
 - 4) Leaders of units attached/OPCON to the Co/Tm for the mission.
 - 5) TF elements (e.g., ADA, engineers, mortars) who are in the Co/Tm's area of operation.
- c. Platoons and units attached/OPCON to the Co/Tm continue and refine TLP based on the Co/Tm WARNO.

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- d. Additional WARNOs are issued as required to update or clarify information.
 - e. See task 26b of CCF 5, Conduct Tactical Movement.
- C3. **Co/Tm Commander Receives the TF OPORD** (ARTEP 71-1-MTP, Task 17-2-0101/1; FM 71-1, Chap. 2)
- a. Co/Tm Commander, with the Co/Tm FSO, attends the TF OPORD briefing.
 - b. Subordinate Co/Tm leaders attend the TF OPORD briefing when required.
 - c. Co/Tm Commander brief backs to the TF Commander to verify understanding of the Co/Tm mission and the TF Commander's intent.
 - d. Co/Tm Commander coordinates with TF staff to clarify any questions about the TF mission; coordination includes:
 - 1) Indirect fires with the TF FSO.
 - 2) Mobility, countermobility, and survivability with the TF engineer.
 - 3) CSS requirements with the TF S4.
 - e. See task 26a of CCF 5, Conduct Tactical Movement.

SCOUT PLATOON PLANNING

Scout Platoon operations demand detailed planning and preparation. The Scout Platoon normally performs TF reconnaissance and security tasks continuously while the TF is planning, preparing, and executing the mission(s), refitting as the situation and time allows. The TF Commander and staff must prioritize operations, provide time for the Platoon Leader to plan and prepare for assigned missions, and allow sufficient time for reconnaissance. Planning of Scout Platoon missions and tasks are performed by the TF staff. The TF Commander, S-3, and S-2 determine the reconnaissance and security missions that the Scout Platoon will perform. As a result of this level of planning, the Scout Platoon Leader planning will focus on the performance of TLP to prepare the platoon to accomplish the tasks and missions.

The Scout Platoon normally performs mission planning and preparation during the TF Planning Phase, and is executing its missions during the TF Preparation Phase. The Scout Platoon task list has been described accordingly.

- S1. **Scout Platoon Leader Receives and Analyzes the TF WARNO³** (FM 71-1, Chap. 2; FM 17-98, Chap. 2; FM 17-98-1, Chap. 1)
- a. Ascertains enemy situation.
 - b. Determines the TF mission and TF Commander's Intent (if available).
 - c. Determines the Scout Platoon mission/role:
 - 1) Reconnaissance.

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- 2) Security.
- d. Identifies task organization requirements and effective times, if provided.
- e. Prepares a tentative time schedule using reverse-planning based on:
 - 1) Platoon SP/LD time.
 - 2) Start time for the TF operations.
 - 3) Establish positions NLT time.
 - 4) Time and place to receive the TF OPORD.
- f. See task 3 of CCF 18, Plan for Combat Operations; tasks 8 and 9 of CCF 1, Conduct Intelligence Planning; and task 1 of CCF 2, Collect Information.

S2. **Scout Platoon Leader Prepares and Issues WARNOs⁴** (ARTEP 17-57-10-MTP, Task 17-3-1035/2; FM 17-98, Chap. 2; FM 17-98-1, Chap. 1)

- a. Scout Platoon Leader prepares platoon WARNOs which include updated and new information (see task S1):
 - 1) Required maps (if changed from current OPORD).
 - 2) The enemy situation.
 - 3) TF mission.
 - 4) The platoon mission, task, or operation.
 - 5) Brigade and TF Commanders' intent statements.
 - 6) Platoon time schedule.
 - 7) Orders for preliminary action by the platoon.
 - a) Task organization.
 - b) Movement.
 - c) Resupply.
 - 8) The location and time for assembly of a platoon orders group, including:
 - a) Time and location for TF OPORD briefing.
 - b) Platoon personnel scheduled to attend TF OPORD.
 - c) Subordinate leaders who will assist Platoon Leader in preparing platoon OPORD.
 - d) Time and location where Platoon Leader will perform planning.

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- e) Time and location for platoon OPORD, including attendees.
- b. Scout Platoon Leader issues WARNO to:
 - 1) Platoon HQ.
 - 2) Section Leaders.
 - 3) Leaders from sections or elements attached/OPCON to the platoon for the mission.
- c. Subordinates continue and refine TLP based on the platoon WARNO.
- d. Additional WARNOs are issued as required to update or clarify information.

S3. Scout Platoon Leader Receives and Analyzes the TF R&S Plan and OPORD (ARTEP 17-57-10 MTP, Task 17-3-1035/1; FM 17-98, Chap. 2; FM 17-98-1, Chap. 1)

Note: The Scout Platoon initiates mission planning after receipt of TF R&S Plan. Planning will normally commence before the TF formally issues the OPORD. The Scout Platoon Leader will modify his plan as required once he receives the TF OPORD and as he receives new information including that developed during his leaders' reconnaissance.

- a. Scout Platoon Leader determines mission information:
 - 1) TF and Brigade Commanders' intents and CCIR.
 - a) Purpose of the operation.
 - b) End state.
 - c) Risk criteria.
 - 2) TF mission and concept of the operation.
 - 3) Tasks and requirements as contained in products, which include:
 - a) R&S plan (w/ graphics).
 - b) SIT TEMP.
 - c) Event template.
 - d) Enemy situation.
 - e) HPT list.
 - f) TF time schedules.
 - 4) TF operational graphics which depict:
 - a) Scheme of maneuver.

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- b) Checkpoints/Terrain Index Reference System (TIRS).
- c) Routes, directions of advance/attack.
- d) NAIs and TAIs.
- e) SPs and RPs.
- f) Boundaries and limits of advance.
- 5) Instructions on:
 - a) Reporting (when, what, to whom).
 - b) Actions on contact.
 - c) CS support and actions.
 - d) CSS support and actions.
- 6) Dispositions of TF units and their schemes of maneuver.
- 7) Task organization (attachments and their responsibilities/tasks).
- 8) TF communications plan.
 - a) Frequencies.
 - b) SOI information.
 - c) Retrans/relay.
 - d) Reporting times.
- b. Scout Platoon Leader analyzes the mission.
 - 1) Identifies specific tasks such as:
 - a) Reconnaissance missions (e.g., route, zone, area) and CCIR.
 - b) Security missions (e.g., screen, guard, cover, area security).
 - c) Liaison for the TF.
 - d) TF quartering party duties.
 - e) Chemical detection and radiological survey/monitoring.
 - f) TF passage of lines support.
 - 2) Identifies implied tasks such as:
 - a) Road march to assembly areas.
 - b) Consolidation and reorganization.

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- c) Resupply.
- 3) Identifies the essential tasks extracted from implied and specified tasks needed to accomplish the overall mission.
- 4) Identifies limitations and restrictions on the platoon's freedom of maneuver, which may include:
 - a) OPSEC requirements (e.g., radio listening silence).
 - b) Actions or tasks which must be accomplished by specific times.
 - c) Boundaries and other control measures (e.g., restrictive fire control measures).
- 5) Identifies additional resources allocated by the TF.
 - a) Indirect fires (e.g., planned fires, priorities).
 - b) Attachments (e.g., engineers, AD).
 - c) Special equipment.
- 6) See task 1 of CCF 2, Collect Information.
- c. Scout Platoon Leader performs time analysis.
 - 1) Determines amount of time the platoon has to:
 - a) Prepare for the mission.
 - b) Execute the mission.
 - 2) Determines time the Platoon Leader can commit to planning the mission.
 - a) Platoon Leader uses no more than 1/3 of available time for planning and all platoon directed actions.
 - b) 2/3 of available time is provided to subordinate leaders.
 - 3) Uses reverse planning to construct a time line to accomplish TLP.
 - a) Sequence begins with actions on the objective and works backwards to find a start time for events.
 - b) Time factors are conservatively planned to counter unexpected occurrences.
- d. The Scout Platoon Leader produces a restated mission statement answering: who, what, where, when, and why.
- e. See task 11 of CCF 18, Plan for Combat Operations; tasks 8 and 9, CCF 1, Conduct Intelligence Planning; and task 2 of CCF 2, Collect Information.

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S4. **Scout Platoon Leader Develops Courses of Action** (ARTEP 17-57-10 MTP, task 03-2-C013, C015, C016, C034, 08-3-C019, 17-3-1012/1, 1014/1, 1021, 1030, 1032, 1035/3, 44-2-C002, C001; FM 17-98, Chap. 2, 8, App A; FM 17-98-1, Chap. 1)

- a. Scout Platoon Leader develops a tentative plan based on METT-T.
 - 1) Mission:
 - a) Essential tasks.
 - b) TF Commander's intent.
 - c) Platoon Leader's intent.
 - d) Purpose and desired end state of the platoon mission.
 - 2) Enemy:
 - a) Strength.
 - b) Type unit and composition.
 - c) Current activity.
 - d) Locations, positions, avenues of approach.
 - (1) Maneuver units.
 - (2) Observation posts (OP).
 - (3) Reserves.
 - (4) Lines of communications.
 - (5) Kill zones, fire sacks, and obstacles.
 - e) Possible courses of action (COA) and objectives.
 - f) Other capabilities and vulnerabilities.
 - (1) Tactics.
 - (2) Equipment and weapons systems (including nuclear, chemical, and biological (NBC)).
 - 3) Terrain and weather:
 - a) Observation and fields of fire.
 - (1) Observation of forward areas (for consideration on placement of OPs).
 - (2) Fields of fire.
 - (3) Direct fire sectors.

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- (4) Dead space.
- (5) Indirect fire target areas.
- (6) Locations from which to observe assigned:
 - (a) Areas/sectors.
 - (b) NAIs/TAIs.
 - (c) Avenues of approach.
- b) Cover and concealment (terrain configuration and vegetation); terrain that can mask activities and movement of:
 - (1) Scout Platoon.
 - (2) Enemy forces.
- c) Obstacles (surface configuration, drainage, and trafficability) effect on:
 - (1) Required mobility for friendly and enemy forces.
 - (2) Restrictions on mobility imposed on friendly and enemy forces.
- d) Key terrain.
 - (1) Key terrain features.
 - (2) Decisive terrain features.
 - (3) Effects of friendly or enemy control of key and decisive terrain, on friendly and enemy operations.
- e) Avenues of approach.
 - (1) Mounted.
 - (2) Dismounted.
 - (3) Air.
 - (4) Size of force which can use avenues.
 - (5) Bottlenecks or defiles.
 - (6) Entrances to and exits from platoon positions.
- f) Effects of current and forecasted weather on friendly and enemy:
 - (1) Visibility.
 - (2) Surface conditions.

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- (a) Cross-country mobility.
- (b) Obstacles.
 - 1 Construction requirements.
 - 2 Breaching requirements (by TF).
 - 3 Effects.
- (c) Construction of protective and fighting positions.
- (d) River crossing or fording.
- (e) Avenues of approach.
- (3) Precision munitions (e.g., ATGMs, laser guided).
- (4) Weapon systems.
 - (a) Tanks.
 - (b) IFVs.
 - (c) Small arms.
 - (d) Fire support (e.g., mortars, artillery, CAS).
- (5) Air operations.
- (6) Equipment and vehicles.
- (7) Personnel.
- 4) Friendly (force inventory, including attachments and other combat multipliers):
 - a) Number of systems.
 - (1) HMMWVs.
 - (2) BFVs.
 - (3) Tanks.
 - (4) Scout sections and OPs.
 - (5) ATGMs.
 - (6) Small arms (by type).
 - (7) GSR.
 - b) Systems required for the mission.

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- (1) Night observation devices (NODs).
- (2) Binoculars and range finders.
- (3) Lasers.
- (4) Communications equipment.
- c) Personnel strength of subordinate sections and critical MOS requirements.
- d) State of training and discipline.
- e) Physical condition and fatigue level of soldiers (current and anticipated during the mission).
- f) Location, disposition, and status of sections.
- g) Present maintenance condition of the vehicles and equipment.
- h) Supply status of ammunition, fuel, and other necessary items.
- i) Morale.
- j) CS attachments/assets available to the platoon and in support.
 - (1) Fire support (e.g., mortars, artillery, CAS).
 - (2) Engineers.
 - (3) ADA.
 - (4) GSR.
 - (5) FOs, COLT.
- k) CSS support from HHC or other TF Co/Tms.
- l) Additional equipment or supplies required to accomplish the mission.
- 5) Time, space, and distance factors.
 - a) Time required for subordinates to assemble, plan, and disseminate orders.
 - b) Movement times and distance factors, from assembly areas or present positions to:
 - (1) SPs.
 - (2) RPs.
 - (3) LD.
 - (4) Infiltration and other routes to and from forward positions.

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- (5) Sectors/areas.
 - (6) Forward positions/OPs.
 - c) Time and duration positions and OPs must be manned.
 - d) Time required for the platoon to consolidate and reorganize at mission conclusion to conduct follow-on missions.
 - e) Time available for leaders' reconnaissance and rehearsals.
- b. Scout Platoon Leader develops a minimum of two separate courses of action that can accomplish the mission.
- 1) Each course of action answers who, what, when, where, and how.
 - 2) Courses of action are developed from the platoon's mission and mission essential tasks.
- c. Scout Platoon Leader plans specific missions and tasks:
- 1) Reconnaissance operations (see task S5).
 - 2) Security operations (see task S6).
 - 3) Movement to LD or SP; determines:
 - a) Routes and control measures.
 - b) Speed and interval.
 - c) Appropriate formation for threat.
 - d) Immediate actions drills (e.g., contact, danger areas, halts, etc.).
 - 4) Passage of lines (follows the same principles as the Co/Tm, see task C6c).
- d. Plans for fire support as outlined in the TF R&S Plan and OPORD.
- 1) Determines type of support available (e.g., mortars, artillery, CAS).
 - 2) Locates where supporting units are.
 - 3) Determines restrictions (e.g., priorities, fire control measures).
 - 4) Determines preplanned targets and target priorities for the platoon to submit to the TF FSO; obtains approved target list or overlay from the TF FSO.
 - 5) See task C5h (follows same principal as the Co/Tm); tasks 13 and 14b of CCF 15, Coordinate, Synchronize, and Integrate Fire Support.
- e. Plans for communications, determines:

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- 1) Communications nets to be used for reporting to TF (e.g., O&I, Command).
- 2) Reporting schedules and positions where sections/teams will report.
- 3) Retrans or relay plan to maintain communications with the TF.
- f. Plans for the use of attachments or other supporting assets.
 - 1) Engineers.
 - 2) ADA.
 - 3) GSR.
 - 4) FOs, COLTs.
 - 5) Remotely monitored battlefield sensor system (REMBASS).
 - 6) Aeroscouts.
- g. Plans for active and passive air defense (see task C5j [follows the same principles as the Co/Tm]; task 9 of CCF 16/17, Take Active/Passive Air Defense Measures).
- h. Plans for NBC operations (see task C5k [follows the same principles as the Co/Tm]; CCF 27, Provide Documentation).
- i. Plans for CSS; support provided by TF HHC or a Co/Tm, as directed in the TF OPOD.
 - 1) Recovery.
 - 2) Resupply.
 - 3) Medical.
 - 4) See task C5l (follows the same principles as the Co/Tm); CCF 28, Provide Transport Operations; CCF 29, Conduct Supply Operations; CCF 30, Provide Personnel Services; CCF 31, Maintain Weapons Systems and Equipment; and CCF 33, Treat and Evacuate Battlefield Casualties.

S5. **Scout Platoon Leader Plans Reconnaissance Operations** (ARTEP 17-57-10-MTP, Task 17-3-1017/1, 1017/2, 1018/1, 1018/2, 1019/1, 1019/2; FM 17-98, Chap. 4)

- a. Applies the fundamentals of reconnaissance when developing reconnaissance plans, which include:
 - 1) Maximum use of reconnaissance force forward.
 - 2) Orientation of reconnaissance force on the reconnaissance objective.
 - 3) Precise guidance on information reporting requirements.

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- 4) Retention of freedom to maneuver.
- 5) Gaining and maintaining contact with the enemy.
- b. Designates the method of reconnaissance based on mission requirements.
 - 1) Mounted reconnaissance is selected when:
 - a) Speed is required because time is limited.
 - b) Detailed reconnaissance of the entire sector is not required.
 - c) Enemy locations and obstacles are known.
 - d) Enemy contact is not likely until an anticipated, distant location.
 - e) Access to vehicles is required (e.g., communications, armor protection, weapon systems).
 - f) Stealth (e.g., noise, visual and thermal signature) is not paramount.
 - 2) Dismounted reconnaissance is selected when:
 - a) Adequate time is available for detailed reconnaissance of terrain features, obstacles, and enemy forces.
 - b) Stealth and security of reconnaissance force are paramount.
 - c) Enemy contact is expected or visual contact has been achieved.
 - d) Vehicle movement through the area is restricted by terrain.
 - 3) Reconnaissance by fire is selected when:
 - a) Enemy contact is expected, which is indicated by:
 - (1) Presence of natural or man-made obstacles.
 - (2) Existence of an obvious kill zone.
 - (3) Suspected enemy positions that fit the SIT TEMP.
 - (4) Signs of recent activity.
 - b) Time is limited and surprise can be sacrificed.
 - c) Scouts can be positioned to observe effects of fire and TF maneuver units can be positioned to maneuver against the enemy.
- c. Plans actions to accomplish route, zone, and area reconnaissance tasks, based on type of reconnaissance to be conducted; task options are:
 - 1) Inspect and classify all bridges.
 - 2) Locate and classify fords or crossing sites near all bridges.

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- 3) Inspect and classify:
 - a) Overpasses.
 - b) Underpasses.
 - c) Culverts, chokepoints, and defiles.
 - d) Lateral routes.
- 4) Locate mines, obstacles, and barriers.
- 5) Locate bypasses around:
 - a) Built-up areas.
 - b) Obstacles.
 - c) Contaminated areas.
- 6) Find and report all enemy forces within the designated zone/area to confirm or refute the TF SIT TEMP.
- 7) Determine trafficability of specific routes or axis.
- 8) Inspect built-up areas and/or terrain along route/axis and other areas which the enemy could use to influence TF operations.
- 9) Establish observation of and report enemy activity at NAIs, TAIs, DPs, and other areas/locations as directed.
- d. Determines platoon internal task organization to accomplish required tasks; assigns subordinate elements tasks, sectors, areas, and reconnaissance objectives.
- e. Plans movement to reconnaissance objectives.
 - 1) Movement formations; options:
 - a) Formations structured to provide protection and security.
 - b) Employs two-, three-, or four-team organization.
 - c) Uses vee or split vee formations.
 - d) Teams remain generally on line to:
 - (1) Maintain contact with other teams.
 - (2) Prevent development of gaps.
 - 2) Movement techniques; options:
 - a) Traveling.
 - b) Overwatch.

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- c) Bounding overwatch.
- d) Combinations based on platoon tasks and the enemy threat.
- 3) Routes for mounted and dismounted movement to reconnaissance objectives are selected.
- 4) Areas for mounted and dismounted reconnaissance are selected.
- f. Control measures are designated to orient and control the platoon; include:
 - 1) Phase lines.
 - 2) Check points/TIRS.
 - 3) Contact/coordination points.
 - 4) Limits of advance.
 - 5) NAIs/TAIs.

S6. **Scout Platoon Leader Plans Security Operations⁵** (ARTEP 17-57-10-MTP, Task 17-3-1023; FM 17-98, Chap. 5)

- a. Applies the fundamentals of security when developing security plans, which include:
 - 1) Orienting on: the TF main body for offensive operations; the enemy main body for defensive operations.
 - 2) Performing continuous reconnaissance.
 - 3) Providing early and accurate warning to the TF Commander.
 - 4) Providing reaction time and maneuver space for the TF.
 - 5) Maintaining contact with the enemy; denying enemy reconnaissance units close-in observation of the TF main body.
 - 6) Impeding and harassing the enemy with observed indirect fires.
- b. Plans screen.
 - 1) Surveillance of assigned areas.
 - a) Designates the screen line (limit of forward positioning of scouts).
 - b) Selects positions to observe specific avenues of approach and/or NAIs based on TF R&S plan and IPB.
 - c) Determines focus of observation; options:
 - (1) Enemy main body.

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- (2) Enemy reconnaissance forces.
 - (3) Combination (main body and reconnaissance).
- d) Designates assets to meet surveillance requirements.
 - (1) Scout sections.
 - (2) Attached GSRs.
 - (3) Attached infantry and/or tanks.
 - (4) Attached engineers.
 - (5) Attached artillery FOs/COLT.
- e) Determines organization and formations.
 - (1) Two-team, three-team, or four-team elements.
 - (2) Organization is based on platoon strength, assets available, and mission.
- 2) Communication linkages between the Scout Platoon and TF CPs are determined, through coordination with the TF S3 and CESO; considerations include the use of:
 - a) Retrans.
 - b) Radio relays.
 - c) Directional antennas.
- 3) Counterreconnaissance (see CCF 25, Provide Operations Security).
- 4) Surveillance methods.
 - a) OPs.
 - (1) Mounted and/or dismounted.
 - (2) Arrayed in depth.
 - (3) Positioning and displacing Scout elements in front of moving enemy.
 - b) Reconnaissance and combat patrols.
 - (1) Directed at specific objectives (NAIs, avenues of approach) as part of directed surveillance requirements.
 - (2) As required to ensure local security and integrity of platoon positions.
 - c) Remote electronic/mechanical surveillance.

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- (1) Available systems.
 - (a) Trip flares.
 - (b) REMBASS.
 - (c) GSR.
- (2) Devices are backed up with patrols to investigate alarms.
- 5) Surveillance plan establishes redundancy of OPs throughout the platoon area of operations to ensure the platoon maintains contact with the enemy.
- 6) Contingency measures are designated in the event the platoon has insufficient resources to maintain redundant surveillance; measures include:
 - a) Repositioning of other Scout assets to acquire and maintain contact.
 - b) Repositioning of other TF units or systems (e.g., GSR, other detection systems) to acquire and maintain contact.
- c. Plans area security to protect specific critical and vulnerable assets or terrain from enemy direct fire and observation.
 - 1) Convoy and route security tasks include:
 - a) Escort.
 - b) Reconnaissance.
 - c) Reaction forces.
 - 2) Convoy security, considerations include:
 - a) Command and control; command/support relationship between Scout Platoon and convoy commander.
 - b) Security is provided by the Scout Platoon and convoy vehicles in all directions and throughout the length of the convoy.
 - c) Scout Platoon elements are dispersed throughout the convoy for rapid response.
 - d) Actions at halts, obstacles, danger areas, and ambushes.
 - 3) Route security, considerations include:
 - a) Secures specific route for a designated time to protect multiple convoys.
 - b) Determines outpost requirements and tasks, which:
 - (1) Provide early warning to convoys.
 - (2) Protect designated routes.

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- (3) Direct TF reaction forces or indirect fires.
- 4) Protection of critical points (e.g., key or vulnerable sites).
 - a) Critical points include:
 - (1) Bridges.
 - (2) Command and control installations.
 - (3) Airfields (in conjunction with TF maneuver units).
 - (4) Obstacles, areas where the TF is accepting risk, and other points as directed.
 - b) Determine platoon organizational requirements to protect the designated point.
 - c) Designate fighting position (dismounted scouts and vehicles) requirements.
 - d) Protection of critical points is planned using the same principles as outlined for a Co/Tm defense of a BP (see task C7d).

S7. Scout Platoon Leader Compares Courses of Action; Makes a Tentative Plan (ARTEP 17-57-10 MTP, Task 17-3-1035/3; FM 17-98, Chap. 2; FM 17-98-1, Chap. 1)

- a. Analyzes courses of action through war gaming.
 - 1) Analysis criteria.
 - a) TF Commander's intent.
 - b) Mission accomplishment.
 - c) METT-T.
 - d) Fundamentals of the mission (e.g., reconnaissance, security).
 - 2) War game considerations.
 - a) Identify enemy actions which serve as indicators of his course of action.
 - b) Determine possible and likely enemy reactions to platoon actions.
 - c) Identify platoon actions to counter enemy reactions.
 - d) Determine level of risk for each platoon COA.
 - e) Determine options for shifting to another course of action if the enemy reacts unexpectedly.

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- f) Consider personnel, equipment, experience, and overall capability of the platoon to accomplish the mission.
- 3) Identifies decision points which provide a point of reference during execution of the operation for each course of action. Decision points are designated based on points in time and space where a critical decision must be made.
 - a) Selection of decision point location considers time required to make a decision, disseminate instructions, and for subordinate units to react.
 - b) Physical terrain factors which may serve as decision points, such as:
 - (1) Choke points.
 - (2) Stream or river crossing sites.
 - (3) Large open areas (possible kill zones).
 - (4) Cross compartments.
 - (5) Areas of suspected enemy occupations.
 - (6) Low ground where chemical weapons have been used.
- 4) Determines actions to be triggered at decision points, such as:
 - a) Employment of indirect or direct fires.
 - b) Changes in movement techniques.
 - c) Formation changes.
 - d) Establishment of overwatch positions.
 - e) Use of smoke and other obscurants.
 - f) Maneuver of sections or teams.
- b. Compares each course of action using a comparison analysis (e.g., advantages, disadvantages), which includes:
 - 1) Observation and fields of fire.
 - 2) Key and decisive terrain.
 - 3) Use or avoidance of obstacles.
 - 4) Cover and concealment.
 - 5) Avenues of approach.
 - 6) Uses trafficable terrain.

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- 7) Effects of weather on friendly and enemy forces.
- 8) Provides for conditions of:
 - a) Concentration (when required).
 - b) Stealth.
 - c) Surprise.
- 9) Flexibility.
- 10) Accomplishment of the mission with forces available.
- c. Selects the course of action that best accomplishes the mission and intent.
- d. Develops a tentative plan which becomes the basis for the finalized plan, leaders' reconnaissance, and platoon OPORD.
 - 1) Determines additional intelligence and information needs prior to movement.
 - 2) Uses OPORD format to ensure tentative plan has required details.
 - 3) Presents an operational concept which describes subordinate elements' actions.

S8. Scout Platoon Conducts Necessary Movement; Occupies Assembly Area
(ARTEP 17-57-10-MTP, Tasks 17-2-1012, 1013, 1016, 17-3-1035/4; FM 17-98, Chap. 2,6; FM 17-98-1, Chap. 1)

NOTE: This task may be accomplished while the Scout Platoon Leader is conducting mission planning.

- a. Scout Platoon assembles at a central location, if METT-T conditions allow.
- b. Scout sections are directed to move to new positions if the platoon can not consolidate.
- c. The Scout Platoon Leader coordinates for movement with TF CPs and all units the platoon will maneuver past or through; coordination issues include:
 - 1) Movement routes and traffic control measures (SPs, RPs).
 - 2) Movement times.
 - 3) Movement support.
- d. Quartering party begins movement to assembly area (if necessary).
 - 1) Quartering party representatives from each section are selected.
 - 2) Scout Platoon quartering party activities follow the same principles as those for the Co/Tm (see task C9a-d).

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- e. Scout Platoon moves to and inspects assembly area(s).

NOTE: Scout Platoon conducts quartering party duties as part of the TF quartering party or for the Scout Platoon only.

- 1) Conducts a reconnaissance of the assembly area, including an NBC reconnaissance.
- 2) Verifies assembly area(s):
 - a) Provide concealment from air and ground observation.
 - b) Provide for cover from direct fire.
 - c) Has surface conditions which support the TF's or platoon's vehicles and that provide for good drainage.
 - d) Has adequate exits, entrances, and internal roads or trails.
 - e) Provide for space for dispersion of vehicles, personnel, and equipment.
- 3) Marks or removes obstacles, mines, or booby traps.
- 4) Marks entrances and exits of assembly area.
- 5) Marks vehicle locations to be occupied.
- 6) Scout sections report result of assembly area inspection to Scout Platoon Leader or to leader of the TF quartering party.
- 7) Moves to RP to perform guide duties.
- 8) Guides vehicles to their positions as they arrive.

- f. Scout Platoon occupies the assembly area.

- 1) Scout Platoon moves into the assembly area without slowing or halting on the route of march.
- 2) Scout Platoon establishes internal communications and external communications with TF CPs.

- g. Scout Platoon establishes security of assembly area.

- 1) Vehicles and fighting positions are emplaced on the perimeter of the assembly area to permit observation and fires on all mounted/dismounted avenues of approach into the assembly area.
- 2) OP/LPs are established.
- 3) Mines and early warning devices are emplaced.
- 4) Security patrols are designated.

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- h. The Scout Platoon task organizes.
 - 1) Scout Platoon Leader or PSG coordinates link-up of attachments and detachments with gaining/losing units.
 - 2) Platoon elements detach for the mission.
 - a) Elements are brought to full combat loads prior to departure.
 - b) Elements move to and link up with gaining unit as directed.
 - c) Element leader reports to Scout Platoon Leader when cross attachment has been completed.
 - d) Scout Platoon Leader reports detachment to TF CPs.
 - 3) Platoon receives attached/OPCON units.
 - a) Scout Platoon Leader or PSG communicate with the unit prior to its arrival to establish time and location for link-up.
 - b) Attached unit uses designated routes to move to the platoon positions.
 - c) Platoon Leader establishes command when units arrive.
 - d) Attached units are positioned within the Scout Platoon perimeter and resupplied, as required.
 - e) Scout Platoon Leader briefs attached/OPCON units:
 - (1) Checks for mission readiness.
 - (2) Provides the platoon SOP.
 - (3) Briefs the new unit on the tactical situation and upcoming mission.
 - (4) Provides SOI information.
 - f) Scout Platoon Leader reports attachments to TF CPs.
 - 4) Platoon task organizes internally to meet mission requirements.
- i. See task C9 (Scout Platoon movement follows the same principles as Co/Tm movement).

S9. **Scout Platoon Leader Conducts Leaders' Reconnaissance** (ARTEP 17-57-10 MTP, Task 17-3-1035/5; FM 17-98, Chap. 2; FM 17-98-1, Chap. 1)

- a. Scout Platoon Leader plans ground reconnaissance.
 - 1) Develops reconnaissance objectives and security tasks.

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- 2) Designates PIR and IR to be collected during the reconnaissance.
 - 3) Designates subordinate leaders to accomplish specific reconnaissance tasks.
 - 4) Determines and coordinates routes, passage of lines, and reconnaissance areas with forward and adjacent units.
- b. Map reconnaissance is conducted of:
- 1) Routes from platoon positions to:
 - a) LD or SP.
 - b) Screen lines.
 - c) OP positions.
 - d) Reconnaissance objective.
 - 2) Assembly area(s).
 - 3) Initial positions.
 - 4) Key terrain and positions to be occupied by the Scout Platoon.
 - 5) Enemy avenues of approach and possible positions.
- c. Platoon Leader selects personnel to participate in the reconnaissance.
- 1) Platoon HQ personnel.
 - 2) Section leaders.
 - 3) Leaders of elements attached/OPCON to the platoon (e.g., FOs, engineers).
 - 4) Security element.
- d. Leaders' reconnaissance element moves to area to be reconnoitered and performs reconnaissance to confirm the validity of the Scout Platoon Leader's course of action; determines:
- 1) Routes for movement.
 - 2) Platoon frontage and techniques of movement.
 - 3) Areas where movement technique or formation may change.
 - 4) Enemy positions and kill zones.
 - 5) Locations for sector/zone observation.
 - 6) Overwatch positions.
 - 7) Artillery targets.

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- 8) Verification of OCOKA and METT-T information (see task S4a):
 - e. The Platoon Leader uses information gained from the reconnaissance to finalize the platoon plan and OPORD.
 - f. See task C10 (Scout Platoon Leaders' reconnaissance follows the same principles as the Co/Tm).
- S10. **Scout Platoon Leader Completes the Plan** (ARTEP 17-57-10 MTP, Task 17-3-1035/6; FM 17-98, Chap. 2; FM 17-98-1, Chap. 1; FM 101-5-1, Chap. 2)
- a. Finalizes his intent which addresses the platoon's mission, purpose, and essential tasks.
 - b. Designates platoon task organization, including all attachments and supporting elements.
 - c. Coordinates with TF CPs for additional support requirements.
 - d. Designates specific tasks for all subordinate elements.
 - e. Develops control measures for control, movement, and fires to augment those assigned by the TF and to support decision points (control measures annotated on overlay).
 - 1) Unit boundaries, PLs, contact and coordination points, and LD.
 - 2) Routes (including SP, RP).
 - 3) Friendly and enemy avenues of approach.
 - 4) TAIs and NAIs.
 - 5) Objectives, sectors/zones, OPs.
 - 6) TRPs, trigger lines (by weapon system), break line, battle handover lines, and sectors of fire.
 - 7) TIRs/checkpoints.
 - 8) Limits of advance.
 - 9) Priority of targets.
 - f. Produces OPORD in five-paragraph format with enough detail to allow mission accomplishment without further instructions. Plan is simple and flexible enough to allow quick and effective reactions to changing situations.
- S11. **Scout Platoon Leader Issues the Order** (ARTEP 17-57-10 MTP, Task 17-3-1035/7; FM 17-98, Chap. 2).
- a. All key leaders are present (including attachment leaders).

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- b. Overlays are issued.
- c. Entire order is briefed in sequence, preferably overlooking the terrain on which the operation will be conducted.
- d. Responsibility is fixed for all activities.
- e. Platoon and TF time lines are disseminated.
- f. The Scout Platoon Leader uses aids to assist subordinate leaders visualize the operations; options include maps, overlays, sand tables, and terrain sketches.
- g. Scout Platoon Leader conducts brief backs; subordinates:
 - 1) Describe how their missions fit in the overall Scout Platoon and TF scheme of maneuver.
 - 2) State their tasks and missions as detailed in the platoon OPORD.
 - 3) Demonstrate understanding of the TF Commander's and Platoon Leader's intents.
 - 4) Demonstrate understanding of CCIR and reporting requirements.

SCOUT PLATOON PREPARES

The Scout Platoon normally conducts mission preparation and possibly execution while the TF is still performing mission planning. CSS sustainment, mission preparation and rest are major requirements for the Scout Platoon at this stage. The platoon mission plan may be further refined based on continued TF staff planning, R&S and IPB refinements. The TF staff must continue to prioritize scout operations to: assure time is available for the Platoon Leader to prepare; and to provide sufficient time for deliberate reconnaissance. The Scout Platoon performs mission preparation in assembly areas if possible. If sections are unable to assemble they prepare independently. Section leaders meet the Platoon Leader or PSG to receive the OPORD and perform rehearsals.

S12. **Section Leaders Develop and Issue OPORDs** (ARTEP 17-57-10-MTP, Task 17-3-1035; FM 17-98, Chap. 2)

- a. Section and attachment leaders conduct TLP.
 - 1) Receive the mission.
 - 2) Perform mission analysis.
 - 3) Develop tentative plan.
 - 4) Start necessary movement.
 - 5) Conduct reconnaissance.
 - 6) Complete the plan.

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- 7) Issue the complete OPORD.
 - 8) Supervise and refine plans.
 - b. Section and attachment leaders perform TLP as described in tasks S1-S11, focused on their levels.
- S13. **Scout Platoon Performs Logistical Operations** (ARTEP 17-57-10-MTP, Task 17-3-1030, 1032; FM 17-98, Chap. 8)
- a. Scout Platoon Leader and PSG analyze the mission to determine supply requirements and activities.
 - 1) Forecast requirements for all classes of supply, medical, and maintenance support based on the platoon mission and scheme of maneuver.
 - 2) Identify and coordinate method of resupply.
 - a) For support provided by a TF Co/Tm, Scout Platoon Leader or PSG:
 - (1) Identifies Co/Tm tasked (in TF OPORD) to provide support.
 - (2) Contacts the Co/Tm to determine resupply locations, times, and technique of resupply (e.g., service station, tail gate).
 - (3) Provides Co/Tm information on platoon requirements.
 - b) For support provided by TF HHC, Scout Platoon Leader or PSG:
 - (1) Determines resupply locations and times to meet HHC resupply vehicles.
 - (2) Establishes the technique of resupply (e.g., service-station, tail gate).
 - (3) Provides HHC representative information on platoon requirements.
 - b. PSG or HHC representatives attends LRP meeting and guides resupply vehicles to the resupply site.
 - 1) Verifies and exchanges information with TF S1/S4 at the LRP meeting, information includes:
 - a) LOGPAC composition (i.e., requested platoon supplies and material on LOGPAC vehicles, and supplies, materials not provided in LOGPAC vehicles.
 - b) Time and location to return LOGPAC vehicles.
 - c) Locations and times for future resupply operations.
 - d) Submission of awards and personnel actions.

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- e) Update of platoon battle roster.
- f) Mail pick-up/drop-off.
- 2) Supply vehicles are guided to the resupply site on designated routes.
- c. Scout Platoon resupplies using the tail gate method.
 - 1) Resupply is conducted according to priority set by the Platoon Leader.
 - 2) PSG moves resupply vehicles to positions behind first section/element; alerts section element to prepare for resupply.
 - 3) Platoon members are rotated through CL I points.
 - 4) CL III and V vehicles move to platoon vehicles and perform resupply.
 - 5) PSG monitors progress of resupply operation, moves resupply vehicles from section to section.
 - 6) Upon completion of resupply, the Scout Platoon PSG leads the supply vehicles to the link-up point designated by the HHC representative or Co/Tm 1SG.
 - 7) PSG reports completion of resupply and the supply status of the Scout Platoon to Platoon Leader.
- d. Scout Platoon resupplies using the service-station method.
 - 1) Supply vehicles are positioned and dispersed to the rear of the Scout Platoon in a covered and concealed location.
 - 2) Security for supply vehicles is provided by the Scout Platoon.
 - 3) Platoon resupplies at same time or based on priority established by the Platoon Leader.
 - 4) Platoon vehicles and soldiers move to resupply location.
 - 5) Platoon resupplies and moves as directed.
- e. PSG coordinates with the HHC representative or Co/Tm 1SG for future requirements.
- f. Scout Platoon conducts maintenance operations.
 - 1) Platoon soldiers perform operator maintenance.
 - a) Vehicle, weapon, and equipment operators perform routine maintenance.
 - b) PSG informs organizational maintenance personnel of deficiencies as soon as possible.
 - c) PSG coordinates for technical or upper echelon maintenance support.

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- 2) Platoon Leader or PSG reports equipment deficiencies.
 - a) Vehicle commanders update the PSG on equipment status.
 - b) PSG consolidates equipment status reports and gives it to the Scout Platoon Leader.
- 3) See task 14 of CCF 31, Maintain Weapons Systems and Equipment.
- g. Scout Platoon Leader reports CSS status and forwards requests.
 - 1) Reports platoon status (strength and losses), and requests replacements to TF S1.
 - 2) Reports vehicle, equipment, fuel, and ammunition status to TF S4.
 - a) Vehicle and equipment strength and status.
 - b) Fuel and ammunition status.
 - 3) Requests maintenance, recovery, supply, and evacuation support as necessary.

S14. Scout Platoon Leader Supervises Preparation (ARTEP 17-57-10-MTP, Task 17-3-1035/8, 1040; FM 17-98, Chap. 2)

- a. TF Commander or designated representative visits the platoon to ensure platoon complies with R&S plan and/or OPORD; Scout Platoon Leader supervises correction of faults identified during the visit (see task 4c2 of CCF 19, Direct and Lead Units in Preparation for Battle).
- b. Scout Platoon Leader ensures subordinate leaders are performing TLP and assigned tasks based his guidance and instructions.
- c. Scout Platoon Leader ensures time lines and events identified by the Platoon Leader for mission preparation are being followed.
- d. Scout Platoon Leader ensures subordinate leaders are applying the 1/3-2/3 rule for mission planning and preparation.
- e. Scout Platoon Leader conducts back briefs with subordinate leaders, section, and attachment leaders:
 - 1) Each describes how he will accomplish assigned missions and tasks.
 - 2) Each provides updates and recommendations to the platoon plan based on his mission analysis and OPORD development.
 - 3) Each demonstrates an understanding of TF and platoon missions and intents.
- f. Scout Platoon Leader ensures priorities of work are being adhered to, which include:

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- 1) Local security (based on directed REDCON level).
 - 2) Maintenance of vehicles and equipment.
 - 3) Resupply of CL III and V.
 - 4) Weapons cleaning and prepare-to-fire checks.
 - 5) Feeding plan.
 - 6) Sleep plan.
- g. See task 2 of CCF 2, Collect Information.

S15. **Scout Platoon Conducts Pre-Combat Checks and Inspections** (ARTEP 17-57-10-MTP, Task 17-3-1033; FM 17-98, Chap. 2, 6, Annex B)

- a. Scout Platoon Leader and PSG prepare for the mission.
 - 1) Direct and conduct pre-combat checks to be performed.
 - 2) Coordinate for technical assistance.
 - 3) Supervise pre-combat checks.
- b. Scout Platoon Leader and subordinate leaders conduct pre-combat checks on personnel and positions.
 - 1) Soldiers:
 - a) Are in complete uniform with all personal equipment.
 - b) Know the mission and their tasks.
 - 2) Identification tags and cards are present.
 - 3) Load bearing equipment with all required items is present.
 - 4) Personal and crew-served weapons are present and serviceable.
 - 5) Basic loads of ammunition for personal weapon are on-hand.
 - 6) Camouflage (soldier, positions) is applied to standard.
 - 7) Supplies are disseminated to lowest user level.
 - 8) Survivability positions are prepared to standard.
- c. Platoon and subordinate leaders conduct pre-combat checks of vehicle commanders to ensure:
 - 1) Current map and overlays are present.
 - a) TF and platoon maneuver graphics.

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- b) Fire support.
- c) SIT TEMP.
- d) NAIs, TAIs, and DPs.
- 2) Current SOI information is present.
- 3) Binoculars, lasers (e.g., range finding, targeting), night observation devices (NODs) and batteries are present and serviceable.
- 4) Compasses are present and operational.
- d. Platoon and subordinate leaders conduct pre-combat checks of vehicles.
 - 1) Vehicles are loaded according to the load plan.
 - 2) Vehicles are topped off with fuel.
 - 3) POL packaged products and small arms lubricants are loaded.
 - 4) Water and fuel cans are full.
 - 5) Rations are stored.
 - 6) Critical tools and tool kits are present.
 - 7) Prepare-to-fire checks are complete for weapons; weapons are boresighted and operational.
 - 8) PMCS has been completed, and vehicle has no deadline deficiencies.
 - 9) Maintenance forms and records are completed correctly.
 - 10) Basic loads of CL IV and V are on-hand.
 - 11) Vehicle BII is present and serviceable.
 - 12) Recognition panels are correct and mounted.
- e. Platoon and subordinate leaders conduct pre-combat checks on equipment. Equipment is present and serviceable.
 - 1) Camouflage nets and supports.
 - 2) Mine detectors with batteries.
 - 3) Demolition kits with batteries.
 - 4) Maintenance forms and records are completed correctly on all equipment.
- f. Platoon and subordinate leaders conduct pre-combat checks on communications equipment.
 - 1) Radios and secure equipment have the correct:

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- a) Frequencies.
- b) TRANSEC variables.
- c) Hopsets.
- d) Time.
- 2) Maintenance records and forms are completed correctly on all communications equipment.
- 3) Soldiers brief back:
 - a) Mission frequencies, variables, call-signs, and secure fills.
 - b) Time to change frequencies and secure fills.
 - c) Authentication and encoding tables usage.
 - d) Platoon's visual signals.
 - e) Challenge, password, and code words and when they change.
- 4) SOIs are present.
- 5) TA-312, TA-1, and WD-1 are present and serviceable.
- g. Platoon and subordinate leaders conduct pre-combat checks of NBC equipment.
 - 1) MOPP suits are present and serviceable.
 - 2) Protective masks are carried, fitted, and serviceable.
 - 3) Nerve Agent Antidote Kits (NAAK) are present and complete.
 - 4) Soldiers have M258 decontamination kits.
 - 5) M11 decontamination apparatus is present and serviceable in each vehicle.
 - 6) M256 chemical detection kits and M8 chemical alarms are present and serviceable.
 - 7) Soldiers know the MOPP level and alert warning procedures and signals.
 - 8) NBC survey team members are identified and knowledgeable of their duties and equipment.
 - 9) M8/M9 paper is affixed to vehicles and soldiers.
 - 10) Maintenance forms and records are completed correctly on all NBC equipment.

S16. **Scout Platoon Conducts Rehearsals** (ARTEP 17-57-10-MTP, Task 17-3-1034; FM 17-98, Chap. 2, App B)

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- a. Platoon Leader issues rehearsal order, if required.
 - 1) Plans rehearsal of all tasks required by mission.
 - 2) Plans rehearsals of all contingencies contained in the OPORD.
- b. PSG forms platoon at designated rehearsal site.
 - 1) Rehearsal order is issued.
 - 2) New or unfamiliar tactics/techniques are explained.
- c. Platoon conducts rehearsal.
 - 1) Enemy actions are portrayed.
 - a) TF IPB and intelligence information are used to portray the threat.
 - b) Rehearsals include considerations of enemy counter actions.
 - 2) Platoon fire support plan is rehearsed concurrently with the platoon maneuver plan; verify:
 - a) Targets.
 - b) Positioning of FOs and other observers.
 - c) Frequencies, call signs, and process for calling for fire.
 - d) Observer responsibility for platoon and TF targets.
 - e) Timing for:
 - (1) Calling for fire on planned targets.
 - (2) Screening fires.
 - (3) Lifting and shifting of fires.
 - 3) Platoon attachments rehearse their missions and tasks; the Platoon Leader places special emphasis on attachments to ensure compliance with the platoon plan and SOP.
 - 4) Mobility, countermobility, survivability actions are rehearsed; actions include:
 - a) Obstacle reconnaissance and bypass.
 - b) Breaching drills (if tasked to perform stealth breaches).
 - c) Actions to assume hasty survivability positions.
 - d) Emplacement of hasty and TF directed obstacles.
 - e) NBC.

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- (1) Reaction to NBC attack.
 - (2) Crossing contaminated areas.
 - (3) Hasty decontamination.
- 5) Air defense actions are rehearsed; actions include:
- a) Reactions to air attacks.
 - b) Employment of all-arms air defense.
 - c) Exercise of the air attack warning system.
 - d) Occupation of support positions by air defense assets.
- 6) Command and control tasks are rehearsed; actions include:
- a) Signals for controlling and changing formations.
 - b) Actions upon loss of communications with TF CPs.
 - c) FRAGOs to execute contingencies.
 - d) Succession of command.
 - e) Evacuation procedures.
 - f) Resupply.
- 7) Movement and maneuver are rehearsed; actions include:
- a) Designated formations and techniques.
 - b) Actions to ensure stealth during maneuver.
 - c) Actions on contact, control of direct and indirect fires.
 - d) Passage of lines actions.
 - e) Actions to maintain contact with TF main body and adjacent units.
 - f) Displacement to maintain contact with moving enemy forces.
 - g) Battle and target handover measures.
 - h) Actions at contact and coordination points.
- d. Platoon Leader assesses rehearsal results.
- 1) Platoon Leader conducts AAR to determine mistakes as well as tasks accomplished to standard.
 - 2) Vehicle commanders ensure necessary retraining of individual tasks.

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- 3) Platoon Leader/PSG ensure necessary retraining of section tasks.
- 4) Platoon Leader directs rehearsal to be repeated until all tasks and missions are accomplished to standard.
- e. Platoon Leader reports results of rehearsal to TF Commander.
 - 1) Reports when the platoon has successfully completed rehearsals and is prepared for the mission.
 - 2) Requests more time for preparation or rehearsals if tasks were not performed to standard.
- f. Platoon Leader or a platoon representative attends the TF rehearsal and briefs TF leaders on Scout Platoon plans and objectives; the TF S2 provides the briefing if the Scout Platoon Leader or platoon representative is unable to attend the TF rehearsal.

S17. Scout Platoon Moves to and Establishes Security Positions (ARTEP 17-57-10-MTP, Task 17-3-1023, 1024, 1039; FM 17-98, Chap. 5, App B; FM 17-98-1, Chap. 1, 5)

- a. Dismounted OP teams are transported by platoon vehicles to OP sites along designated routes, as required.
- b. Platoon moves to and establishes screen positions.
 - 1) Platoon deploys to screen line using designated formations and movement techniques.
 - 2) Platoon establishes screen line.
 - a) Reconnoiters/selects specific OP positions (see S17c below).
 - b) Reports actual OP locations to TF CPs.
 - c) Establishes local security.
 - d) Improves positions.
 - e) Coordinates observation/fields of fire with adjacent units and OPs.
 - f) Confirms indirect fire plan.
 - g) Emplaces hasty obstacles (if applicable).
 - h) Establishes internal and external communications.
 - i) PSG reconnoiters subsequent screen lines.
 - 3) Platoon conducts screening operations.
 - a) Maintains continuous surveillance of all NAIs or avenues of approach.

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- b) Conducts irregularly scheduled mounted or dismounted patrols between OPs.
- c. Platoon emplaces and prepares OPs.
 - 1) Section leaders reconnoiter proposed OP sites to:
 - a) Select positions which provide maximum surveillance of NAIs, TAIs, or avenues of approach.
 - b) Select multiple positions if one OP cannot cover the assigned areas/sectors.
 - c) Ensure positions have overlapping fields of view.
 - d) Ensure positions provide cover and concealment.
 - e) Ensure positions are within small arms supporting range of other platoon positions whenever possible.
 - f) Ensure positions have covered and concealed routes to subsequent positions.
 - g) Ensure communications is possible to/from selected positions.
 - 2) Section leaders assign at least two soldiers per OP and brief them.
 - a) Friendly and enemy situation.
 - b) Their mission:
 - (1) When, where, and how to locate the OP.
 - (2) When and how to report.
 - (3) When and how to withdraw.
 - (4) If and when to engage enemy targets.
 - (5) Challenge and password.
 - (6) When they will be relieved.
 - (7) Communications requirements and reporting schedules.
 - 3) OP party collects mission essential equipment, which includes:
 - a) Individual weapons.
 - b) Radio, TA-1/TA-312 telephone, and WD-1 wire.
 - c) MOPP suits and protective masks.
 - d) Binoculars, night observation devices, and lasers.

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- e) Map and compass.
 - f) Flashlight with filter.
 - g) Personal equipment (e.g., LBE, helmet, 1st aid pouch).
 - h) Shovel, mattock, pick.
 - i) M8 alarms.
 - j) Mines, trip flares, star clusters, smoke and fragmentation grenades.
- 4) Platoon establishes OPs.
- a) Prepares positions to standard.
 - b) Reinforces positions (e.g., logs, rocks, sandbags).
 - c) Establishes communication between platoon and OPs by radio and hot loop.
 - d) Camouflages positions, vehicles, personnel, and equipment.
 - e) Camouflages withdrawal routes, as necessary.
 - f) Continues to improve positions.
 - g) Emplaces M8 chemical alarms.
 - h) Emplaces mines and trip flares.
- 5) OPs develop an OP sketch card, which includes:
- a) Platoon's position.
 - b) OP's position and patrol routes.
 - c) Sectors of observation and reference points.
 - d) Small arms fields of fire.
 - e) Location of obstacles and booby traps.
 - f) Platoon's TRPs, NAIs/TAIs, break points/lines, and EA.
 - g) Directed observation areas (e.g., TAIs, NAIs, avenues of approach).
 - h) Indirect fire targets and trigger lines.
 - i) Dead space (for observation and direct fires).
- 6) Platoon operates OPs; OPs:
- a) Observe assigned sectors continuously, using search techniques.

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- b) Conduct communication check as directed.
 - c) Switch observers within OP every 20-30 minutes.
 - d) Set up and inspect binoculars and lasers.
 - e) Set up and inspect night observation devices prior to darkness.
 - f) Conduct surveillance using night observation devices.
 - g) Maintain noise, light, and litter discipline.
- d. Platoon employs dismounted patrols.
- 1) Platoon Leader prepares for the mission.
 - a) Organizes the patrol.
 - b) Coordinates for special equipment.
 - c) Coordinates transportation.
 - d) Finalizes departure and reentry of friendly lines, if required.
 - e) Finalizes indirect fire plans.
 - f) Finalizes primary and alternate routes.
 - g) Issues guidance and order to patrol.
 - 2) Patrols are executed as planned to:
 - a) Maintain contact with adjacent units.
 - b) Inspect dead space and dismounted avenues of approach.
 - c) Ensure electronic/mechanical detection devices are still operational.
 - d) Provide security as directed in the platoon OPORD.
- e. See tasks 26, 31, and 32 of CCF 25, Provide Operations Security.

**ENGAGE ENEMY WITH DIRECT FIRE AND MANEUVER
PREPARATION TASK LIST**

See CCF 19 for detailed analysis of preparation tasks identified on this list. The analyst has included subordinate level tasks and key sub-tasks which are components of each TF preparation task. The Co/Tm Commander conducts detailed mission planning after the TF OPORD has been issued; Co/Tm planning occurs during the TF Preparation Phase and is therefore contained here. The effective execution of CCF 6 is enhanced and supported by the effective execution of all CCF. The discussion of those tasks associated with other CCF will be covered in only the detail necessary to illustrate their importance as measures which effect the execution of CCF 6. More thorough examinations of such tasks are to be found in the task analyses of other CCF.

4. **Task Force Command Posts Acquire and Communicate Information and Maintain Status** (TRADOC Pam 11-9, Section IV; "Battle Command" (Draft), BCBL-Ft. Leavenworth publication, pg 43 and 65; ARTEP 71-2-MTP, Task 7-1-3903, 3015/2, 3035, 3036, 3901/11, 3902/9, 3902/11, 3901/1; FM 34-130, Chap. 2; FM 71-123, Chap. 1-4; FM 101-5, Chap. 3, 5, App J)
 - a. Communicate Information. The staff collects and evaluates information sent by TF units and other units. (See task 1a12 of CCF 19, for Co/Tm Commander and Scout Platoon Leader reporting requirements.)
 - b. TF CP's manage means of communicating information within the TF (e.g., collection, distribution).
 - c. TF CP's maintain information and force status. Journals, charts, graphics, and reports are maintained to inform the staff and commander of the situation.
 - d. See task 1 of CCF 19, Direct and Lead Units During Preparation for Battle.
5. **Assess Situation; TF Commander Visualizes the Battlefield** (ARTEP 71-2-MTP, Task 7-1-3001, 3002, 3005, 3008, 3009, 3010, 3011, 3012, 3013, 3014, 3016, 3017, 3018, 3019, 3020, 3024, 3025, 3027, 3901, 3912, 3913, 3914; ARTEP 63-085-MTP, Task 12-1-C303R; FM 34-130, Chap. 2; FM 71-123, Chap. 1 - 6, 8, Annex A; FM 101-5, Chap. 3, App F, J)
 - a. Review current situation; the TF Commander visualizes the current situation in regard to time, space, and purpose, and determines if there are any significant changes from his last visualization or estimate of the situation.
 - b. Project whether additional requirements are needed to achieve the mission. The TF Commander compares his current "running" estimate of the situation with his current visualization of needed end states for the current mission and his concept for achieving those end states. He decides whether there are shortfalls in his plan or the preparations, and he reacts to FRAGOs or OPORDs from Brigade which direct new missions in regard to time, space, and purpose.
 - c. Decide on need for action or change. The TF Commander determines the need for change in the plan.
 - d. See task 2 of CCF 19, Direct and Lead Units During Preparation for Battle.

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6. **Determine Actions; TF Commander Directs Changes to the Operation or Plan** (TRADOC Pam 11-9, Section IV; ARTEP 71-2-MTP, Task 7-1-3901/1, 3901/2, 3901/3, 3901/4, 3901/6, 3901/7, 3901/8, 3902/2, 3904/12; "Battle Command" (Draft), BCBL-Ft. Leavenworth publication, page 12; FM 71-123, Chap. 1, 2; FM 71-2, Chap. 2; FM 101-5, Chap. 2, 4)
 - a. The TF Commander analyzes information and determines that the plan is still valid.
 - b. The TF Commander determines that the plan is no longer valid, and cannot be corrected by issuing FRAGO's to modify the initial plan.
 - c. TF Commander and staff conduct the Deliberate Decision Making Process (DDMP).
 - d. TF Commander conducts the Combat Decision Making Process (CDMP), with staff assistance.
 - e. TF Commander conducts the Quick Decision Making Process (QDMP), with staff assistance.
 - f. See task 3 of CCF 19, Direct and Lead Units During Preparation for Battle.
7. **TF Commander Directs and Leads Subordinate Forces** (TRADOC Pam 11-9, Section IV; "Battle Command" (Draft), BCBL-Ft. Leavenworth publication, pages 7, 10; ARTEP 71-2-MTP, Task 7-1-3901/10, 3003/2, 3003/4, 3010/2, 3015/3, 3016/1, 3902/10; FM 71-123, Chap. 2, 3, 6)
 - a. TF prepares plans or orders. When changes to the plan occur, a warning order is issued and new orders are prepared for the TF.
 - b. The TF issues orders.
 - c. The TF Commander provides command presence.
 - d. Maintain unit cohesion and discipline; Commander exercises leadership.
 - e. The TF synchronizes tactical operations.
 - f. See task 4 of CCF 19, Direct and Lead Units During Preparation for Battle.
8. **Task Forces Command Posts Locate Where They Can Control the Preparation for and Transition to Battle** (ARTEP 71-2-MTP, Task 7-1-3904, 3035, 3036, 3913/11; FM 71-123, Chap. 1)
 - a. Command Posts positioning enhances the TF Commander's exercise of command and control.
 - b. The CPs survive; CPs are positioned where they can command, control, and survive.

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- c. Communications are maintained without interruption with all subordinate elements and higher headquarters to allow the TF Commander and staff to exercise command and control.
- d. See task 5 of CCF 19, Direct and Lead Units During Preparation for Battle.

COMPANY/TEAM CONTINUES PLANNING

C4. Co/Tm Commander Makes an Estimate of the Situation (ARTEP 71-1-MTP, Task 17-2-0101/2, 0101/5, 0101/6; ARTEP 71-2-MTP, Task 7-1-3906/1, 3909/1)

- a. Co/Tm Commander determines the Co/Tm mission, by type.
 - 1) Offensive operations.
 - a) Movement to Contact.⁶
 - b) Support By Fire (SBF)/Attack By Fire (ABF).⁷
 - c) Assault force for TF deliberate attack.
 - d) TF reserve.⁸
 - 2) Defensive operations.
 - a) Defend a Battle Position (BP).⁹
 - b) Defend a sector.¹⁰
 - c) Defend a strongpoint.¹¹
 - d) TF reserve.¹²
 - e) Other security missions (e.g., counter-reconnaissance, delay, security force in TF or Brigade rear areas).
- b. Co/Tm Commander analyzes the Co/Tm mission to extract missions and tasks.
 - 1) Co/Tm Commander analyzes the mission using:
 - a) Written TF OPORD.
 - b) Map with mission overlays posted.
 - c) Verbal guidance from the TF Commander.
 - 2) Co/Tm Commander extracts:
 - a) Specified tasks are generally located in paragraphs 2 and 3 of the OPORD; they include:
 - (1) Perform a forward passage of lines.
 - (2) Occupy an attack position.

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- (3) Conduct a hasty attack.
- (4) Act as Support, Breach, or Assault Force during a TF deliberate obstacle breach.
- (5) Conduct a withdrawal and rearward passage of lines.
- b) Implied tasks, those tasks not stated in the OPORD that must be accomplished to satisfy the mission or mission specified tasks; they include:
 - (1) Conduct roadmarch to new assembly area.
 - (2) Act as stationary force to:
 - (a) Pass another Co/Tm forward.
 - (b) Assist another Co/Tm in rearward passage.
 - (3) Conduct hasty/in-stride breaches.
 - (4) Consolidate and reorganize.
- c) Essential tasks are tasks extracted from implied and specified tasks; they include all tasks that must be accomplished to complete the overall mission.
- d) Limitations or restrictions on the Co/Tm's freedom of maneuver which prohibit the Co/Tm Commander from performing specific actions; they include:
 - (1) OPSEC requirements (e.g., radio listening silence).
 - (2) Actions or tasks which must be accomplished by specific times.
 - (3) Boundaries and other control measures.
 - (4) Restrictions on indirect fires (e.g, restrictive fire control measures, priorities).
- e) Identifies additional resources allocated by the TF.
 - (1) Indirect fires (e.g., planned fires, priorities).
 - (2) Attachments (e.g., engineers, AD).
 - (3) Special equipment.
- f) Brigade and TF Commanders' intents and CCIR.
 - (1) Purpose of the operation.
 - (2) End state.
 - (3) Acceptable level of risk.

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- c. Co/Tm Commander performs a time analysis.
 - 1) Determines amount of time the Co/Tm has to prepare for and execute the mission.
 - 2) Uses reverse planning to construct a time line to accomplish troop leading tasks.
 - a) Begins with actions on the objective and works backwards to find a start time for events.
 - b) Determines start and end times for actions:
 - (1) Conduct reconnaissance.
 - (2) Develop Co/Tm plan.
 - (3) Issue orders.
 - (4) Conduct preparation activities and rehearsals.
 - (5) Deploy and move forces.
 - (6) Detach units and receive attachments.
 - c) Time factors are conservatively planned to allow for unexpected occurrences.
 - 3) Determines distribution of time so that the platoons will have two-thirds of the time available for their planning and preparation.
- d. Co/Tm Commander produces a restated mission statement with the Co/Tm's mission essential tasks.
- e. See task 26a of CCF 5, Conduct Tactical Movement.

C5. Co/Tm Commander Develops Courses of Action (ARTEP 71-1-MTP, Tasks 17-2-0101/5, 1021, 0301, 0303, 0304, 0306, 0310/1, 0311/1, 0312, 0326/1, 0327, 0328, 0329, 0401, 0402, 0501, 0701, 0702, 0703, 0704, 0705, 0706, 03-2-C013, C015, C031, C033, 43-2-C003, 44-2-C001, C002; ARTEP 71-2-MTP, Task 7-1-3902, 3904, 3906/1, 3909/1, 3911; FM 71-1, Chap. 2, 3, 4, 8, App D; FM 71-2, Chap. 2; FM 71-123, Chap. 1, 3, 4; FM 34-3, App E)

- a. Co/Tm Commander develops at least two general courses of action that can accomplish the mission.
 - 1) Courses of action are developed from the Co/Tm mission and mission essential tasks.
 - 2) Each course of action allows the Co/Tm to counter enemy's capabilities with sufficient numbers of tanks, BFVs, and dismounted infantry.
 - 3) Each course of action answers who, what, when, where, and how.

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- 4) Each course of action is stated in general terms, with sufficient detail to distinguish one from the other.
- b. Co/Tm Commander analyzes terrain and weather using OCOKA:¹³
 - 1) Observation and fields of fire:
 - a) Observation of forward areas.
 - b) Fields of fire.
 - c) Direct fire sectors.
 - d) Dead space and intervisibility lines.
 - e) Indirect fire target areas.
 - 2) Cover and concealment (terrain configuration and vegetation); terrain that can mask activities and movement of:
 - a) Friendly forces.
 - b) Enemy forces.
 - 3) Obstacles (surface configuration, drainage, and trafficability) effect on:
 - a) Required mobility for friendly and enemy forces.
 - b) Countermobility imposed on friendly and enemy forces.
 - 4) Key terrain:
 - a) Key terrain features are identified.
 - b) Decisive terrain features are identified.
 - c) Effects of friendly or enemy control of key and decisive terrain, on friendly and enemy operations are analyzed.
 - 5) Avenues of approach:
 - a) Mounted.
 - b) Dismounted.
 - c) Air.
 - d) The size of force which can use each avenue of approach.
 - e) Bottlenecks or defiles.
 - 6) Effects of current and forecasted weather on friendly and enemy:
 - a) Visibility.

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- b) Cross-country mobility and surface conditions.
 - c) Construction, breaching, and effects of obstacles.
 - d) Construction of protective positions.
 - e) River crossing or fording.
 - f) Precision munitions (e.g., ATGMs, laser guided).
 - g) Weapons systems:
 - (1) Tanks.
 - (2) IFVs.
 - (3) Small arms.
 - (4) Indirect fires (e.g, mortar, artillery, CAS).
 - h) Air operations.
 - i) Equipment and vehicles.
 - j) Personnel.
 - k) Avenues of approach.
- c. Co/Tm Commander analyzes enemy situation (enemy courses of action as they impact on the Co/Tm mission).¹⁴
- 1) Composition, strength, and capability.
 - 2) Disposition and avenues of approach which support the enemy's tactics and unit size.
 - a) Length of time the enemy has been in his current location.
 - b) Deployment of enemy forces (e.g., kill zones, obstacles, and lines-of-communications).
 - c) Reserve forces, including locations and possible actions.
 - d) Intermediate objectives.
 - 3) Expected tactics and activities which serve as indicators of enemy intentions.
 - 4) COAs, including most likely enemy COA.
 - 5) Special weapons (NBC) capabilities, considers:
 - a) Previous NBC weapons employment.
 - b) Type of NBC weapons previously used, and degree of success achieved by their use.

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- c) Probability of use of NBC weapons during the mission.
- d. Co/Tm Commander analyzes time, space, and distance factors for each friendly and enemy courses of action.
 - 1) Time required for:
 - a) Crossing the LD to seizing the objective or specific key terrain and time for sequencing units and events associated with offensive operations.
 - b) Consolidation and reorganization before an enemy counterattack or continuation of the mission.
 - c) Enemy to decide and react to Co/Tm actions.
 - 2) Movement times and distance factors, from assembly areas or present positions to:
 - a) SP.
 - b) RP.
 - c) Sectors.
 - d) BPs.
 - e) Attack positions.
 - f) LD.
 - 3) Effects on time estimates by imposing varying levels of MOPP, visibility, and weather.
 - 4) Duration key terrain must be held.
 - 5) Requirements for speed of execution that may take priority over security.
- e. Co/Tm Commander uses his running estimate to ascertain the Co/Tm's situation and conducts a friendly force inventory (including other combat multipliers) to develop the scheme of maneuver.
 - 1) Number of weapons systems available for the mission:
 - a) Tanks.
 - b) BFVs.
 - c) Infantry squads.
 - d) ATGMs.
 - e) Small arms (by type).
 - 2) Location, disposition, and status of the platoons and attachments:

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- a) Personnel strength of subordinate platoons and critical MOS requirements.
- b) State of the Co/Tm's training and discipline.
- c) Physical condition and fatigue of the soldiers (current, anticipated during the mission).
- d) Unit morale.
- e) State of maintenance and supply.
- 3) Support available from and scheme of maneuver for other TF Co/Tms as designated in the TF OPORD.
- 4) Assets available to the company and those in support (including Co/Tm priority for their use or employment).
 - a) Indirect fires (e.g., mortars, artillery, CAS).
 - b) Scouts.
 - c) Engineers.
 - d) ADA.
 - e) GSR.
 - f) CSS.
- f. Co/Tm Commander develops scheme of maneuver.
 - 1) Scheme of maneuver allows the Co/Tm to accomplish its mission.
 - a) See task C6 for offensive scheme of maneuver development.
 - b) See task C7 for defensive scheme of maneuver development.
 - 2) Co/Tm Commander visualizes how the Co/Tm will maneuver and engage the enemy to achieve the desired end state (TF and Co/Tm).
 - a) Co/Tm maneuver complies with the TF plan.
 - b) Co/Tm maneuver takes advantage of enemy weaknesses and capitalizes on Co/Tm strength.
 - c) Co/Tm Commander visualizes how the Co/Tm will shape the battlefield and defeat the enemy; considerations include:
 - (1) The maneuver and massing of the Co/Tm's combat power against the enemy.
 - (2) The integration of other combat multipliers and the synchronization of their employment with the Co/Tm plan.

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- (3) The amount of damage to be inflicted on the enemy to allow the Co/Tm to accomplish its mission.
- d) At the completion of the current mission, the Co/Tm has sufficient combat power and is positioned to continue follow-on missions as directed by the TF Commander.
- g. Co/Tm Commander and Engineer (attached or OPCON) plan:
 - 1) Mobility, considerations include:
 - a) Identify known or suspected obstacle locations.
 - b) Identify possible locations for obstacle bypass.
 - c) Plan for hasty in stride breach (see task C6j).
 - d) Plan for protection of engineer assets during movement.
 - e) See tasks 8d and 27 of CCF 21, Overcome Obstacles.
 - 2) Countermobility, considerations include:
 - a) Site TF and Co/Tm obstacles to:
 - (1) Support direct and indirect fires.
 - (2) Reinforce terrain.
 - (3) Cover dead space in EAs.
 - (4) Deny terrain which allows enemy to overwatch his maneuver.
 - (5) Force enemy to deploy.
 - (6) Allow Co/Tm to displace to subsequent positions.
 - (7) Cause enemy to organize and perform deliberate breach.
 - b) All obstacles are covered by observation, direct fires, and indirect fires.
 - c) Obstacle type and placement are planned to disrupt, fix, turn, or block the enemy.
 - d) Construction plan for obstacles is determined, which includes time requirements for construction.
 - e) Material and equipment requirements are determined.
 - f) Close-in, hasty, and dummy/false obstacles are planned.
 - g) See tasks 13 and 14 of CCF 23, Provide Countermobility.
 - 3) Survivability, considerations include:

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- a) Fighting positions are sited for coverage of sectors of fire and engagement areas.
 - b) Material and equipment requirements are determined.
 - c) Time analysis to determine time to construct fighting and survivability position.
 - d) Priority for engineer support by unit is determined.
 - e) Cache positions are constructed and are protected against artillery.
 - f) Survivability positions are planned for all Co/Tm systems, personnel, and assets.
 - g) Requirements for the construction of hasty positions are determined.
 - h) See tasks 8f and 29 of CCF 24, Enhance Physical Protection.
- h. Co/Tm Commander and FSO plan indirect fires to support maneuver and direct fires.
- 1) Co/Tm Commander determines indirect fire requirements to support the Co/Tm scheme of maneuver, which include:
 - a) Terrain or likely areas where the enemy can influence Co/Tm movement along routes and avenues of advance.
 - b) Obscuration to conceal Co/Tm maneuver and to support Co/Tm obstacle breach.
 - c) Known or suspected enemy positions and areas of likely enemy contact.
 - d) Isolation of penetration points into Co/Tm objectives.
 - e) Objectives or areas where the Co/Tm will consolidate and reorganize.
 - f) Locations of enemy reserves; and enemy withdrawal routes.
 - g) Co/Tm obstacles to hinder enemy breach attempts.
 - h) Co/Tm positions to support withdrawal, reinforcement, or disengagement.
 - i) Dead space and avenues of approach into the Co/Tm area of operations.
 - j) Locations for FPFs:
 - (1) Designated platoons.
 - (2) OPs.
 - (3) Specific terrain which dominates Co/Tm positions.

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- k) Computation of indirect fires includes time of flight and initiation based on:
 - (1) Engagement criteria.
 - (2) Trigger lines.
 - (3) Event.
 - (4) On-order, to achieve surprise and to synchronize indirect fires with Co/Tm maneuver and direct fires.
- l) Fire support coordinating measures.
- m) See tasks 13, 14b,c, 19 and 22 of CCF 15, Coordinate, Synchronize, and Integrate Fire Support.
- 2) Co/Tm Commander and FSO designate primary and back-up observers and locations to execute fire missions.
 - a) All Co/Tm planned targets are assigned to observers.
 - b) Observers are located to maintain observation of targets/TRPs regardless of battlefield conditions.
- 3) Co/Tm Commander designates priorities (targets, units) based on the scheme of maneuver and the Co/Tm indirect fire plan.
- 4) Co/Tm Commander and FSO plan for maneuver and fires of mortars, if attached.
 - a) Tentative firing positions.
 - b) Types of munitions (e.g. smoke, HE), and fuze combinations.
- 5) The Co/Tm FSO integrates the Co/Tm fire support plan into the TF fire support plan.
 - a) TF targets are included in the Co/Tm plan.
 - b) Co/Tm FSO transmits Co/Tm fire support plan to TF FSO.
- 6) See tasks 13 and 14b of CCF 15, Coordinate, Synchronize and Integrate Fire Support.
- i. Co/Tm Commander plans the use of attached intelligence assets (e.g., GSR, Scout Platoon).
 - 1) Co/Tm Commander specifies:
 - a) Locations from which the asset will operate.
 - b) Sectors of observation.
 - c) Reporting criteria and requirements.

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- d) CCIR and IR.
- e) Protection to be provided by the Co/Tm.
- 2) Co/Tm Commander plans Scout Platoon operations with the Scout Platoon Leader, if the Scout Platoon is attached (see tasks S2-S10).
- 3) Co/Tm Commander, with the TF S2, plans collection activities (see CCF 2, Collect Information).
- j. Co/Tm Commander plans for active and passive air defense measures to support maneuver.
 - 1) Determines AD weapon positioning based on IPB priorities, assets to be defended, and TF Commanders' guidance.
 - 2) Receives rules of engagement and weapon control status from TF AD LNO.
 - 3) Selects Co/Tm positions which provide cover and concealment.
 - 4) TF movement plan for ADA assets is integrated into the Co/Tm scheme of maneuver; AD systems include:
 - a) Stinger.
 - b) Bradley.
 - c) Vulcan.
 - d) Avenger.
 - 5) See task 9 of CCF 16/17, Take Active/Passive Air Defense Measures.
- k. Co/Tm Commander and NBC NCO plan NBC operations.
 - 1) Contamination avoidance and marking of contaminated areas.
 - 2) Protection of personnel and equipment.
 - a) MOPP level is specified by phase and changes to the probability of enemy use of chemical weapons.
 - b) Equipment and supplies are protected from contamination.
 - 3) Decontamination.
 - a) Decontamination priorities are established.
 - b) Locations for hasty and deliberate decontamination sites are designated.
 - c) Decontamination supplies and equipment are distributed.
 - 4) See CCF 27, Provide Decontamination.
- l. Co/Tm Commander and XO plan CSS.

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- 1) Evacuation of damaged or destroyed equipment.
 - a) Maintenance Collection Points (MCPs) in positions or along routes.
 - b) Recovery during battle.
- 2) Maintenance.
 - a) Priorities (by vehicle/system and unit).
 - b) Positioning of maintenance assets to be responsive.
- 3) Resupply.
 - a) Determine unit resupply method (e.g., tailgate, service station, see task C14a).
 - b) Determine actions and timing necessary to receive resupply from TF.
 - c) Determine supply levels necessary for the mission.
 - d) Determine measures for prestocking supplies.
 - (1) Location for prestock/caches, unit Trains, Trains of unit providing support.
 - (2) Protection of supplies.
 - (a) Guards.
 - (b) Fortified to survive artillery fires.
 - e) Transportation.
 - (1) Determine transportation assets available.
 - (2) Determine supply routes.
 - (3) Designate priority of movement.
 - (4) Designate MSR/ASR, LRP locations (as directed by TF S4).
- 4) Treatment and evacuation of casualties.
 - a) Designate casualty collection points.
 - b) Designate medical evacuation routes.
 - c) Designate location(s) of the unit Medical Team.
 - d) Identify use of CSS assets to evacuate casualties.
 - e) Designate a collection point for KIAs.
 - f) Prescribe employment of combat lifesavers.

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- 5) See: CCF 28, Provide Transport Operations; CCF 29, Conduct Supply Operations; CCF 30, Provide Personnel Services; CCF 31, Maintain Weapons Systems and Equipment; and CCF 33, Treat and Evaluate Battlefield Casualties.
- m. Co/Tm Commander provides guidance to 1SG to track losses; 1SG:
 - 1) Monitors weapons, vehicles, equipment, and personnel status.
 - 2) Monitors combat power status using "Green-Amber-Red" measurement per SOP.
 - 3) Reports to Co/Tm Commander when Co/Tm combat power drops to each lower level of combat effectiveness.
- n. Co/Tm Commander and Communications NCO plan for communications and determine primary and alternate means for communicating with:
 - 1) Subordinate elements.
 - 2) Fire support assets.
 - 3) TF Commander and TF C2 elements.
 - 4) Adjacent and forward units.
 - 5) Co/Tm subordinate elements.

C6. Co/Tm Commander Plans Offensive Operations (ARTEP 71-1-MTP, Tasks 17-2-0101, 0301, 0303, 0304, 0306, 0310/1, 0311/1, 0312, 0326, 0327, 0328, 0329, 0401, 0501, 0701, 0702, 0703, 0705, 03-2-C013, C015, C031, C033, 43-2-C003, 44-2-C001, C002; ARTEP 7-8-MTP, Task 7-3/4-1025; FM 71-1, Chap. 2, 3, App D; FM 71-123, Chap. 1, 3, 6, 7, 8; FM 7-7J, Chap. 2)

Note: This task provides further details for task C5, which concerns course of action development. Planning is based on the type of offensive mission that the Co/Tm is directed to execute. Subtasks a-e address common tasks for all offensive missions. Subtasks f-k address tasks particular to types of offensive missions.

- a. Co/Tm Commander plans movement to attack position or passage points.
 - 1) Plans movement formations, routes, and techniques (see task 27a of CCF 5, Conduct Tactical Movement).
 - 2) Plans movement security (see task 27b of CCF 5, Conduct Tactical Movement).
- b. Co/Tm Commander plans occupation of and activities in attack position.
 - 1) Selects covered and concealed areas for platoons.
 - 2) Plans for security of attack position.

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- 3) Ensures attack position has sufficient space to allow Co/Tm to deploy into formation.
- 4) Plans for departure from attack position:
 - a) Order of march.
 - b) Formation.
 - c) Time-distance factor from attack position to passage points or LD.
- c. Co/Tm Commander plans Passage Of Lines.

Note: This task provides additional details to task 8d in CCF 5, Conduct Tactical Movement. This task addresses actions as a stationary force or as a passing force (forward, rearward).

- 1) Designates location and time for meeting between commanders of the passing and stationary units.
- 2) Outlines/gathers information to exchange between the stationary and passing unit commanders:
 - a) Unit identifications.
 - b) Passing unit size, type, and number of vehicles.
 - c) Time of arrival at contact point or passage point (passing unit advance party, main body).
 - d) Time required to pass the passing unit through passage lane(s).
 - e) Passing unit area of operation and follow-on locations.
 - (1) Assembly areas.
 - (2) Attack positions.
 - f) Stationary unit locations/positions.
 - (1) Platoons.
 - (2) OPs.
 - (3) Forward observers.
 - (4) Patrol routes.
 - (5) Security force to support battle handover.
 - (6) Aid station/medics.
 - (7) Maintenance and recovery elements.

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- g) Information on terrain forward of stationary unit which will affect passage.
- h) Information on enemy:
 - (1) Known or suspected locations (e.g., location, strength).
 - (2) Likely fire sacks and indirect fire targets.
 - (3) Latest activity.
 - (4) Contaminated areas.
- i) Obstacle locations (both friendly and enemy) and responsibility to clear obstacles to facilitate movement of passing unit.
- j) Fire plans (direct and indirect).
- k) Passage lanes information:
 - (1) Approach routes to passage lanes.
 - (2) Contact and coordination points.
 - (3) Traffic control points.
 - (4) Primary and alternate passage lane(s):
 - (a) Single lane for entire Co/Tm.
 - (b) Multiple lanes for platoons.
 - (c) Passage points.
 - (d) Start Points (SP).
 - (e) Release Points (RP).
 - (5) Lane markings.
- l) Support that stationary unit can provide:
 - (1) Direct and indirect fire support.
 - (2) Communications.
 - (3) CS and CSS.
 - (4) Guides.
- m) SOI information:
 - (1) Call signs.
 - (2) Frequencies.

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- (3) Challenge and passwords.
 - (4) Recognition signals (e.g., long and short range, signs/countersigns).
- 3) Selects traffic control measures.
- 4) Determines security measures during passage of lines.
- 5) Plans for battle handover.
 - a) Designates Battle Handover Line (BHL).
 - (1) Far enough forward of stationary unit to allow forward passing unit to deploy.
 - (2) Close enough to stationary unit to permit overwatch by direct fires.
 - b) Designates time, event, or signal for battle handover.
 - c) Determines fratricide prevention measures.
 - d) Designates transfer of control of indirect fires.
 - e) Determines measures to respond to enemy attack during the passage.
- 6) Plans to collocate passing and stationary unit CP and Trains.
- 7) Rearward passage of lines specific requirements:
 - a) Designate routes to be used by the Co/Tm liaison team to meet the stationary force.
 - (1) Rearward passing Co/Tm Commander or XO conducts reconnaissance of routes to contact points.
 - (2) Rearward passing Co/Tm subordinate leaders accompany the Co/Tm Commander or XO, if possible.
 - (3) Reserve demolitions and obstacles are identified; guards are posted.
 - b) Plans Co/Tm rearward movement, considerations:
 - (1) By Co/Tm, if not under enemy pressure.
 - (2) By platoons, if under enemy pressure.
 - (3) Movement routes to contact points.
 - (4) Weapon systems oriented toward enemy.
 - (5) Co/Tm Trains integrated with maneuver platoons for security.

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- (6) Plans evacuation of disabled vehicles:
 - (a) Self recovered.
 - (b) Recovered by maintenance assets from Co/Tm or stationary force.
 - (c) Destroyed in place (based on TF Commander's guidance).
- (7) Selects overwatch positions for contingency halts forward of the stationary Co/Tm.
- (8) See task C7e4 and C7h (disengagement, withdrawal).
- c) Plans transition of Co/Tm and platoon movement formations during move through passage lane(s).
 - (1) Sequence for passage.
 - (a) Co/Tm Trains, collocate with stationary force Trains.
 - (b) Co/Tm CP or XO, collocate with stationary Co/Tm CP.
 - (c) CS elements (e.g., engineers, ADA).
 - (d) Maneuver platoons.
 - (e) Co/Tm Commander conducts passage when required to facilitate control of the entire Co/Tm and to best direct actions at critical points.
 - (2) Co/Tm formation:
 - (a) Column if Co/Tm will use one passage lane.
 - (b) Platoon columns if platoons move through multiple lanes.
- d) Plans occupation of assembly areas behind passage lanes to:
 - (1) Assemble the Co/Tm.
 - (2) Account for Co/Tm personnel, vehicles, and equipment.
 - (3) Organize the Co/Tm for movement to final assembly areas.
 - (4) Disseminate most current information.
- e) Plans movement to final assembly areas.
- d. Co/Tm Commander plans maneuver from LD to objective.
 - 1) Designates positions in TF formation as directed by the TF Commander/OPORD.
 - 2) Selects routes/zones/directions of attack for platoons considering:

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- a) Best available routes and trafficability of terrain (see task C5b).
 - b) Key terrain that the enemy is likely to defend.
 - c) Cross compartments that will form likely engagement areas.
 - d) Natural obstacles that the enemy is likely to reinforce.
 - e) Constricting terrain.
 - f) Cover and concealment.
 - g) Maintaining contact with adjacent and following units.
 - h) Designated platoon to serve as flank guard, if directed in TF OPORD.
- 3) Designates movement requirements.
- a) Order of march.
 - b) Movement techniques.
 - (1) Traveling.
 - (2) Traveling overwatch.
 - (3) Bounding overwatch.
 - c) Formations, considerations are:
 - (1) Formation types:
 - (a) Column.
 - (b) Wedge.
 - (c) Vee.
 - (d) Echelon.
 - (e) Line.
 - (2) Formations are designated based on Co/Tm Commander's visualization of Co/Tm actions upon contact with the enemy; considerations:
 - (a) Makes initial contact with smallest Co/Tm element if enemy positions are unknown.
 - (b) Makes initial contact with majority of Co/Tm if enemy positions are known and the Co/Tm's mission requires a rapid assault.
 - (3) Formation changes based on terrain.

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- (4) Formation provides all around security and ability to mass direct fires against enemy rapidly.
- (5) Terrain conditions dictate which type of vehicles lead; options:
 - (a) Tanks lead in open terrain.
 - (b) BFVs lead in constrictive terrain.
- (6) Formation allows mutual support between platoons.
- (7) Leaders are positioned to see the situation and respond immediately to enemy contact.
- d) Co/Tm leaders are positioned near the front of their respective formations to:
 - (1) Facilitate seeing the battlefield.
 - (2) Facilitate control.
 - (3) Provide rapid response to guidance and instructions.
 - (4) Provide direction and orders.
- 4) Designates decision points (DP) where enemy contact is possible; identifies changes to Co/Tm formations and movement techniques.
- 5) Establishes distances required between platoons to maintain lateral and depth dispersion.
- 6) Designates control measures throughout the Co/Tm sector.
 - a) Routes and axes.
 - b) Checkpoints.
 - c) TRPs.
 - d) Boundaries and limits of advance.
 - e) Phase lines.
 - f) Measures facilitate:
 - (1) Control of Co/Tm during movement.
 - (2) Rapid orientation on enemy.
 - (3) Control and synchronization of the Co/Tm's fires (direct, indirect).
 - (4) Target handoff procedures between assault forces and support forces.

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- (5) Fratricide prevention.
- 7) Designates areas where the Co/Tm can take tactical pauses to:
 - a) Orient the Co/Tm in the correct direction.
 - b) Reestablish correct distances and separation:
 - (1) Between platoons.
 - (2) Between Co/Tm and TF main body.
 - c) Reorganize and transition Co/Tm formations.
 - d) Reestablish communications or contact with TF and adjacent units.
 - e) Estimate enemy situation.
 - f) Disseminate information.
- 8) Selects locations from which he can:
 - a) Control movement.
 - b) Survive.
 - c) Control Co/Tm maneuver and attack.
- 9) Positions Co/Tm XO to assist control.
- e. Co/Tm Commander plans for direct fire engagement of the enemy.
 - 1) Establishes sectors of observation and fire.
 - a) Uses TRP to orient platoons for observation and direct fires.
 - b) Individual weapon systems are oriented by the Platoon Leaders.
 - c) Platoon positions provide direct fire coverage of the enemy position and allow platoons the capability to mass and shift fires.
 - 2) Selects signals for:
 - a) Commencing fire.
 - b) Ceasing fire.
 - c) Lifting fire.
 - d) Shifting fire.
 - 3) Establishes fire control procedures/methods for Co/Tm direct fire systems:
 - a) Engages the enemy as rapidly as possible.

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- b) Exposes only the weapons actually firing.
- c) Distributes fires to cover enemy targets.
- d) Engages most dangerous targets first.
- e) Maximizes coordination of artillery with direct fires.
- f) Avoids target overkill.
- g) Sustains volume of fire.
- 4) Determines methods of fire distribution.
 - a) Point fire.
 - b) Area fire.
 - c) Combination (by platoons).
- 5) Determines fire patterns.
 - a) Frontal fires.
 - b) Cross fires.
 - c) Depth fires.
 - d) Combination (by platoons).
- 6) Determines engagement priorities for:
 - a) Tanks.
 - b) ATGM systems.
 - c) BFVs.
 - d) Bunkers.
 - e) Obstacles (in support of breach).
 - f) Machineguns.
- f. Co/Tm Commander plans Co/Tm movement to contact.
 - 1) Designates occupation of and activities in the attack position, if necessary (see task C6b).
 - 2) Designates forward passage of lines, if necessary (see task C6c).
 - 3) Plans maneuver from LD to objective (see task C6d).
 - 4) Plans for actions on contact.

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- a) Designates base-of-fire element.
- b) Determines mission specific actions that differ from the Co/Tm Tactical SOP battle drills.
- c) Plans for actions on contact at/during:
 - (1) Movement from assembly area to attack position.
 - (2) Passage of lines.
 - (3) Between the LD and the assault position.
 - (4) From unknown enemy positions during the movement to contact.
- d) Plans use of indirect fires (see task C5h).
- e) See task 27c of CCF 5, Conduct Tactical Movement.
- 5) Plans for direct fire engagement of the enemy (see task C6e).
- 6) Plans Co/Tm actions following contact:
 - a) Bypass and continue the movement to contact; plans for measures to:
 - (1) Fix enemy until following Co/Tm arrives.
 - (2) Turn enemy contact over to following Co/Tm.
 - b) Conduct a hasty attack (see task C6g).
 - c) Fix the enemy by performing Support By Fire (SBF) or Attack By Fire (ABF) in support of TF hasty attack (see task C6h).
 - d) Conduct a hasty defense (see task C7c).
 - e) Consolidate and reorganize.
- g. Co/Tm Commander plans Co/Tm hasty attack.

Note: Hasty attack is normally conducted as the continuation of a movement to contact, i.e., conducted when the Co/Tm has sufficient combat power to defeat an enemy force.

- 1) Plans to conduct a forward passage of lines, if necessary (see task C6c).
- 2) Plans to maneuver from LD to objective (see task C6d).
- 3) Designates platoon missions.
 - a) Assault.
 - b) Base-of-fire element.

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- c) Reserve (NOTE: generally Co/Tm will not have a reserve; entire Co/Tm will be used for assault or support of assault).
- d) Support, breach, and assault elements for in-stride breaches.
- 4) Designates multiple platoon overwatch positions throughout the sector oriented on areas of likely contact.
 - a) SBF positions allow platoons to mass and shift fires to support Co/Tm hasty attack.
 - b) SBF positions allow platoons adequate maneuver space to reposition and shift elements.
 - c) Positions can be occupied by entire Co/Tm in event of occupy and orient on TRP battle drill is required.
- 5) Selects covered and concealed routes into SBF positions that allow for rapid occupation and displacement.
- 6) Plans battle drills for hasty attack based on analysis of METT-T and areas where enemy contact is likely; selects appropriate battle drill:
 - a) Mass attack.
 - (1) Entire Co/Tm conducts attack, taking advantage of speed and fires to shock the enemy.
 - (2) No reserve is designated.
 - (3) Co/Tm assaults on-line.
 - (4) Suppression is provided by another Co/Tm and/or indirect fires.
 - b) Attack right (or left).
 - (1) Platoon closest to enemy becomes base of fire for Co/Tm.
 - (2) Remaining Co/Tm platoons assault.
 - c) Occupy and orient on a TRP, which is conducted against a moving enemy.
 - (1) Co/Tm occupies hasty defense (see task C7c).
 - (2) Co/Tm orients towards the enemy center of mass/TRP.
 - (3) Co/Tm Commander designates EA to direct and control fires.
- 7) Plans Co/Tm assault.
 - a) Selects maneuver routes that avoid open areas and obstacles.
 - b) Designates locations where platoons can move on-line to assault.

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- c) Determines assault axes which will not mask fires from overwatch platoon or supporting Co/Tm.
- d) Selects point of penetration into enemy positions.
 - (1) Platoons are massed against a single enemy vehicle or position.
 - (2) Co/Tm is massed against a single enemy platoon (or smaller unit) or against gaps between enemy platoons.
- e) Designates platoon objectives.
- f) Plans for dismounted assault (see task C6i).
- 8) Plans for direct fire engagement of the enemy (see task C6e).
- 9) Plans use of indirect fires (see task C5h).
- 10) Identifies overwatch requirements for TF SBF Co/Tm providing direct fire support of hasty attack.
 - a) Overwatch positions are on flanks based on areas where contact is expected.
 - b) Positions facilitate effective direct fires to assist Co/Tm hasty attack.
 - c) Designates fire control measures.
- h. Co/Tm Commander plans for Support By Fire (SBF)/Attack By Fire (ABF) to fix the enemy as part of TF attack.
 - 1) Obtains the plan of the unit being supported; identifies point of attack, routes, and positions.
 - 2) Identifies location of enemy weapons systems.
 - 3) Conducts terrain analysis of the AO and line of sight analysis from overwatch position to enemy positions.
 - 4) Selects overwatch positions which orient on the enemy being assaulted by the unit being supported.
 - a) Overwatch position is within direct fire range of assaulting units objectives.
 - b) Dominant or key terrain is selected which allows:
 - (1) The Co/Tm to provide and synchronize direct and indirect fires.
 - (2) Continuous observation by the Co/Tm of the assaulting Co/Tm:
 - (a) Axis or routes.
 - (b) Sector.

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- (c) Direction of attack.
- (d) Positions.
- (3) Identification and targeting of known or suspected enemy positions that can disrupt or hinder the assaulting Co/Tm.
- (4) Observation of enemy responses to assaulting Co/Tm.
- (5) Detection of movement of enemy reinforcements and enemy counterattack with direct and indirect fires.
- c) Adequate space is available for the Co/Tm to position/reposition to:
 - (1) Avoid artillery.
 - (2) Disrupt enemy actions to acquire and place direct fire against Co/Tm vehicles.
 - (3) Sustain Co/Tm direct fires in support of the assaulting Co/Tm.
 - (4) Engage new targets as they appear.
- d) Positions take advantage of natural or man-made obstacles to enhance Co/Tm security and protection.
- 5) Plans for occupation of overwatch positions using routes which:
 - a) Avoid direct fire engagement from the enemy.
 - b) Allow all Co/Tm vehicles to occupy firing positions without suffering attrition due to enemy fires.
 - c) Facilitate surprise.
 - d) Provide cover and concealment.
 - e) Allow for rapid occupation and displacement.
- 6) Plans for direct fire engagement of the enemy (see task C6e).
- 7) Plans routes to move from overwatch positions onto the objective.
 - a) Routes avoid obstacles.
 - b) Routes provide for rapid movement.
- 8) Plans use of indirect fires; overwatch Co/Tm has initial priority of indirect fires.
 - a) Overwatch positions allow continuous observation of enemy.
 - b) Positions allow the Co/Tm Commander to synchronize direct and indirect fires to support assaulting Co/Tm.

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- c) See task C5h.
- 9) Co/Tm Commander, from SBF/ABF positions, is able to:
 - a) Control direct and indirect fires.
 - b) Provide information on enemy activities to assaulting Co/Tm and TF Commander.
- i. Co/Tm Commander plans for a dismounted or mounted assault on an enemy position using reverse planning.¹⁵
 - 1) Plans actions on the objective including consolidate and reorganize; determines:
 - a) Point of penetration into the objective.
 - b) Direction of attack for dismounted infantry.
 - c) Maneuver of tanks and BFVs on the objective to provide close-in support to dismounted infantry.
 - d) Measures to mark progress of Co/Tm assault on the objective to SBF/ABF Co/Tms.
 - e) Measures for marking destroyed bunkers and cleared trenches.
 - f) Platoon objectives (vehicles, dismounted infantry) and limits of advance.
 - g) Orientation once the objective is secured and reorganization/consolidation actions.
 - 2) Selects assault method.
 - a) Tanks and mechanized infantry (mounted or dismounted) attacking on one axis.
 - b) Dismounted infantry assault while tanks and BFVs provide support by fire.
 - 3) Selects dismount points; options:
 - a) Prior to the objective, in assault position; considerations include:
 - (1) Protection of dismounting infantry while dismounting from:
 - (a) Small arms fires.
 - (b) Handheld antiarmor weapons.
 - (c) Indirect fires.
 - (2) Organization of dismounted infantry into assault formations.

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- (3) Orientation of soldiers toward the objective.
- b) On the objective, used when surprise is achieved or when the enemy antiarmor defense is weak; considerations include:
 - (1) Continuation of supporting direct and indirect fires to allow Co/Tm vehicles to physically enter the objective.
 - (2) Plans must compensate for:
 - (a) Likelihood that infantry riding in vehicles will be disoriented upon dismounting.
 - (b) Difficulty associated with establishing control at dismount point.
 - (c) Vulnerability of BFVs to short range antiarmor weapons.
- c) On the far side of the objective:
 - (1) Option facilitates:
 - (a) Infantry assault from an area or direction unexpected by the enemy.
 - (b) Rapid orientation of troops on the objective.
 - (c) Reduction of vulnerability to small arms and indirect fires.
 - (2) Plans must compensate for:
 - (a) Difficulties due to depth of enemy positions.
 - (b) Assaulting BFVs vulnerability to enemy antiarmor fires while moving through the objective.
 - (3) Orientation of BFVs after dismounting infantry so that vehicles are not vulnerable to reinforcing or counterattacking enemy.
- d) Considers probability that suitable dismount point may be targeted with enemy indirect fires.
- e) Considers fratricide dangers.
- 4) Plans employment of Co/Tm to assault and enter the objective.
 - a) Plans employment of dismounted infantry to:
 - (1) Lead the attack on enemy positions that have prepared antitank defenses.
 - (2) Breach or remove antitank obstacles.
 - (3) Assist in neutralizing or destroying enemy antitank weapons.

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- (4) Designate targets for tanks.
 - (5) Protect tanks against enemy infantry and handheld antitank weapons.
 - (6) Clear and secure the objective.
- b) Plans employment of tanks, BFVs, and ITVs.
 - (1) Provide mobile, protected firepower to assist Co/Tm advance.
 - (2) Neutralize or destroy hostile weapons by fire and movement.
 - (3) Clear paths for dismounted infantry through wire.
 - (4) Neutralize fortified positions with direct fire.
 - (5) Support dismounted infantry by direct fire.
 - (6) Provide protection against long-range antitank fire.
 - (7) Lead the attack whenever possible.
- 5) Plans assault position and activities.
 - a) Co/Tm and platoon combat vehicles assume assault formation.
 - b) Infantry dismount, as required, and assume assault formations.
 - c) Co/Tm is covered from enemy observation and direct fires.
 - d) Supporting direct fires, artillery and mortar fires suppress the enemy while infantry is dismounting.
- 6) Determines requirements for support from other Co/Tms assigned to support.
 - a) Locations and positions for supporting elements (see task C6h).
 - b) Direct fire plan to support the Co/Tm attack.
 - c) Indirect fires to suppress the enemy and isolate the point of penetration (see task C5h).
 - d) Control measures to coordinate and synchronize overwatch and support fires with Co/Tm maneuver and assault plan.
 - e) Targets to be engaged.
 - f) Critical times and events in the Co/Tm assault.
 - g) Other requirements as designated in task C6h.
- 7) Determines direction/axis of assault.
 - a) Routes do not mask direct fires from SFB/ABF unit.

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- b) Designates platoon sectors for observation to flanks of assault axis to acquire enemy weapon systems attempting to achieve flank engagements.
- c) Routes to avoid:
 - (1) Skylines and open areas.
 - (2) Defiles.
 - (3) Choke points.
 - (4) Obstacles.
 - (5) No-go terrain.
- d) Maintains mutual support between tanks and BFVs.
- e) Directs the assault against enemy weaknesses.
- f) Plans to conduct in-stride breach, as required (see task C6j).
- 8) Selects method of advance.
 - a) En masse.
 - (1) Tanks proceed en masse to objective without halting.
 - (2) BFVs follow tanks.
 - (3) Overwatch provided by another Co/Tm.
 - b) Movement by bounds.
 - (1) Tanks support advance of other tanks and BFVs.
 - (2) Platoons move by bounds.
 - (3) Sections may move by bounds.
 - (4) Overwatch element provides direct fire support.
 - (5) Bounding by platoons is controlled by the Co/Tm Commander.
- 9) Assigns platoon roles for the deliberate attack.
 - a) Assault (mounted, dismounted).
 - b) Overwatch/attack by fire.
 - c) Reserve.
- j. Co/Tm Commander plans for Co/Tm in-stride breach of an obstacle.
 - 1) Determines equipment needed to breach and/or reduce the obstacle.

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- 2) Selects overwatch positions and breach locations for Co/Tm elements based on likely or suspected obstacles.
 - 3) Plans for the use of indirect fire support to suppress enemy covering the obstacle and to obscure enemy observation.
 - 4) See task 27 of CCF 21, Overcome Obstacles.
- k. Co/Tm Commander plans for Co/Tm role in TF deliberate breach.
- 1) Co/Tm is designated as either:
 - a) Support force (see task C6h).
 - b) Breach force.
 - c) Assault force (see task C6i).
 - 2) See CCF 21, Overcome Obstacles.
- l. Co/Tm Commander plans actions as TF Reserve supporting TF attack; options:
- Note: Co/Tm Commander plans the Co/Tm movement and formations (see task C6d) to avoid decisive engagement until committed to battle by the TF Commander.
- 1) Assume mission of an attacking Co/Tm.
 - a) Acquires scheme of maneuver from the attacking Co/Tm Commander.
 - b) Identifies the attacking Co/Tm's mission; options:
 - (1) Hasty attack (see task C6g).
 - (2) Assault force in deliberate attack (see task C6i).
 - c) Modifies plan of attacking Co/Tm as necessary, based on Co/Tm task organization and combat power.
 - 2) Attack from a different direction, options:
 - a) Hasty attack (see task C6g).
 - b) Assault force in deliberate attack (see task C6i).
 - 3) Support an attacking Co/Tm by fire (see task C6h).
 - 4) Clear a position that has been bypassed or not cleared by attacking Co/Tms (see hasty attack, task C6g).
- m. Co/Tm Commander plans for the Co/Tm to provide flank security (guard/screen) to the TF.¹⁶
- 1) Determines security tasks from TF OPORD.

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- a) Guards/screens area from the line of the flank guard/screen to the TF main body.
- b) Protects the TF from flank attacks.
- c) Maintains surveillance of specific areas.
- d) Impedes and harasses enemy with supporting indirect fires.
- e) Destroy enemy elements within Co/Tm capability.
- 2) Identifies mobility corridors and avenues of approach into the TF flank, and enemy threat.¹⁷
- 3) Analyzes TF scheme of maneuver:
 - a) Identifies Co/Tm sector.
 - b) Determines distances the Co/Tm must maintain from the TF main body to provide adequate protection and early warning.
 - c) Identifies dominating terrain in Co/Tm sector along corridors and avenues into TF sector.
- 4) Determines BPs throughout the sector oriented on mounted avenues of approach.
- 5) Determines Co/Tm movement formations and techniques; options:
 - a) Co/Tm column.
 - b) Alternate bounds by platoons to BPs.
 - c) Successive bounds by Co/Tm to BPs.
- 6) Designates positions in Co/Tm formation and missions for attached/OPCON units (e.g., scouts, mortars, engineers).
- 7) Plans maneuver from LD to objective (see task C6d).
- 8) Plans for direct fire engagement of the enemy (see task C6e).
- 9) Plans use of indirect fires (see task C5h).
- 10) Determines Co/Tm tasks for security mission; options:
 - a) Movement to contact (see task C6f).
 - b) Hasty attack (see task C6g).
 - c) Hasty defense (see task C7c).
 - d) Defend a BP (see task C7d).
 - e) Delay (see task C7g1).

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- C7. **Co/Tm Commander Plans Defensive Operations** (ARTEP 71-1-MTP, Tasks 17-2-0101, 1021, 0303, 0318, 0327, 0402, 0701, 0702, 0703, 0705, 03-2-C013, C015, C031, C033, 43-2-C003, 44-2-C001, C002; FM 71-1, Chap. 2, 4, App C, D; FM 71-123, Chap. 1, 4, 5, 6, 7, 8)

Note: This task provides further details for task C5, which concerns course of action development. Planning is based on the type of defensive mission that the Co/Tm is directed to execute. Subtasks a-b address on tasks for all defensive missions. Subtasks c-h address tasks particular to types of defensive missions.

- a. Co/Tm Commander plans the Co/Tm defense.
 - 1) Determines enemy threat against the Co/Tm.
 - a) Size and type of enemy force.
 - b) Formations the enemy can employ based on terrain.
 - c) End state the Co/Tm must achieve in regards to the enemy.
 - d) See task C5c for the Co/Tm Commander's enemy analysis.
 - 2) Determines location of engagement areas.
 - a) Selects where to kill the enemy through massed fires.
 - b) Confirms enemy mounted and dismounted avenues of approach.
 - c) Locates EAs on enemy avenues of approach.
 - d) Orients defense on EAs.
 - e) Sites EAs within maximum effective direct fire range of multiple platoon positions.
 - f) Identifies and compensates for dead space through employment of mines and indirect fire.
 - 3) Establishes direct fire plan for EA.
 - a) Determines locations for individual weapon systems based on:
 - (1) Terrain and weather conditions (see task C5b).
 - (2) Dispersion (generally 100-150 meters apart for vehicles, METT-T dependent) and depth.
 - (3) Cover and concealment for movement within the position and displacement to other positions.
 - (4) Achievement of flank and rear engagements.
 - (5) Availability of sufficient room for multiple hide, primary and alternate fighting positions.

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- (6) Achievement of mutual support and interlocking fires between weapon systems in each EA.
- b) Vehicle firing positions are within maximum effective range of the engagement area and retain standoff.
 - (1) Far side of the EA doesn't extend beyond 2,000 meters from the furthest forward tank, BFV, or ITV.
 - (2) Near side of the EA isn't closer than 800 meters from the weapons positions.
- c) Sectors and fields of fire are designated for all weapons systems.
- d) Time of flight for guided munitions is considered to ensure tracking time allows engagement at maximum ranges.
- e) Firing and fighting positions are not located on areas where enemy artillery is expected.
- f) Hide positions provide:
 - (1) Cover against enemy direct fires and concealment from observation.
 - (2) Cover and concealment during movement to firing positions.
 - (3) Access to routes from primary to alternate and supplementary positions.
- 4) Designates platoon positions.
 - a) Platoons are assigned positions within the area specified for the Co/Tm in the TF OPORD and maneuver graphics.
 - b) Positions are based on weapon system position requirements and allow target acquisition and tracking.
 - c) Platoons are directed to orient fires against portions of the Co/Tm EA, or are given platoon EAs which support the Co/Tm EA.
 - d) Positions are arrayed in depth, providing for primary, secondary, alternate, and supplementary positions.
- 5) Establishes weapon systems engagement guidance.
 - a) Tanks and BFVs.
 - (1) Crews fight buttoned up.
 - (2) Each vehicle provides mutual support to other combat vehicles and dismounted infantry.
 - (3) Each vehicle fires as rapidly as possible:

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- (a) To inflict maximum damage in shortest time.
 - (b) To destroy enemy before Co/Tm positions are penetrated.
 - (4) Reposition to alternate positions when receiving return direct fire or to take advantage of exposed enemy flanks.
 - (5) Prioritize targets by weapon system (see task C7a5c below).
- b) Dismounted infantry.
 - (1) Covers dismounted avenues of approach.
 - (2) Secures and covers obstacles with direct fire to prevent enemy breaching attempts.
 - (3) Covers close-in dead space with:
 - (a) Grenade launchers.
 - (b) Grenades.
 - (c) Command detonated munitions.
 - (4) Protects tanks and BFVs from dismounted attack.
 - (5) Provides mutual support to other dismounted infantry positions.
 - (6) Retains decisive terrain identified by the TF and Co/Tm Commanders.
 - (7) Locates close to BFVs for rapid mounting and direct fire support.
- c) Determines engagement priorities for Co/Tm direct and indirect fire weapon systems; Co/Tm fires are directed, based on the weapon systems capabilities, against:
 - (1) Tanks.
 - (2) ATGM systems.
 - (3) IFVs.
 - (4) Command and control vehicles.
 - (5) Engineer and breaching assets.
 - (6) Air Defense systems.
 - (7) Dismounted infantry.
- 6) Determines direct-fire control measures to describe weapons orientation:
 - a) TRPs (describing sectors of fire).

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- b) Trigger lines (by weapon systems).
 - c) Break line (for withdrawal to subsequent positions).
 - d) Maximum engagement lines (by weapon system).
 - e) EAs (Co/Tm, platoons).
 - f) Checkpoints.
 - g) PLs.
- 7) Selects signals for:
- a) Commencing fire.
 - b) Ceasing fire.
 - c) Lifting fire.
 - d) Shifting fire.
 - e) Repositioning to subsequent positions.
- 8) Establishes fire control procedures/methods for weapons systems:
- a) Engage enemy as rapidly as possible, based on target priorities.
 - b) Expose only weapons actually firing.
 - c) Distribute fires to ensure complete coverage of enemy targets.
 - d) Engage most dangerous targets first.
 - e) Maximize coordination of indirect fires with direct fires.
 - f) Avoid target overkill.
 - g) Sustain volume of fire.
 - h) Separate enemy tanks from IFVs and dismounted infantry.
 - i) Combat vehicle crews know where dismounted infantry positions are located to avoid fratricide.
 - j) Reposition to other positions after firing a specific number of rounds.
- 9) Determines methods of fire distribution.
- a) Point fire.
 - b) Area fire.
 - c) Combination (by platoons).

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- 10) Determines fire patterns.
 - a) Frontal fires.
 - b) Cross fires.
 - c) Depth fires.
 - d) Combination (by platoons).
- 11) Determines OP and patrol requirements.
 - a) Measures to accept battle handover from:
 - (1) Scouts.
 - (2) Forward Co/Tms.
 - b) OPs and patrols are positioned to provide observation into forward unit's sectors in order to facilitate target handover.
 - c) OP and patrol actions:
 - (1) Track and report enemy activities.
 - (2) Control indirect fires to attrit critical enemy assets and deceive enemy of strongpoint location.
 - (3) Provide security and surveillance to ensure the position is not compromised.
 - d) Determines routes for withdrawal into Co/Tm positions or, as a contingency, transition to stay-behind role.
 - e) Designates OP positions on dominating terrain which allow observation on:
 - (1) Avenues of approach.
 - (2) Planned EAs.
- 12) Selects positions where Co/Tm Commander can exercise command and control; positions allow:
 - a) Observation of majority of EA.
 - b) Observation of enemy activity in Co/Tm area of operations.
 - c) Communications with subordinate platoons.
- 13) XO is positioned to cover portions of EAs or sectors not visible to the Co/Tm Commander.
- 14) Develops internal communications plan for Co/Tm positions.

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- a) Land lines (hot loop).
 - b) Visual signals (pyrotechnics, hand-arm).
 - c) Runners.
- b. Co/Tm Commander plans for employment of Co/Tm reserve/counter-attack force; the Co/Tm Commander:
- 1) Designates a platoon or section reserve; mounted or dismounted.
 - 2) Selects positions to ensure the reserve remains out of enemy contact until needed.
 - 3) Designates reserve positions that provide:
 - a) Employment throughout the Co/Tm area of operations.
 - b) Rearward displacement out of enemy contact as Co/Tm displaces from forward to subsequent positions.
 - c) Covered and concealed routes from hide positions to counterattack positions.
 - d) Rapid reinforcement of Co/Tm positions.
 - 4) Designates reserve missions, options:
 - a) Counterattack by fire, tasks include:
 - (1) Destroy exposed enemy elements and free decisively engaged platoon.
 - (2) Move on concealed routes to firing positions.
 - (3) Engage enemy from flank and rear.
 - (4) Use direct fires only against the enemy; no maneuver.
 - b) Counterattack by fire and maneuver, tasks include:
 - (1) Destroy exposed enemy elements.
 - (2) Free decisively engaged elements to allow repositioning to subsequent positions or perimeters.
 - (3) Deny penetration of perimeters/positions.
 - (4) Engage enemy from flank and rear.
 - (5) Reestablish integrity of perimeter/position.
 - (6) Regain key or decisive terrain within the perimeter/AO.

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- c) Reinforce Co/Tm positions which cannot be gained by local counterattack.
- 5) Plans use of smoke to deceive enemy and to obscure friendly positions and movement.
- 6) Designates:
 - a) Routes/axes of counterattack.
 - b) Movement formation.
 - c) Counterattack element positions and orientation.
 - d) Control measures (TIRS, checkpoints, TRPs).
- c. Co/Tm Commander plans hasty defense.

Note: Co/Tm Commander may have limited time to plan the hasty defense. To compensate for inadequate time, the Co/Tm Commander uses existing plans, graphics, and his running estimate of the situation. If time is available, the Co/Tm Commander refines the defense as outlined in task C7a and C7b.

- 1) Determines Engagement Areas (EAs) (see task 7a2).
- 2) Designates overwatch positions; considerations:
 - a) On dominating terrain overlooking:
 - (1) Exits into Co/Tm sector from avenues of approach.
 - (2) Planned EAs.
 - b) Throughout Co/Tm sector to protect movement and repositioning.
 - c) Positions allow:
 - (1) Adequate terrain for dispersion.
 - (2) Use of primary and alternate firing and fighting positions for all weapons systems.
 - (3) Use of direct fire weapon systems to mass fires in designated EAs.
 - (4) Observation throughout the Co/Tm area of operations.
 - d) Protection and implementation of security measures.
- 3) Determines direct fire engagement measures for platoons and subordinate units (see task C6e).
- 4) Determines sectors of fire to cover EAs.
 - a) Methods for implementing sectors of fire include:

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- (1) Cardinal direction.
 - (2) Clock method.
 - (3) Existing graphics.
 - (4) TRPs and checkpoints.
- b) See task C7a3.
- 5) Determines hasty protective obstacle requirements.
 - a) Selects terrain which can be rapidly reinforced with obstacles.
 - b) Determines obstacle material requirements (e.g., barrier material, mines).
 - c) Designates method to transport obstacle materials, options:
 - (1) Combat vehicles.
 - (2) Engineer vehicles.
 - (3) Co/Tm Trains.
- 6) Determines hasty survivability requirements, such as:
 - a) Engineer work and priority (by weapons system).
 - b) Use of cover and concealment on overwatch and hide positions which allows repositioning.
 - c) Use of terrain which exposes only weapons system at firing position.
 - d) Selection of fighting positions for dismounted infantry.
- 7) Plans contingencies to shift fires and platoons to cover other avenues of approach.
 - a) Supplementary positions.
 - b) Secondary sectors of fire.
- 8) Determines coordination requirements for adjacent, supporting, and co-located Co/Tms; the Co/Tm plan is integrated and synchronized with other Co/Tms to allow:
 - a) Mutual support.
 - b) Concentration of fires.
 - c) Employment of indirect fires.
 - d) Common control measures.

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- d. Co/Tm Commander plans defense of a Battle Position (BP).
 - 1) Plans movement to BP (see task C6a).
 - 2) Determines BP requirements as described in TF OPORD and operational graphics.
 - a) Time available/required to occupy and prepare the position.
 - b) Physical limits of the BP as described in the operational graphics.
 - 3) If designated BP is too small or does not provide the Co/Tm sufficient maneuver space, the Co/Tm Commander plans positions outside the BP and forwards recommendations to change BP to TF Commander.
 - 4) Plans Co/Tm defense (see task C7a).
- e. Co/Tm Commander plans defense of a sector.
 - 1) Determines sector defense requirements as described in the TF OPORD and operational graphics.
 - a) Avenues of approach to be covered.
 - b) Size of enemy force the Co/Tm is expected to defeat.
 - c) Specific conditions (e.g., events, time) which must be met before the Co/Tm can withdraw.
 - d) TF imposed control measures; such as:
 - (1) Lateral boundaries.
 - (2) Phase lines.
 - (3) Rear boundaries.
 - (4) Coordination points.
 - 2) Determines Co/Tm method for conducting sector defense, options:
 - a) Platoon BPs throughout Co/Tm sector.
 - b) Platoon sectors.
 - c) Combination of BPs and sectors.
 - 3) Plans the sector defense to allow Co/Tm to use depth of the sector to dissipate and defeat the enemy's attack through maneuver.
 - 4) Plans disengagement of platoons to subsequent positions.
 - a) Determines disengagement criteria, criteria may include:
 - (1) Avoidance of decisive engagement.

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- (2) Following the destruction of enemy first echelon, denial of favorable battlefield conditions and detailed knowledge of Co/Tm dispositions to enemy's second echelon forces.
 - (3) Avoidance of bypass by enemy forces and/or prevention of enemy access to the Co/Tm and TF rear.
 - (4) Maintenance of flank contact and coordination with other Co/Tms.
 - (5) Loss of combat power that renders the Co/Tm unable to defend positions as planned.
- b) Designates method for disengagement, options:
- (1) Co/Tm disengages using platoon overwatch (when platoons defending from BPs).
 - (a) Least engaged platoons disengage first, establish overwatch.
 - (b) Most engaged platoons disengage after overwatch is established.
 - (2) Platoons disengage using internal overwatch (when platoons defending in sector).
 - (a) Move as a platoon when not in heavy contact with enemy.
 - (b) Move by sections when in heavy contact.
 - (c) Platoon Leader has responsibility to control disengagement.
 - (3) Disengage by counterattacking with Co/Tm reserve to break contact with the rest of the Co/Tm (see task C7b).
- c) Assigns platoons tasks to man contact and coordination points to maintain physical liaison with adjacent Co/Tms and platoons.
- d) Determines routes to subsequent positions which allow rapid movement to and occupation of new positions.
- 5) Plans defense of final Co/Tm BPs (see task C7d).
 - 6) Plans rearward passage of lines and battle handover, if necessary (see task C6c).
 - 7) Plans withdrawal, if necessary (see task C7h).
- f. Co/Tm Commander plans defense of a strongpoint.
- 1) Identifies Co/Tm strongpoint defense requirements as described in the TF OPOD and operational graphics.

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- 2) Selects the strongpoint position defense based on METT-T analysis; positions are:
 - a) Tied to existing obstacles.
 - b) Positioned with 360-degree security.
 - c) Not easily overrun or bypassed.
 - d) Large enough to allow maximum maneuver inside the strongpoint.
- 3) Designates unit/weapons positions:
 - a) Considers positioning of tanks and BFVs forward outside of strongpoint initially to:
 - (1) Cause enemy to deploy early.
 - (2) Draw artillery fire away from the strongpoint.
 - (3) Deceive the enemy as to the location of the strongpoint.
 - (4) Attrit the enemy with long-range fires.
 - (5) Gain maximum flanking fires as the enemy closes on the strongpoint and attempts to assault the strongpoint.
 - (6) Counterattack into flanks while the strongpoint fixes the enemy.
 - b) Designates tank and BFV positions inside strongpoint.
 - (1) Selects firing positions which are:
 - (a) To the rear of infantry positions.
 - (b) Integrated with rifle team positions.
 - (2) Determines repositioning criteria within initial perimeter, when receiving effective return fires or to alternate positions to take advantage of exposed enemy flanks.
 - (3) Determines repositioning criteria to inner or final perimeter:
 - (a) On order.
 - (b) When enemy dismounted infantry have penetrated initial perimeter.
 - c) Plans dismounted infantry positions in strongpoint.
 - (1) Firing positions:
 - (a) Primary, alternate, and supplementary positions are prepared throughout initial and subsequent perimeters.

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- (b) Positions are oriented on obstacles and avenues of approach.
 - (c) Positions provide mutual support to tanks and BFVs.
- (2) Determines repositioning criteria within initial perimeter to:
 - (a) Engage enemy forces breaching obstacles.
 - (b) Seal enemy penetrations, deny expansion of penetration.
 - (c) Counterattack with uncommitted or unengaged units to destroy enemy penetrations.
- (3) Determines repositioning criteria to inner or final perimeter; which include:
 - (a) On order.
 - (b) After combat vehicles have repositioned to subsequent perimeters.
 - (c) When enemy penetrations of initial perimeter are consolidated and cannot be sealed or counterattacked.
- d) Plans for multiple perimeters within the strongpoint.
 - (1) Co/Tm weapon systems are positioned in the initial perimeter.
 - (2) Subsequent positions are planned for all weapon systems in subsequent perimeters.
 - (3) Firing positions provide direct fires engagement throughout the entire strongpoint.
- e) Plans for counterattacks with the Co/Tm reserve to destroy enemy penetrations.
- 4) Co/Tm Commander and Engineer plan strongpoint specific engineer efforts.
 - a) Employ all available resources to accomplish survivability and counter-mobility engineering tasks.
 - b) Determine time requirements necessary to complete the strongpoint construction.
 - (1) Obstacles (e.g., wire, barriers, anti-tank ditches).
 - (2) Trenches.
 - (3) Bunkers and vehicle firing positions.
 - (4) Caches.
 - (5) Mines and command-detonated munitions.

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- c) Integrate dummy trenches, minefields, and other obstacles to lure enemy into pre-designated engagement areas.
 - d) Establish priorities for engineer tasks.
 - e) See task C5g.
- 5) Plans defense of final perimeter (see tasks C7a and b).
- 6) Plans CSS operations for strongpoint.
 - a) Co/Tm Trains location; options:
 - (1) Within strongpoint perimeter.
 - (2) Outside of strongpoint in covered and concealed location.
 - b) CSS support on strongpoint includes as a minimum:
 - (1) Aid station, with separate NBC shelters for contaminated and uncontaminated casualties.
 - (2) Water point.
 - (3) Prestock/cache of CL I, III, IV, and V.
 - (4) KIA collection point.
 - c) See task C5l.
- 7) Plans for withdrawal (see task C7h).
- 8) Plans employment of another Co/Tm to reinforce strongpoint (see task C7i2c).
- g. Co/Tm Commander plans security missions.
 - 1) Plans delay.
 - a) Delay is planned using defense in sector planning requirements (see task C7e).
 - b) Determines delay requirements as described in the TF OPORD and operational graphics, tasks include:
 - (1) The Co/Tm operates on a wide front with maximum forces in contact.
 - (2) The Co/Tm trades space for time.
 - c) Determines the type of delay to be conducted, options:
 - (1) Delay in sector.
 - (a) Co/Tm Commander has freedom to use terrain.

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- (b) The Co/Tm has requirement to hold key or decisive terrain.
- (2) Delay forward of a specified line until a specific time or event.
 - (a) Co/Tm prevents the enemy from reaching a specific area earlier than the specified time or event, regardless of the cost.
 - (b) The Co/Tm maneuver is limited by the TF Commander.
- d) Determines the method of delay; options:
 - (1) Delays from successive positions or PLs. Considerations:
 - (a) All or most of Co/Tm is deployed forward covering a wide sector or avenue of approach.
 - (b) Terrain prohibits positioning units in depth.
 - (c) Platoons disengage separately from one PL or BP to the next while remaining platoons provide overwatch.
 - (d) Bounding within platoons is required when terrain restricts platoon's ability to provide security for one another.
 - (e) The Co/Tm may disengage simultaneously depending on the situation.
 - (f) The Co/Tm disengages rapidly to avoid becoming decisively engaged.
 - (2) Delays from alternate positions. Considerations:
 - (a) Platoons are positioned in depth, with one or two platoons forward.
 - (b) Co/Tm masses direct fires from two platoons against enemy at one time.
 - (c) Platoons disengage by bounds, with overwatch provided by platoons positioned deeper in sector.
 - (d) Platoons occupy next position after bounding to overwatch forward platoons disengagement.
- e) Plans requirements to take over responsibility for enemy from Scout Platoon and/or forward Co/Tms.
- f) Plans to maintain continuous observation of and contact with the enemy.
 - (1) Co/Tm Commander is positioned to provide TF Commander information on enemy activities and intent.

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- (2) Platoons are positioned to observe and adjust indirect fires to delay the enemy.
- g) Plans to sustain direct and indirect fires throughout the delay.
 - (1) Indirect fires are used to attrit the enemy and support disengagement to new positions.
 - (2) Platoons develop the situation and maneuver to attack the enemy at every opportunity.
- h) Plans to avoid decisive engagement.
 - (1) Platoons occupy positions long enough to force enemy to deploy.
 - (2) The Co/Tm moves to next delaying position before decisive engagement occurs.
- 2) Plans Rear Area Combat Operations (RACO) in TF and Brigade rear areas.
 - a) Determines rear area security requirements, which include:
 - (1) Provision of a response force for designated TF or Brigade CSS assets.
 - (2) Type and level of rear area threat the Co/Tm is expected to defeat.
 - (3) Co/Tm area of operations and locations where the enemy is expected to appear.
 - b) Co/Tm Commander determines command relationship, options:
 - (1) Under Brigade control; determines time or event when the Co/Tm is placed OPCON to the Brigade.
 - (2) Under TF control; determines if execution of RACO operations will be performed under TF control or time/event when Co/Tm will become OPCON to Brigade.
 - c) Designates assembly areas located in the vicinity of expected response areas.
 - d) Determines routes which provide rapid maneuver from assembly areas to expected response areas.
 - e) Determines communications requirements.
 - (1) Internal within the Co/Tm.
 - (2) With units or headquarters the Co/Tm is tasked to support or which will support the Co/Tm, e.g.:
 - (a) TF Rear CP.

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- (b) Brigade FSB CP.
- (c) Brigade Rear CP.
- (d) MPs.
- (e) FA CPs.
- (f) FA batteries or platoons.
- (3) Communication systems and nets which allow rapid notification of enemy threat.
- f) Determines locations and status of other friendly forces operating in the TF and brigade rear.
 - (1) Locations and activities of other units to determine their impact on the Co/Tm plan.
 - (2) Determines combat multipliers available to the Co/Tm.
 - (a) Indirect fire support (e.g., mortars, artillery).
 - (b) Attack helicopters.
 - (c) Lift helicopters.
 - (d) MPs.
 - (3) Determines command and control measures established by TF and brigade for rear area units.
 - (4) Determines command and support relationship between the Co/Tm and rear area headquarters.
- g) Plans movement to contact oriented on likely response areas (see task C6f).
- h) Plans hasty attack oriented on response areas (see task C6g).
- i) Plans link-up measures for movement and attack with units being supported and providing support.
 - (1) SOI information and recognition signals.
 - (2) Direct and indirect fire control measures.
 - (3) Marking of friendly unit positions and forces.
 - (4) Linkup sites/locations.
- j) Plans fire support (see task C5h).
- 3) Plans counterreconnaissance operations as part of the TF security force (see CCF 25).

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- 4) Plans for passage of lines in support of security missions (see task C6c).
 - 5) Plans for movement to and from screen line (see task C6a).
 - 6) Plans for actions on contact (see task C6f4).
- h. Co/Tm Commander plans for withdrawal.
- 1) Establishes withdrawal requirements.
 - a) Determines withdrawal requirements as described in the TF OPOD and operational graphics.
 - (1) Time or event criteria determined by the TF Commander.
 - (2) Routes for withdrawal.
 - (3) Units the Co/Tm will withdraw through.
 - (4) Units to whom the Co/Tm will turn battle handover to.
 - (5) The Co/Tm plans withdrawals as extensions to all other missions.
 - (a) Hasty defense (see task C7c).
 - (b) Defense of a BP (see task C7d).
 - (c) Defense of a sector (see task C7e).
 - (d) Defense of a strongpoint (see task C7f).
 - (e) TF security operations (see task C7g).
 - b) Plans withdrawal during periods of limited visibility or adverse weather (e.g. fog, rain, night).
 - c) Determines the type of withdrawal to be conducted.
 - (1) Under pressure.
 - (2) Not under pressure.
 - d) Designates withdrawal routes and actions for movement from Co/Tm positions to new positions; considerations:
 - (1) Coordinates routes with other units to ensure Co/Tm movement does not impact on their operations.
 - (2) Selects route that provide cover, concealment, and allow rapid movement.
 - (3) Designates measures which provides secure movement.

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- (4) Specifies space and time intervals between platoons and other elements to avoid congestion.
 - (5) Positions leaders to maintain contact and control of their units.
 - (6) Plans rearward passage of lines as required (see task C6c).
- e) Determines time factors for entire Co/Tm to complete withdrawal.
- f) Plans indirect fires to support withdrawal (see task C5h).
- g) Identifies actions to conceal Co/Tm withdrawal from enemy.
 - (1) Plans employment of indirect fires, smoke, and diversions to cause enemy to shift observation and attention away from the Co/Tm.
 - (2) Maintains normal communications.
- h) Plans for platoons to rapidly consolidate before withdrawing:
 - (1) Selects covered and concealed locations.
 - (2) Directs platoons to account for all personnel, vehicles, and equipment.
 - (3) Establish guidance for platoons to destroy or render inoperable all material and equipment left behind (based on TF Commanders' guidance).
- 2) Plans withdrawal under pressure; the Co/Tm executes as a delay (see task C7g1); difference from delay is that Co/Tm seeks to break contact through fire and maneuver.
 - a) Visualizes likely intensity of battle to identify to determine:
 - (1) Triggers or events and timing for Co/Tm to initiate withdrawal.
 - (2) Enemy options to interfere with withdrawal.
 - b) Determines requirements and information if withdrawal is assisted by another Co/Tm.
 - (1) Identifies locations of covering force from other units.
 - (2) Selects Co/Tm final BPs.
 - (3) Designates recognition signals.
 - (4) Selects contact/coordination points.
 - (5) Determines passage lanes (for reward passage).
 - c) Determines requirements for unassisted withdrawal.

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- (1) Selects BPs from which alternate or subsequent bounds will safeguard rearward movement.
 - (2) Plans for Co/Tm disengagement and rapid movement to new positions or assembly area.
 - d) Determines sequence of withdrawal based on expected battle.
 - (1) Selects platoon or section to conduct reconnaissance of withdrawal routes to:
 - (a) Ensure rapid movement is possible.
 - (b) Determine time/distance factors.
 - (2) Designates Co/Tm Trains, CS and CSS elements to withdraw first to transport casualties and unneeded material and equipment.
 - (3) Specifies that least engaged platoon(s) will withdraw after Co/Tm Trains, CS, and CSS elements.
 - (4) Specifies that most engaged platoon(s) will withdraw on order.
 - (5) Designates a rear guard force (in event of heavy enemy pressure).
 - e) Determines reserve obstacle/demolition requirements.
 - (1) Designates engineers or Co/Tm Trains elements to emplace obstacles/demolitions.
 - (2) Selects obstacle/reserve demolition guards.
 - (3) Designates execution criteria or events.
 - f) Plans for increase in direct and indirect fires to:
 - (1) Break contact.
 - (2) Deceive the enemy; cause the enemy to believe the Co/Tm is still in position.
- 3) Plans withdrawal not under pressure.
- a) Designates a platoon or section as the Detachment Left In Contact (DLIC) to cover withdrawal.
 - b) Selects DLIC positions to simulate the Co/Tm presence; DLIC assumes positions to observe entire Co/Tm sector.
 - c) Tasks the DLIC to:
 - (1) Employ direct and indirect fires against enemy forces which detect the withdrawal and attempt to regain contact.

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- (2) Track progress of the Co/Tm during withdrawal.
- (3) Destroy or render inoperable all remaining material and equipment.
- (4) Move rapidly on withdrawal routes once directed to withdraw by the Co/Tm Commander.
- (5) Execute reserve demolitions and pick up demolition/obstacle guards.
- d) Designates withdrawal sequence; in order:
 - (1) Quartering party withdraws first to reconnoiter routes and establish new Co/Tm positions.
 - (2) Nonessential elements (e.g. Co/Tm Trains, other CS and CSS assets):
 - (a) Move once the new Co/Tm positions are established to avoid congestion on routes of withdrawal.
 - (b) Transport casualties and unneeded equipment and material.
 - (3) Platoons, options:
 - (a) All platoons move simultaneously.
 - (b) Platoons move in sequence.
 - (4) DLIC.
- i. Co/Tm Commander plans actions as TF Reserve supporting TF defense.
 - 1) Plans occupation of reserve positions.
 - a) Identifies locations in TF area of operations as described by the TF Commander/OPORD.
 - b) Selects positions that allow rapid access to areas designated for the its employment.
 - c) Maintains Co/Tm in a covered and concealed position until directed to execute mission.
 - d) Avoids decisive engagement until committed to battle by the TF Commander.
 - 2) Plans TF reserve missions; options:
 - a) Counterattack.
 - (1) Determines Co/Tm counterattack mission from the TF OPORD; options:

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- (a) Counterattack by fire (see task C7b).
 - (b) Counterattack by fire and maneuver (see task C7b).
 - (c) Assault (see task C6a-e, i).
- (2) Plans counterattack to accomplish directed purpose:
 - (a) Destroy enemy elements.
 - (b) Allow a decisively engaged TF unit to disengage.
 - (c) Regain key terrain.
 - (d) Relieve pressure on an engaged unit.
- b) Defend a BP (see task C7d).
- c) Reinforce a BP, sector, or strongpoint.
 - (1) Coordinates with commander of Co/Tm being reinforced to determine:
 - (a) Positions to be occupied by Co/Tm platoons.
 - (b) Routes to use to reinforce designated Co/Tm.
 - (c) Lanes through obstacles on routes and around positions of Co/Tm being reinforced.
 - (d) Direct and indirect fire plans of Co/Tm being reinforced.
 - (e) Linkup time, location, and recognition signals.
 - (f) Command and control procedures for integration of Co/Tm into unit being reinforced.
 - (2) Plans defense of a BP (see task C7d).
 - (3) Plans defense of a sector (see task C7e).
 - (4) Plans defense of a strongpoint (see task C7f).
- d) Plans on-order mission to assume the mission of another Co/Tm, options:
 - (1) Hasty defense (see task C7c).
 - (2) Defense of a BP (see task C7d).
 - (3) Defense of a sector (see task C7e).
 - (4) Defense of a strongpoint (see task C7f).
 - (5) Security operations (see task C7g).

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- e) Plans for a relief in place and acceptance of battle handover from another Co/Tm.
 - (1) Determines defensive plan of Co/Tm being relieved.
 - (2) Selects Co/Tm assembly areas to the rear of the unit being relieved.
 - (3) Plans to collocate Co/Tm CP and Trains with unit being relieved.
 - (4) Plans to accept transfer of relieved unit's:
 - (a) Equipment.
 - (b) Weapon systems.
 - (c) Ammunition.
 - (d) Obstacles.
 - (e) Direct and indirect fire plans.
 - (f) Wire communications networks.
 - (g) Fuel and POL.
 - (h) Water.
 - (i) Medical supplies.
 - (5) Plans for method of relief:
 - (a) Sequential relief: Co/Tm platoons replace relieved unit platoons in sequence.
 - (b) Simultaneous relief: All Co/Tm platoons move to and simultaneously replace all relieved Co/Tm platoons at the same time.
 - (6) Plans battle handover (see task C6c5).
- f) Plans overwatch for the maneuver of a forward Co/Tm (see task C6h).

C8. **Co/Tm Commander Analyzes Courses of Action; Makes a Tentative Plan** (ARTEP 71-1-MTP, Task 17-2-0101/6; FM 71-1, Chap. 2; FM 71-123, Chap. 1)

Note: Tasks C5, C6, and C7 reflect the tasks the Co/Tm Commander uses to develop courses of actions. Co/Tm Commander uses those courses of action for analysis and to make a tentative plan.

- a. Analyzes courses of action through war gaming.
 - 1) Analysis criteria:

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- a) TF and Co/Tm Commanders' intents.
 - b) Mission accomplishment.
 - c) METT-T.
- 2) War game considerations:
- a) Enemy actions.
 - b) Enemy reaction to Co/Tm actions.
 - c) Co/Tm actions to counter enemy's actions or reactions.
 - d) Level of risk for each action.
 - e) Indicators of enemy course of action.
 - f) Personnel, equipment, experience, and overall capability of the Co/Tm to accomplish the mission.
 - g) Impact of terrain and weather.
- 3) Determines decision points.
- a) Factors in the length of time required to make a decision.
 - b) Identifies recognizable terrain features which may serve as decision points, such as:
 - (1) Choke points.
 - (2) Stream or river crossing sites.
 - (3) Large open areas (possible kill zones).
 - (4) Cross compartments.
 - (5) Areas of suspected enemy occupation.
 - (6) Low ground where chemical weapons have been used.
 - c) Designates actions to be implemented at decision points; actions include:
 - (1) Execution or shift of direct or indirect fires.
 - (2) Changes in movement techniques.
 - (3) Formation changes.
 - (4) Establishment of overwatch positions.
 - (5) Establishment of breaching teams.

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- (6) Use of smoke and other obscurants.
 - (7) Movement from hide positions to firing positions.
 - (8) Maneuver of the platoons.
 - (9) Execution of obstacles.
 - (10) Movement to supplementary or alternate positions.
- b. Co/Tm Commander compares each course of action using a comparison analysis (e.g., advantages, disadvantages); considering:
- 1) Observation and fields of fires.
 - 2) Control of key and decisive terrain.
 - 3) Use or avoidance of obstacles.
 - 4) Cover and concealment.
 - 5) Use of avenues of approach.
 - 6) Exploitation of trafficable terrain.
 - 7) Effects of weather used to best advantage or to the enemy's disadvantage.
 - 8) Achievement of:
 - a) Concentration.
 - b) Surprise.
 - c) Speed.
 - d) Force protection.
 - 9) Flexibility.
 - 10) Accomplishment of mission with forces available.
- c. Co/Tm Commander:
- 1) Selects the course of action that best accomplishes the mission and intent.
 - 2) Determines additional intelligence and information needs.
 - 3) Expands selected course of action into a tentative plan which:
 - a) Becomes basis for:
 - (1) Finalized Co/Tm plan.
 - (2) Co/Tm OPORD.

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- (3) Leaders' reconnaissance.
- (4) Co/Tm Commander's running estimate.
- b) Uses OPORD format to ensure tentative plan has required details.
- c) Presents an operational concept which dictates subordinate elements' initial actions.
- d. See task 26c of CCF 5, Conduct Tactical Movement.

C9. Co/Tm Conducts Movement; Occupies Assembly Area (ARTEP 71-1-MTP, Task 17-2-0101/7, 0301, 0101/11, 3901/9, 0325, 3001; ARTEP 7-8-MTP, Task 7-3-1035; ARTEP 17-237-10-MTP, Task 17-3-0101; FM 71-1, Chap. 2, Appendix B; FM 71-123, Chaps. 1 and 2; FM 71-2, Chap. 3, Appendix C)

This task may be accomplished while the Co/Tm Commander is conducting mission planning. The Co/Tm moves from current positions to new assembly areas or to positions which allow rapid transition into mission preparation or execution. Task organization changes should be completed prior to the Co/Tm Commander issuing the OPORD.

- a. Co/Tm Commander and XO plan quartering party operations.
 - 1) Co/Tm XO or 1SG direct quartering party operations.
 - 2) Quartering party is composed of representatives from all Co/Tm elements to prepare new Co/Tm positions and to act as guides for their units.
 - 3) Co/Tm Commander or XO designates assembly area for quartering party to organize.
 - 4) Quartering party is organized with the capability to maintain security during movement and occupation of new assembly area.
 - 5) Quartering party routes match routes to be used by the Co/Tm to allow quartering party to provide updated route information.
 - 6) Co/Tm Commander determines obstacles and reserve demolitions to be emplaced by the quartering party, if required.
 - a) Types of obstacles.
 - b) Responsibility for obstacle/demolitions guards.
 - 7) Co/Tm Commander, XO, and 1SG plan for the quartering party to transport supplies and equipment not required by the Co/Tm main body during movement.
 - 8) Co/Tm Commander briefs and tasks the quartering party OIC/NCOIC to prepare new assembly area; tasks include:
 - a) Establish security of new assembly area.

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- b) Select and mark tentative platoon positions.
 - c) Initiate fire planning (direct, indirect).
 - d) Perform NBC reconnaissance.
- b. Co/Tm Commander determines layout of the assembly area, options:
- 1) Co/Tm occupies a portion of the TF assembly perimeter.
 - a) Platoons are arrayed on line oriented on avenues of approach.
 - b) Leftmost and rightmost platoons integrate fires and sectors with adjacent units in other Co/Tms.
 - c) Co/Tm Trains are positioned to rear of platoons.
 - 2) Co/Tm occupies an assembly area independent of TF.
 - a) Platoons are assigned sectors of fire and observation.
 - b) Co/Tm is able to establish internal security measures to protect the assembly area.
 - c) Platoons integrate fires and sectors.
 - d) Co/Tm Trains are positioned in center of assembly area.
- c. Co/Tm conducts quartering party operations.
- 1) Forms a quartering party for occupation of new assembly area.
 - a) Representatives from each platoon link up with the quartering party OIC/NCOIC.
 - b) NBC personnel accompany the quartering party to monitor for contamination.
 - c) Communications personnel accompany the quartering party to determine communications requirements:
 - (1) Positions for antennas.
 - (2) Locations for communications wire; amount of wire required.
 - d) Combat vehicles are used to transport the quartering party.
 - e) Security is provided for by capability of party to protect itself or through assignment to quartering party of an element with the mission of providing security.
 - 2) Quartering party officer/NCOIC briefs soldiers:
 - a) Routes to and location of new Co/Tm assembly area.

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- b) Platoon sectors within the assembly area.
 - c) Specific instructions for preparation of assembly area.
 - d) Time of the main body's SP, RP and arrival.
 - e) Co/Tm order of march, route, and check points.
 - f) NBC conditions and MOPP level.
 - g) Enemy threat.
 - h) Platoon and vehicle marking system (dry, night).
 - i) Special instructions for the occupation of the assembly area.
- 3) Quartering party moves along the route of march, as part of TF quartering party or independently.
- a) Maintains security.
 - b) Reconnoiters the route of march from SP to RP.
 - c) Monitors for NBC contamination.
 - d) Marks obstacles and bypass routes.
 - e) Reports critical information to the Co/Tm Commander.
 - f) Posts guides:
 - (1) Along the route for traffic control, as directed.
 - (2) At the RP to meet the main body.
- 4) The quartering party moves into the assembly area and prepares for the Co/Tm's arrival.
- a) Clears the assembly area and establishes security.
 - (1) Marks or removes mines and obstacles.
 - (2) Conducts a NBC reconnaissance.
 - (3) Organizes local security.
 - b) Selects and marks routes from the RP to each platoon's positions.
 - c) Marks entrances, exits, and internal routes.
 - d) Marks vehicle positions, considers:
 - (1) Covered and concealed locations.
 - (2) Dispersion.

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- (3) Coverage of platoon sectors.
- (4) Determines primary direction of fire.
- e) Develops initial range cards and sector sketches for all Co/Tm assets.
- f) Determines indirect fire targets and TRPs; initiates indirect fire planning to support the new position.
- g) Prepares locations for LOGPAC operations; coordinates with TF quartering party OIC/NCOIC to establish ROM site at RP as directed in the TF OPORD.
- h) Notifies Co/Tm Commander:
 - (1) If assembly area is unsatisfactory.
 - (2) When assembly area is ready for Co/Tm occupation.
- d. Co/Tm moves to and occupies assembly area.
 - 1) Co/Tm Commander notifies the quartering party when Co/Tm begins movement.
 - 2) Quartering party maintains contact with the main body.
 - 3) Co/Tm is met by platoon guides at the RP.
 - 4) Platoons and vehicles occupy positions without halting, and:
 - a) Establish and maintain security.
 - b) Prepare hasty defensive positions and obstacles (see task C18).
 - c) Erect camouflage nets.
 - d) Perform PMCS.
 - e) Refuel.
 - 5) Wire communications are established between the platoons and Co/Tm.
 - 6) Platoon status reports are sent to the Co/Tm HQ.
 - 7) Co/Tm Commander establishes communications with the TF (Commander, CMD GRP, Main CP, TAC, as established in the SOP and OPORD).
 - 8) Co/Tm Commander reports Co/Tm status to the TF Commander and Main CP.
 - 9) Co/Tm Commander and 1SG establish work priorities in preparation for tactical operations.
 - 10) OPSEC measures are taken (e.g., noise and light discipline, covering of tracks into the assembly area, minimum electronic and IR signatures).

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- 11) Chemical warning devices are emplaced.
- 12) Co/Tm Commander coordinates with adjacent units.
 - a) Establishes responsibility for overlapping fields of fire on enemy avenues of approach.
 - b) Verifies locations of OPs and coordinates signals.
 - c) Coordinates security and defense.
 - d) Ensures all dead space is covered.
- e. Co/Tm and subordinate elements continue troop leading procedures, which include:
 - 1) Planning by Co/Tm and all subordinate units.
 - 2) Reconnaissance of objectives, positions, routes, and sectors.
 - 3) Resupply, maintenance, and inspections.
 - 4) Training, as required.
 - 5) Squad, platoon, and Co/Tm rehearsals (see task C19).
 - 6) Execution and enforcement of sleep plans.
- f. The Co/Tm collects information.
 - 1) Co/Tm and platoons collect information to satisfy IR and PIR.
 - 2) Leaders conduct reconnaissance or a patrol is sent to reconnoiter:
 - a) Routes.
 - b) Attack positions.
 - c) Defensive positions.
 - d) SBF/ABF positions.
 - e) Adjoining areas and obstacles.
 - f) Contact and coordination points.
 - g) Passage lanes.
 - h) See task C10.
- g. The Co/Tm task organizes for battle.
 - 1) Co/Tm CP coordinates task organization changes.
 - a) Coordinates linkup of detachments from Co/Tm with gaining unit.

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- b) Coordinates linkup of attachments to Co/Tm with losing Co/Tm Commander.
- 2) Co/Tm elements are detached for the mission as designated in the TF and Co/Tm OPORDs.
 - a) Elements are brought to full combat loads prior to departure.
 - b) Elements move to and link up with new Co/Tm as directed.
 - c) Platoon Leader reports to Co/Tm Commander that cross attachment has been completed, and leaves the Co/Tm frequency.
- 3) Co/Tm receives attached/OPCON units.
 - a) Co/Tm Commander or XO communicates with the unit prior to its arrival, establishes:
 - (1) Time and location for linkup.
 - (2) Recognition signals, if necessary.
 - (3) Routes to the Co/Tm location.
 - (4) Attached unit's reports status (e.g., vehicles, weapons, personnel, supplies).
 - b) Units arrive at the Co/Tm location.
 - (1) Co/Tm Commander or his designated representative (XO, 1SG, platoon or section leader) meets units.
 - (2) Unit is escorted into Co/Tm position/perimeter.
 - c) Attached units are resupplied, as necessary.
 - d) Co/Tm Commander establishes command relationship.
 - (1) Checks for mission readiness.
 - (2) Informs the new unit of the Co/Tm chain of command.
 - (3) Provides the new unit Co/Tm SOP and SOI information.
 - (4) Co/Tm Commander reports attachment to the TF Commander and main CP.
 - e) Co/Tm Commander reports receipt of attachments to TF CPs.
 - f) Co/Tm Commander provides the attached unit an update on the tactical situation, the upcoming mission, and Co/Tm time lines.
 - g) CSS status and unique requirements of the attached unit are determined by the Co/Tm XO or 1SG, and requirements are requested to the TF S4 (see task C14).

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- h. See tasks 1, 26d and 28d of CCF 5, Conduct Tactical Movement.

C10. **Co/Tm Conducts Leaders' Reconnaissance** (ARTEP 71-1-MTP, Task 17-2-0101/8, 0202; FM 71-1, Chap. 2; FM 71-123, Chap. 1)

- a. Co/Tm Commander identifies sources to obtain information.
 - 1) Leaders' reconnaissance.
 - 2) Patrols.
 - 3) Other TF elements in contact.
 - 4) Situational updates from the TF Commander and staff.
- b. Co/Tm Commander selects personnel to participate in the leaders' reconnaissance.
 - 1) XO.
 - 2) Platoon Leaders.
 - 3) Leaders of attached/OPCON elements.
 - 4) Co/Tm FSO.
 - 5) Security element.
- c. Co/Tm Commander selects the method of reconnaissance based on map reconnaissance and the tentative plan.
 - 1) Area reconnaissance.
 - 2) Zone reconnaissance.
 - 3) Route reconnaissance.
- d. Co/Tm Commander plans leaders' reconnaissance.
 - 1) Develops reconnaissance and security tasks.
 - 2) Identifies Priority Intelligence Requirements (PIR) and Information Requirements (IR).
 - 3) Coordinates with the TF staff, adjacent units, and forward units to ensure:
 - a) Co/Tm leaders' reconnaissance does not conflict with TF or other forward or adjacent unit operations.
 - b) Reconnaissance does not duplicate any current TF or Co/Tm effort.
 - c) All units in the area are informed of:
 - (1) Times and location for departure and return.

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- (2) Composition of leaders' reconnaissance party.
 - (3) Conduct and actions of leaders' reconnaissance.
- e. Co/Tm Commander develops a contingency plan in the event the leaders' reconnaissance is compromised or delayed; briefs the senior leader of the Co/Tm not participating in the reconnaissance on:
- 1) Locations and activities of the reconnaissance element.
 - 2) Duration of the reconnaissance.
 - 3) Actions to be taken in the event the reconnaissance element does not return by the specified time.
 - 4) Activities and tasks to be accomplished by the unit while the leaders are conducting the reconnaissance.
- f. Co/Tm Commander briefs leaders' reconnaissance element on:
- 1) Reconnaissance goals and tasks.
 - 2) Routes and locations to be used during the reconnaissance.
 - 3) Actions on contact in event of unexpected contact with the enemy.
 - 4) Recognition signals and other coordination measures for operating in another unit's area during the reconnaissance.
 - 5) Duration of the reconnaissance.
- g. The Co/Tm executes the leaders' reconnaissance to determine aspects of the enemy and terrain in the Co/Tm area of operations:
- 1) Verifies OCOKA information, refines as required.
 - 2) Confirms routes and positions the Co/Tm will use.
 - 3) Control measures are physically/visually identified:
 - a) TRPs.
 - b) EAs.
 - c) LD.
 - d) SP and RP.
 - e) PLs.
 - f) Trigger lines.
 - g) Routes and directions of advance.

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- 4) Terrain to the Co/Tm's flanks and rear is analyzed to determine its impact on the Co/Tm mission.
- 5) Co/Tm leaders' reconnaissance element conducts reconnaissance of the Co/Tm objective or observes the objective from a vantage point to confirm the IPB SIT TEMP (for offensive operations).
 - a) Co/Tm Commander locates or determines SIT TEMP validity of known or suspected enemy:
 - (1) Armored vehicles.
 - (2) Crew-served weapons.
 - (3) Fighting positions.
 - (4) Obstacles.
 - (5) Fire sacks.
 - (6) Trench lines.
 - (7) CP/bunkers.
 - (8) Reserves and their avenues of approach.
 - b) Co/Tm Commander uses information provided by the TF S2, scouts, forward, and adjacent units to verify terrain and SIT TEMP information which can not be observed or confirmed during the leaders' reconnaissance.
- 6) Co/Tm Commander notifies the TF S2 of CCIR, new information, and information confirmed by the reconnaissance.
- 7) Co/Tm leaders' reconnaissance element conducts reconnaissance of the Co/Tm sector or area of operations to confirm the IPB SIT TEMP (for defensive operations).
 - a) Verifies enemy avenues of approach.
 - b) Determines likely enemy objectives and areas where the enemy can deploy into assault formations.
 - c) Determines dead space and intervisibility lines which the enemy can use to his advantage.
 - d) Identifies potential bypass routes.
- h. At the completion of the leaders' reconnaissance, all information is:
 - 1) Consolidated to provide a clear picture of the Co/Tm area of operations.
 - 2) Disseminated throughout the unit.
 - 3) Reported to TF headquarters by secure means.

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- i. See task 26e of CCF 5, Conduct Tactical Movement.

C11. **Co/Tm Commander Completes the Plan** (ARTEP 71-1-MTP, Task 17-2-0101/9; FM 71-1, Chap. 2; FM 71-123, Chap. 1; FM 101-5-1, Chap. 2)

- a. Finalizes the Co/Tm Commander's intent that addresses the Co/Tm's mission, purpose, and essential tasks.
- b. Designates Co/Tm task organization, including all attachments and supporting elements.
- c. Coordinates with TF CPs for additional support requirements.
- d. The Co/Tm plan is finalized based on terrain and enemy information; platoon tasks are refined.
 - 1) Co/Tm Commander completes his situational template of the enemy position.
 - 2) Offensive operations.
 - a) Actions of the support, breach, and assault forces for breaches.
 - b) Positioning for overwatch and SBF/ABF missions.
 - c) Direction of attack and point of penetration for deliberate attack are finalized.
 - (1) Platoons are massed against a single enemy vehicle or position.
 - (2) Co/Tm is massed against a single enemy platoon position (or smaller unit) or against gaps between enemy platoons.
 - d) Casualty evacuation plan is refined after reconnaissance.
 - 3) Defensive operations.
 - a) Unit positions or sectors are finalized.
 - b) Leaders update sketches of the BP or sector to reflect:
 - (1) Vehicle/weapon positions.
 - (2) TRPs.
 - (3) Hide positions.
 - (4) Fields of fire.
 - (5) Visibility of the engagement area from the BP.
 - c) Platoons are positioned to ensure EAs are covered by direct fires of two or more platoons.
 - d) Indirect fires and obstacle sites are finalized to support direct fire plan.

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- e. Designates specific tasks for all subordinate units.
 - 1) Assigns missions in accordance with what each element in the Co/Tm can do best.
 - 2) Assigns platoons to selected positions or objectives.
 - 3) Designates main and supporting efforts, including priorities by unit for support.
 - 4) Designates priorities for support (e.g., indirect fires, engineer, CSS).
 - 5) Indicates priority of targets and who has responsibility and priority units.
- f. Completes plans for the integration of other combat multipliers.
 - 1) Fire support plan, with the Co/Tm FSO.
 - 2) Mobility, countermobility, and survivability plan with attached Engineer Platoon Leader and/or TF Engineer.
 - 3) Mortar fire support with the Mortar Platoon Leader, if attached.
 - 4) Surveillance plan with GSR and/or Scout Platoon representative, if attached.
- g. Develops control measures for the Co/Tm to augment those assigned by the TF and which support decision points (control measures are annotated on overlay).
 - 1) Co/Tm unit boundaries, PLs, contact and coordination points, DPs and LDs.
 - 2) Routes (including SP and RP):
 - a) Direction of advance/attack.
 - b) Withdrawal.
 - c) Between unit positions.
 - 3) Battle, SBF/ABF, hide, and firing positions.
 - 4) Co/Tm and subordinate platoon engagement areas, sectors, objectives, and limits of advance.
 - 5) TRPs, trigger lines (by weapon system), break line, battle handover lines, and sectors of fire.
 - 6) Location of obstacles.
 - 7) Assembly areas, attack positions, and assault positions with locations for each Co/Tm element.
 - 8) Margin information (e.g., classification, OPORD number, date-time group, etc.).
- h. Completes the consolidation and reorganization plan.

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- 1) Identifies terrain and areas where the Co/Tm will consolidate and reorganize.
- 2) Plans for defending avenues of approach (mounted and dismounted) and providing security with Co/Tm assets:
 - a) Tanks.
 - b) BFVs.
 - c) ITVs.
 - d) Other weapon systems.
 - e) Dismounted infantry.
- 3) Determines likely enemy threat and avenues of approach to the position based on likely enemy capabilities.
- 4) Determines time requirements for Co/Tm to complete consolidation and reorganization.
- 5) Plans for hasty defense of position (see task C7c).
- 6) Plans evacuation and resupply.
 - a) Evacuation of casualties and damaged vehicles.
 - b) Resupply of all classes of supply.
 - c) Cross-level of supplies and materials from damaged or destroyed vehicles.
- 7) Plans for replacement of key losses (e.g., leaders, combat systems).
- 8) Plans for continuation of the mission.
- i. Revises Co/Tm priorities of work and time lines based on plan requirements.
- j. Develops five-paragraph OPORD and execution matrix with enough detail to accomplish the mission without further instructions; plan is simple and flexible to allow quick and effective reactions to changing situations.
- k. See task 26f of CCF 5, Conduct Tactical Movement.

C12. **Co/Tm Commander Issues the OPORD** (ARTEP 71-1-MTP, Task 17-2-0101/10; FM 71-1, Chap. 2; FM 71-123, Chap. 1)

- a. Provides subordinate leaders planning and preparation time.
 - 1) Subordinates are provided with 2/3 of available time for their planning and preparation.
 - 2) Rehearsals and other related Co/Tm collective tasks are conducted during 1/3 of time available to the Co/Tm Commanders.

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- b. Co/Tm Commander issues the order verbally; OPORD products are issued to subordinate leaders, which include:
 - 1) Written OPORD or execution matrix.
 - 2) Overlays (maneuver, obstacles, fire support).
 - 3) Indirect fire target lists.
- c. Key leaders receive the OPORD in person from the Co/Tm Commander.
- d. Co/Tm Commander clarifies any questions.
- e. Subordinate leaders brief back the Co/Tm Commander.
 - 1) Describe how their missions fit in the overall scheme of maneuver.
 - 2) Demonstrate understanding of the TF and Co/Tm Commanders' intents.
- f. Co/Tm and TF time lines are disseminated.
- g. OPORD is issued overlooking the terrain on which the operation will be conducted, if possible.
- h. Aids are used to assist subordinate leaders visualization of the operation; options:
 - 1) Maps.
 - 2) Overlays.
 - 3) Sand tables.
 - 4) Terrain sketches.
- i. See task 26f of CCF 5, Conduct Tactical Movement.

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C13. **Platoon Leaders Develop and Issue OPORD** (ARTEP 7-8-MTP, Task 7-3/4-1046; ARTEP 70247-11-MTP, Task 7-3/4-4056; ARTEP 17-237-10-MTP, Task 17-3-0100; FM 7-7J, Chap. 2)

- a. Conduct Troop Leading Procedures (TLP).
 - 1) Receive the mission.
 - 2) Perform mission analysis.
 - 3) Develop tentative plan.
 - 4) Start necessary movement.
 - 5) Conduct reconnaissance.

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- 6) Complete the plan.
 - 7) Issue the complete OPORD.
 - 8) Supervise and refine plans.
- b. Platoon Leaders perform TLP as described in tasks C1-C12, focused on the platoon level.
- C14. **Co/Tm Conducts Logistical Operations** (ARTEP 71-1-MTP, Tasks: 17-2-0101/12, 0701/2, 0702/3, 0702/4, 0702/5, 0702/6, 0703/4, 0703/5, 0703/7, 0703/8, 0703/9, 43-2-C003/2, C003/3, C003/4, C003/5, C003/6, C003/8; FM 71-1, Chap. 7)
- a. Co/Tm Commander, XO and 1SG determine routine and mission specific supply requirements.
 - 1) Forecast supply, medical, and maintenance requirements based on Co/Tm mission and scheme of maneuver.
 - 2) Determine needs by type of resupply.
 - a) Routine (provided by LOGPAC).
 - b) Prestock.
 - c) Emergency (requirements for resupply the Co/Tm Commander anticipates will be required during mission execution).
 - 3) Designate resupply priorities by unit within the Co/Tm.
 - 4) Determine resupply requirements from:
 - a) Platoon Leaders and PSGs.
 - b) Leaders of attached units.
 - c) Leaders of units the Co/Tm is tasked to support (Scouts, GSR).
 - b. The Co/Tm XO or 1SG coordinate Co/Tm supply needs with the company supply sergeant and TF S4.
 - 1) Verifies and exchanges routine supply information:
 - a) Logistics release point (LRP) locations.
 - b) LOGPAC composition.
 - c) LRP meeting requirements.
 - d) Special requirements for attached/OPCON units.
 - e) Requirements for mission special equipment and supplies identified by the Co/Tm Commander and other leaders.

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- 2) Coordinates for prestocked supplies.
 - a) Quantities and type.
 - b) Configuration requirements.
 - c) Transportation means and location for delivery.
 - 3) Coordinates for emergency resupply.
 - a) Quantities and type of supplies.
 - b) Anticipated time/event for delivery.
 - c) Locations and routes to transport emergency resupply to Co/Tm.
 - 4) See task 16 of CCF 29, Conduct Supply Operations.
- c. Co/Tm XO and 1SG determine:
- 1) Method for LOGPAC resupply (e.g., tailgate, service-station).
 - 2) Location of Co/Tm Trains to provide support.
- d. Co/Tm 1SG attends TF LRP meetings and receives LOGPAC.
- 1) Informs TF representatives of Co/Tm supply needs; exchanges information with TF representatives; receives information about solutions to the Co/Tm CSS problems.
 - a) Submits awards and personnel actions to the TF S1.
 - b) Provides resupply requirements to the TF S4.
 - c) Updates battle roster with the TF S1.
 - d) Picks-up/drops-off unit mail.
 - e) Verifies that routine and requested supplies are present on LOGPAC vehicles.
 - f) Coordinates for future LOGPAC resupply.
 - (1) Locations.
 - (2) Times.
 - (3) Supply needs and requirements.
 - g) Turns in Co/Tm DA Form 2406 to TF S4 or BMO.
 - 2) 1SG picks up and guides LOGPAC to the Co/Tm area.
- e. The Co/Tm performs routine resupply; options:

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- 1) Tailgate method.
 - a) 1SG guides LOGPAC vehicles to each platoon area.
 - b) Platoon Leaders/PSG guide LOGPAC vehicles to individual vehicle position.
 - c) LOGPAC vehicles disperse throughout the Co/Tm area to avoid clustering.
 - d) Resupply is conducted according to the priority set by the Co/Tm Commander.
 - e) PSGs identify future CSS needs to 1SG.
 - f) Platoon members rotate through CL I point and receive CL I, personal items, and mail.
 - g) CL III and V vehicles are rotated between platoon vehicles.
 - h) 1SG guides the LOGPAC to the next platoon.
- 2) Service-station.
 - a) 1SG prepares Co/Tm resupply site.
 - (1) Disseminates location and time for each platoon via a FRAGO or OPORD.
 - (2) Briefs platoon sergeants on organization of resupply site.
 - (3) Organizes LOGPAC vehicles, medics, and maintenance assets in supply site.
 - b) Platoons move to resupply site as directed.
 - (1) Platoons use covered and concealed routes.
 - (2) Responsibility for platoon sector is transferred:
 - (a) Handed over to another platoon.
 - (b) Platoons rotate squads/crews internally and maintain responsibility for sector.
 - c) Platoons conduct resupply.
 - (1) Sections and squads retain integrity and rotate between the rearm and refuel points.
 - (2) Individual platoon members rotate through feeding area and receive personal supply items and mail.
 - (3) Co/Tm medics and maintenance teams provide support to the platoons.

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- (4) PSGs receive bulk supply items.
- d) Resupplied platoons move back to defensive position and resume duties.
- 3) Medics and maintenance teams visit platoons; identify problems and take corrective action.
- 4) Co/Tm completes resupply.
 - a) PSG reports completion of resupply to 1SG and Platoon Leader.
 - b) Maintenance Section Leader collects DA Form 2404s and provides them to the Supply Sergeant for delivery to the TF Maintenance Technician.
 - c) LOGPAC vehicles move to a holding area in the Co/Tm position.
 - d) Co/Tm XO or 1SG guides LOGPAC vehicles from holding area to LRP, turns over control of LOGPAC vehicles to TF representative.
- 5) Prestock supplies and materials delivered by LOGPAC vehicles are moved to prestock locations and downloaded.
- 6) Co/Tm Commander reports completion of resupply and status to the TF main CP.
- 7) See task 23 of CCF 28, Provide Transportation Services; tasks 19-26 and 29 of CCF 29, Conduct Supply Operations.
- f. Co/Tm performs maintenance operations.
 - 1) Vehicle crews perform PMCS using appropriate TMs and DA Form 2404.
 - 2) Maintenance team efforts are based on priorities established in the SOP and Co/Tm OPORD.
 - 3) The Co/Tm takes action on vehicles or equipment with maintenance problems.
 - a) 1SG dispatches maintenance team.
 - (1) Team moves to the vehicle/equipment site using covered and concealed routes.
 - (2) Team moves damaged vehicle/equipment to a secure area (if necessary).
 - b) Maintenance team chief determines maintenance requirements.
 - (1) Man-hours.
 - (2) Equipment and special tools.
 - (3) Repair parts.

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- (4) Determines if on-site repair is possible based on:
 - (a) TF maintenance time-line guidance.
 - (b) Level of maintenance required.
- c) Maintenance team chief reports vehicle repair needs and status to the Co/Tm 1SG and TF BMO.
- 4) Maintenance team and vehicle crew conduct repairs.
 - a) Repair is accomplished within two hours unless otherwise approved by the Co/Tm Commander.
 - b) Equipment or vehicle is evacuated to the TF UMCP when repairs exceed the two-hour limit.
- 5) Co/Tm Commander reports operational status of vehicles and equipment.
 - a) Uses DA Form 2406.
 - b) Reports daily IAW TF SOP or OPORD.
 - c) Updates TF Main CP upon change of vehicle status.
- 6) See tasks 12-16, 18 and 19 of CCF 31, Maintain Weapon Systems and Equipment.
- g. Co/Tm Commander updates his running estimate based on changes resulting from the completion of logistical operations.
- h. See tasks 26g and 30 of CCF 5, Conduct Tactical Movement. Additionally, CSS tasks contained here are focused on the Co/Tm and add Co/Tm level detail to TF tasks contained in CCFs 28, 29, 30, 31, and 33.

C15. Co/Tm Commander Supervises Co/Tm Preparation (ARTEP 71-1-MTP, Task 17-2-0101/11; FM 71-1, Chap. 2; FM 71-123, Chap. 1)

- a. Ensures subordinate leaders are performing TLP and assigned tasks based on the Co/Tm Commander's guidance and instructions.
- b. Ensures time lines and events designated for mission preparation are being followed.
- c. Ensures leaders are applying the 1/3-2/3 rule for mission planning and preparation.
- d. Conducts back briefs with subordinate leaders.
 - 1) All leaders perform back briefs to the Co/Tm Commander:
 - a) Maneuver (tank and infantry) Platoon Leaders.
 - b) XO and 1SG.

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- c) Co/Tm FSO.
- d) CS leaders (e.g., Engineers, ADA, GSR).
- 2) Leaders brief how they will accomplish assigned missions and tasks.
- 3) Leaders provide updates and recommendations to the Co/Tm plan based on their mission analysis and OPOD development.
- e. Ensures his and the TF Commander's intent are understood by all subordinate leaders.
- f. Ensures priorities of work are being adhered to:
 - 1) Local security (based on directed REDCON level).
 - 2) Maintenance of vehicles and equipment.
 - 3) Resupply of CL III and V.
 - 4) Weapons cleaning and prepare-to-fire checks.
 - 5) Feeding plan.
 - 6) Sleep plan.
- g. Co/Tm Commander updates his running estimate based on subordinate leader back briefs, completion of preparation activities, and execution or lack of execution of priorities of work.
- h. See task 26i of CCF 5, Conduct Tactical Movement.

C16. Co/Tm Conducts Pre-combat Checks and Inspections (ARTEP 71-1-MTP, Task 17-2-0101/11; FM 71-1, Chap. 2; FM 71-2, Chap. 2; FM 7-7J, Chap. 2)

- a. Co/Tm Commander inspects the Co/Tm.
 - 1) Conducts back briefs to ensure understanding of:
 - a) Platoon role in the Co/Tm plan.
 - b) Co/Tm and TF mission.
 - c) TF and Co/Tm Commanders' intents.
 - d) SOI information.
 - 2) Verifies all leaders have required maps and mission graphics, including:
 - a) TF and Co/Tm operational graphics.
 - b) Fire support.
 - c) SIT TEMP.

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- 3) Personally inspects items critical to the mission.
 - a) Vehicles.
 - b) Weapon systems.
 - c) Communications equipment.
 - d) Special breaching equipment.
- 4) Insures soldiers:
 - a) Have operational equipment and sufficient supplies.
 - b) Understand their mission and tasks.
 - c) Are fed and rested.
- b. Co/Tm Commander directs the XO and ISG to:
 - 1) Supervise inspections by Platoon Leaders and PSGs.
 - 2) Inspect selected items critical to the mission.
- c. Platoon Leaders and PSGs conduct inspections.
 - 1) Inspect soldiers; items include:
 - a) Back briefs with subordinate leaders and soldiers to ensure understanding of:
 - (1) His part in the plan.
 - (2) Platoon and Co/Tm mission.
 - (3) Co/Tm Commander's and Platoon Leader's intent.
 - b) Maps are posted with mission graphics.
 - c) Compliance with Co/Tm SOP and OPORD:
 - (1) Identification tags and card are present.
 - (2) Load bearing equipment with all required items is present.
 - (3) Personal and crew-served weapons are present and serviceable.
 - (4) Basic loads of ammunition for personal weapons.
 - (5) Pressure bandages.
 - (6) Camouflage is applied to standard.
 - d) Supplies are disseminated to lowest user level.

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- e) Survivability and fighting positions are prepared to standard.
- 2) Inspect NBC equipment; items include:
 - a) MOPP suits are present and serviceable.
 - b) Protective masks are fitted, carried, and serviceable.
 - c) Nerve Agent Antidote Kits (NAAK) and M258 decontamination kits are present and complete.
 - d) M11 decontamination apparatuses are present and serviceable.
 - e) M256 chemical detection kits and M8 chemical alarms are present and serviceable.
 - f) M8 and M9 paper are affixed to vehicles and personnel.
 - g) MOPP level and alert warning procedures and signals are known by all soldiers.
 - h) NBC survey team members are designated and prepared.
 - i) DST and STB are present.
 - j) Current DA Form 2404s are completed correctly on all NBC equipment.
- 3) Inspect communications equipment and soldier knowledge.
 - a) Radios and secure equipment have correct frequencies and variables.
 - b) Communications system operators and soldiers know:
 - (1) Mission frequencies, variables, call-signs, and secure fills.
 - (2) Time to change frequencies (if necessary) and secure fills.
 - (3) How to use authentication and encoding tables.
 - (4) Co/Tm's visual signals.
 - (5) Challenge and password and when it changes.
 - (6) Key code words for the mission.
 - c) SOIs are present.
 - d) Communications systems (e.g., radios, telephones, wire) are present and serviceable.
 - e) DA Form 2404s are completed correctly on all communications equipment.
 - f) Batteries are present and serviceable.

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- 4) Inspect vehicles, weapon systems, and equipment; items include:
 - a) Weapons are mounted, bore sighted, loaded (or ammunition is at hand to be loaded), and operational.
 - b) Fire control systems are operational.
 - c) Ammunition is loaded and properly stowed.
 - d) Spare barrels and equipment are present and serviceable.
 - e) Load plans are posted and followed.
 - f) Equipment inside of vehicles is secured IAW SOP.
 - g) Recognition panels are mounted on vehicles IAW SOP.
 - h) Vehicles are topped off with fuel, POL products are present.
 - i) Fuel and water cans are filled.
 - j) Camouflage nets and poles sets are complete, serviceable, and secured on each vehicle.
 - k) Night observation devices and devices with batteries are operational.
 - l) Rations are stowed.
 - m) Special mission equipment (e.g., plows, rollers, breach kits, etc.) are present and operational.
 - n) Recognition panels are mounted and correct.
 - o) DA Form 2404s are completed correctly on all weapons and equipment.
 - p) Inspects vehicle maintenance; items include:
 - (1) PMCS is completed and a DA Form 2404 is present.
 - (2) Before-, during-, and after- maintenance checks are conducted.
 - (3) Oil and water levels are correct.
 - (4) Vehicle batteries are clean, cables tight, and electrolyte levels are correct.
 - (5) Track wear, tension, and return wheels are in tolerance; vehicles have spare track and necessary tools to change track shoes.
 - (6) Fire suppression systems are serviceable.
- d. All deficiencies are corrected.

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- e. Co/Tm Commander updates his running estimate based on the results of his and subordinate leaders inspections.
- f. See task 26i of CCF 5, Conduct Tactical Movement.

C17. **Co/Tm Completes Moves to Posture for Battle** (ARTEP 71-1-MTP, Tasks 71-2-0325, 0329, 1021; FM 71-1, Chap. 3, 4, Appendix B)

Note: Co/Tm conducts tactical movement to occupy an attack position or defensive positions. This task may be a continuation of task C9.

- a. The Co/Tm moves from assembly areas to forward positions.
 - 1) Vehicles travel along preselected covered and concealed routes.
 - 2) Vehicles do not stop along route unless directed by the Co/Tm Commander.
- b. The Co/Tm occupies positions short of the FEBA or LD.
 - 1) Vehicles do not stop until in position.
 - 2) Platoons establish security, emplace OPs and air guards.
 - 3) Communications within the Co/Tm and with TF CPs are established.
 - 4) Vehicles have cover and concealment.
 - 5) Co/Tm Commander reports occupation of the Co/Tm positions to the TF CP.

C18. **The Co/Tm Prepares Defensive Positions** (ARTEP 71-1-MTP, Tasks 17-2-0101, 1021, 0303, 0327, 0402, 0701, 0702, 0703, 0705, 03-2-C013, C015, C031, C033, 43-2-C003, 44-2-C001, C002; FM 71-1, Chap. 2, 4, App C, D; FM 71-123, Chap. 1, 4, 5, 6, 7, 8)

Note: This task concerns the physical preparation of the Co/Tm's defensive positions. This task implements tasks C7 and C11.

- a. Co/Tm Commander, with Platoon Leaders, physically inspects the Co/Tm area and verifies:
 - 1) Avenues of approach (mounted and dismounted) and trafficability (surface conditions).
 - 2) Locations where the enemy will change formations.
 - 3) Times required for the enemy to move specific distances along avenues of approach and through EAs.
 - 4) Terrain that the enemy:
 - a) Will use to avoid direct fire.

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- b) May consider important for their attack.
- 5) Dead space and its impact on the Co/Tm plan.
- 6) Key terrain and other landmarks that are likely to receive enemy indirect fires.
- b. Co/Tm Commander finalizes defensive plan based on threat and terrain analysis.
 - 1) Selects primary, alternate, and subsequent positions for:
 - a) Combat vehicles (e.g., tanks, BFVs, and ITVs).
 - b) Weapon systems (including small arms).
 - c) FOs, FIST-V, and COLT.
 - d) OPs.
 - e) GSR.
 - f) ADA assets.
 - g) CSS assets and Co/Tm Trains.
 - h) Engineers.
 - 2) Co/Tm Commander designates sectors of fire/observation and EAs for subordinate units.
 - 3) Designates fire control measures:
 - a) TRPs and other easily identifiable features (vegetation, manmade objects, terrain features) for direct fire control.
 - b) EAs.
 - c) Sectors of fire (by weapons system).
 - d) FPLs and FPFs.
 - e) BHLs.
 - f) Trigger lines/points.
 - (1) By direct fire weapon system.
 - (2) For indirect fires.
 - g) Break lines.
 - h) Routes for withdraw and disengagement.
 - 4) Designates alternate and supplemental positions and signals to occupy them.

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- c. Co/Tm and platoons prepare positions; Co/Tm Commander and Platoon Leaders direct and supervise the priorities of work in accordance with the OPORD and unit SOP.
 - 1) Co/Tm establishes security.
 - a) OPs are established as directed in the Co/Tm or platoon OPORD.
 - b) Chemical alarms are emplaced down wind, shifted as necessary depending on wind direction.
 - c) Air guards are established.
 - 2) Platoons occupy positions.
 - a) Tanks, BFVs, and ITVs:
 - (1) Remain in hide positions until needed.
 - (2) Occupy primary firing positions when:
 - (a) Positions are being physically constructed.
 - (b) Conducting rehearsals.
 - (c) Increase in REDCON levels as directed.
 - b) Dismounted infantry move into primary fighting positions, placing:
 - (1) TOWs.
 - (2) Dragons.
 - (3) Machine guns.
 - 3) Platoons prepare positions and EAs.
 - a) TRPs and other direct and indirect fire control markers are emplaced first, and serve as the focal point for emplacement of weapons systems and construction of unit positions.
 - b) Leaders designate locations of fighting and firing positions.
 - c) Crews confirm fields of fire to TRPs and EAs with platoon and squad/section leaders.
 - d) Fields of fire are cleared and aiming stakes are emplaced.
 - e) Range cards are prepared, copies are turned in to Platoon Leaders when completed.
 - f) Platoons prepare sector sketches and turn them in to the Co/Tm Commander.
 - g) Infantry fighting positions are dug-in, with overhead cover.

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- h) Tank, BFV, and ITV positions are dug-in.
 - i) Obstacles are emplaced.
 - j) Alternate and supplementary positions are prepared.
 - k) Co/Tm Commander and Platoon Leaders reconnoiter all routes to subsequent positions.
- 4) Communications are established.
- a) Wire and radio communications are established:
 - (1) Between vehicles and dismounted infantry.
 - (2) Between the Co/Tm HQ and platoons.
 - (3) With LP/OPs.
 - (4) With the TF Commander/S3 and TF CPs.
 - (5) Between the Co/Tm FSO and FOs.
 - b) Platoon runners are assembled and briefed by the Co/Tm Commander or XO.
- d. Co/Tm Commander and FSO finalize indirect fire plans; verify:
- 1) Primary and alternate observers are positioned to observe TRPs and targets.
 - 2) Indirect fire targets are physically marked, if possible, and exact grid coordinates are determined.
 - 3) Indirect fire trigger lines are determined based on time and distance factors.
 - 4) Target lists are refined based on completed obstacles and verified dead space.
 - 5) FPFs are refined based on selection of unit fighting positions.
 - 6) Updated target lists are disseminated throughout the Co/Tm by the Co/Tm FSO, and forward to the TF FSO.
 - 7) Indirect fires are registered.
 - 8) Mortar sections, if attached, construct positions (see CCF 7).
 - 9) Lasers (range finding, targeting) and other target marking systems are positioned and prepared.
 - 10) Fire support priorities (targets, units) support the Co/Tm defensive plan.

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- 11) See tasks 14b-c, 19, and 22 of CCF 15, Coordinate, Synchronize, and Integrate Fire Support.
- e. Engineers and Co/Tm units conduct mobility, countermobility, and survivability operations to support the defense.
 - 1) Co/Tm Commander ensures that the priority of work is followed and that engineer assets are optimized.
 - 2) Mobility work is performed to allow movement from:
 - a) Hide to firing positions.
 - b) Primary to alternate and supplementary positions.
 - c) See task 46 of CCF 21, Overcome Obstacles.
 - 3) Countermobility.
 - a) Co/Tm Commander and engineer personally designate site of obstacles.
 - b) Engineers construct obstacles according to the plan and priority.
 - c) Obstacles are constructed in depth.
 - d) Obstacle guards and firing parties are positioned.
 - e) Obstacles and obstacle gaps are secured.
 - f) Obstacles are covered by fire and observation.
 - g) Dummy minefields are prepared and evaluated for realism.
 - h) Co/Tm Commander evaluates placement of obstacles to determine how well they support the Co/Tm plan.
 - i) Initiation and completion of obstacles are reported to TF CPs IAW SOP.
 - j) See tasks 24-31 of CCF 23, Provide Countermobility.
 - 4) Survivability.
 - a) Leaders and vehicle commanders site survivability and firing positions.
 - b) Engineers construct firing positions according to the plan and priority.
 - c) Soldiers prepare bunkers, trenches, and fighting positions.
 - d) Communications trenches are dug and communications wire is buried.

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- e) See tasks 28b, 29, 30, 33, and 34 of CCF 24, Enhance Physical Protection.
- f. Co/Tm Commander and Platoon Leaders conduct coordination.
 - 1) Platoon Leaders coordinate and integrate direct fire plans with adjacent platoons.
 - 2) Co/Tm Commander coordinates direct fire, indirect fires, and movement plans with adjacent Co/Tms and higher units.
 - 3) All leaders check positions and fires (direct, indirect) to confirm complete coverage of EAs and enemy avenues of approach.
 - 4) Mission graphics and plans are exchanged between platoons and adjacent Co/Tms.
 - 5) Co/Tm contact points are manned as required to facilitate communications with other units.
- g. Co/Tm Commander and subordinate leaders complete the defensive plan and preparation requirements based on physical inspections of the terrain and weather; verify:
 - 1) Direct fires exploit enemy weaknesses (flank and rear engagements).
 - 2) Obstacle and indirect fire plans force the enemy into EAs.
 - 3) Dead space is covered with indirect fires and obstacles and denies the enemy covered and concealed routes into Co/Tm positions.
 - 4) Air defense assets are placed to cover the Co/Tm during all phases of the operation.
 - 5) Positions provide concealment from aerial observation.
 - 6) Co/Tm Commander and Platoon Leaders observe the battle position from the enemy point of view by driving or walking the avenues of approach to:
 - a) Identify positions that need better camouflage.
 - b) Identify dead space and gaps not covered.
 - c) Identify maneuverability corridors into the BP not noted before.
 - d) Appraise the location and the probable effects of obstacles.
 - e) Verify that dummy positions and obstacles appear realistic.
 - 7) Co/Tm Commander:
 - a) Verifies that positions of every major weapon system (tanks, IFVs, ITVs, ATGMs, Vulcans, Stingers, machine guns) and their lines of sight or primary direction of fire throughout the sector are in accordance with his intent.

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- b) Completes plan branches and sequels to exploit enemy reactions to Co/Tm actions.
 - c) Ensures that bottom-up fire planning is performed by the Co/Tm FSO and FOs.
 - d) Informs the TF Commander/S3 of changes to the Co/Tm plan.
 - e) Ensures that every major weapon is assigned a sector of fire and TRPs in primary and all subsequent positions.
 - f) Confirms trigger lines, battle handover lines, disengagement and break lines.
 - g) Adjusts the direct fire plan as obstacles are completed.
 - h. CSS assets and Co/Tm Trains are prepared to support the defense.
 - 1) Vehicles occupy covered and concealed positions.
 - 2) Prestocks and caches of supplies are:
 - a) Fully stocked.
 - b) Protected from indirect fires.
 - c) Guarded.
 - 3) Security is maintained.
 - 4) Casualty collection points and evacuation routes are inspected to ensure they will support and not inhibit the Co/Tm defense.
 - 5) See preparation task lists in CCF 28, 29, 30, 31, and 33.
 - i. Co/Tm Commander continuously updates his running estimate based on the completion of defensive preparations, adjustments to the Co/Tm plan resulting from new information, and changes resulting from the implementation of the Co/Tm plan.
- C19. Co/Tm Conducts Rehearsals** (ARTEP 71-1-MTP, Task 17-2-0101, 1021, 0301, 0303, 0304, 0306, 0310, 0311, 0312, 0316, 0327, 0328, 0329, 0401, 0402, 0501, 0701, 0702, 0703, 0705, 03-2-C013, C015, C031, C033, 43-2-C003, 44-2-C001, C002; FM 71-1, Chap. 2, 3, 4, App C, D; FM 1-123, Chap. 1, 3, 4, 5, 6, 7, 8)
- Note: BOS aspects (minus maneuver) for rehearsals are covered under task C19a. Maneuver aspects are specified in task C19c and C19d as they apply to specific offensive or defensive missions.
- a. General.
 - 1) Intelligence.
 - a) TF and Co/Tm IPB and intelligence information are used to:

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- (1) Portray the threat Co/Tm will engage.
 - (2) Trigger Co/Tm actions.
 - b) Enemy actions are integrated into the Co/Tm rehearsal to determine possible responses when the Co/Tm:
 - (1) Negotiates obstacles.
 - (2) Encounters "small pockets" of enemy resistance.
 - (3) Receives attacks on Co/Tm flanks and is ambushed.
 - (4) Experiences major enemy resistance or counterattack to the point where Co/Tm is forced to execute a hasty defense.
 - c) Co/Tm Commander or designated element drives or walks the avenues of approach/EA; platoons:
 - (1) Move from hide to firing positions.
 - (2) Acquire and track targets.
 - (3) Rehearse engaging the enemy.
 - (4) See task C19d1.
- 2) Fire support actions are rehearsed.
- a) The Co/Tm fire support plan is rehearsed simultaneously with maneuver plan.
 - (1) Positioning of FOs (primary and backup) and FIST-Vs in support of the Co/Tm fight are verified.
 - (2) Observers practice calls for fire and determine timing for:
 - (a) Calling for fire on planned targets.
 - (b) Screening fires.
 - (c) Lifting and shifting of fires.
 - (d) FPFs.
 - (3) Leaders and FOs responsible for observation and adjustment of on-call targets are confirmed and exercised.
 - (4) Lifting and shifting of fires to suppress adjacent enemy positions or forces and reserves are practiced.
 - b) Co/Tm FSO compares time of flight with time of impact for mortar and artillery fires and assesses validity of indirect fire trigger lines.

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- c) Co/Tm Commander and FSO determine weaknesses of the fire support plan; as required, adjusts the Co/Tm plan and coordinate changes with TF FSO.
 - d) Co/Tm Commander and FSO ensure that the fire support plan is fully synchronized with and integrated into the Co/Tm maneuver and direct fire plan.
 - e) See tasks 21 and 22 of CCF 15, Coordinate, Synchronize, and Integrate Fire Support.
- 3) Mobility, countermobility, and survivability actions are rehearsed.
- a) Obstacle reconnaissance and bypass actions are practiced.
 - b) Co/Tm in-stride breaching actions are practiced:
 - (1) Support, breach, and assault forces rehearse battle drills.
 - (2) Smoke and other obscurants are emplaced as planned and validated.
 - (3) Direct and indirect fire engagements are practiced.
 - c) Co/Tm rehearses role in TF breach (see task 21b of CCF 21, Overcome Obstacles).
 - d) Engineers and Co/Tm units rehearse execution of command detonated obstacles.
 - e) NBC actions are rehearsed.
 - (1) Reaction to NBC attack.
 - (2) Crossing a contaminated area.
 - (3) Hasty decontamination.
- 4) Air defense actions are rehearsed.
- a) Reactions to air attacks.
 - b) Employment of all-arms air defense.
 - c) Air attack warning system.
 - d) Occupation of support position by air defense assets.
 - e) See task 26 of CCF 16/17, Take Active/Passive Air Defense.
- 5) Combat service support actions are rehearsed, locations and routes are verified.
- a) Care and evacuation of the casualties:

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- (1) Location of the Co/Tm and platoon casualty collection point, including routes.
 - (2) Location of TF aid station(s) and routes are verified.
- b) Movement and positioning of the Co/Tm Trains.
- c) Recovery of damaged vehicles.
- d) Resupply of the platoons during the mission.
- e) Resupply support on the objective during consolidation and reorganization.
- f) Movement of medics and maintenance teams.
- g) See task 15 of CCF 29, Conduct Supply Operations; and task 28 of CCF 33, Treat and Evacuate Battlefield Casualties.
- 6) Co/Tm Commander verifies command and control tasks and actions, which include:
 - a) Signals for changing formation and executing tactical drills.
 - b) Actions upon loss of communications with TF CPs.
 - c) Succession of command; subordinate leaders rehearse the actions of the Co/Tm Commander and Platoon Leaders.
 - d) Measures that subordinate leaders will employ to implement the Co/Tm Commander's instructions and to direct their units.
 - e) Employment of the Co/Tm execution matrix and FRAGOs to direct the Co/Tm and to implement branches and sequels.
- 7) Co/Tm Commander identifies weakness to the plan, corrects them, and reports corrections to the TF Commander/S3.
- b. Passage of lines is rehearsed.
 - 1) Formations:
 - a) Prior to reaching contact points/passage lanes.
 - b) During transit through passage lanes.
 - c) After exiting passage lanes.
 - 2) Actions at contact points/passage lanes and link-up with guides.
 - 3) Control of stationary and passing units during transit through passage lanes.
 - 4) Occupation of and actions in positions after passage.

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- a) Positioning of Co/Tm vehicles.
- b) Platoon and vehicle sectors of fire and observation.
- c) Security measures.
- d) Formation transition based on follow-on mission.
- 5) Actions required to accept or turnover battle handover.
- c. Rehearsal of specific offensive operations.

Note: This task details maneuver BOS aspects by offensive mission type.

- 1) Movement to contact actions are rehearsed:
 - a) Routes and direction of advance.
 - b) Tactical formations and changes due to:
 - (1) Terrain and obstacles.
 - (2) Planned changes based on decision points.
 - (3) Expected enemy activity.
 - c) SOP tactical "plays" and drills.
 - d) Reporting requirements and procedures.
 - e) Actions on contact.
 - (1) Return fire.
 - (2) Deploy.
 - (3) Report.
 - (4) Develop the situation.
 - f) Employment and control of direct fires.
 - (1) Sectors.
 - (2) TRPs.
 - (3) Engagement priorities.
 - g) Employment of indirect fires.
- 2) Hasty attack actions are rehearsed:
 - a) Routes and directions of attack.
 - b) Positioning and roles of Co/Tm elements.

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- (1) Assault.
 - (2) Base-of-fire.
 - c) In-stride breaching:
 - (1) Support force.
 - (2) Breach force.
 - (3) Assault force.
 - d) Battle drills.
 - (1) Mass attack.
 - (2) Attack right (or left).
 - (3) Occupy and orient on a TRP; construction of an EA.
 - e) Actions on the objective.
 - f) Employment of indirect fires.
- 3) Support By Fire (SBF)/Attack By Fire (ABF) actions are rehearsed:
- a) Routes and direction of maneuver.
 - b) Movement formations and techniques to SBF/ABF positions.
 - c) Occupation of SBF/ABF position.
 - (1) Sectors of observation and fire.
 - (2) Repositioning to deny enemy indirect or direct fire targets.
 - d) Support of TF deliberate breach.
 - (1) Actions of the breach force.
 - (2) Actions of the assault force.
 - (3) Use of smoke and other obscurants.
 - (4) See task 21b of CCF 21, Overcome Obstacles for TF deliberate breach.
 - e) Support of attacking Co/Tms.
 - (1) Synchronization of direct and indirect fires against enemy or point of penetration.
 - (2) Isolation of objective through fires to support attacking Co/Tms.

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- f) Fire control signals and measures.
 - (1) Commencing fire.
 - (2) Ceasing fire.
 - (3) Lifting fire.
 - (4) Shifting fire.
- g) Fire distribution and patterns.
- h) Employment of indirect fires to support assaulting Co/Tms.
- 4) Mounted and/or dismounted assault actions are rehearsed:
 - a) Routes and formations for movement to assault positions.
 - b) Occupation of assault position.
 - c) Actions at dismount points.
 - d) Transition to Co/Tm assault formation.
 - (1) En masse.
 - (2) Movement by bounds.
 - e) Coordination with SBF/ABF Co/Tm.
 - f) Synchronization of mounted and dismounted elements in assault.
 - g) Obstacle breaching (see CCF 21b, Overcome Obstacles).
 - h) Marking methods and coordination to keep SFB/ABF Co/Tm aware of Co/Tm locations while assaulting the objective.
 - i) Actions on the objective.
 - j) Employment of indirect fires, through the Co/Tm FSO and/or the Co/Tm providing SBF/ABF support.
- 5) Reserve missions are rehearsed:
 - a) Attack from a different direction (see task C19c4).
 - b) Support By Fire (SBF) (see task C19c3).
 - c) Clear positions overrun by attacking Co/Tms by conducting a hasty attack (see task C19c2).
- 6) Flank security actions are rehearsed:
 - a) Routes and distance from TF main body.

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- b) Movement formations and techniques.
 - (1) Co/Tm column.
 - (2) Alternate bounds.
 - c) Occupation of overwatch positions.
 - (1) Sectors of observation and fire.
 - (2) Repositioning to deny enemy indirect or direct fire targets.
 - d) Hasty attack (see task C19c2).
 - e) Hasty defense (see task C19d5).
 - f) Defend BP (see task C19d6).
 - g) Delay (see task C19d8a).
- 7) Consolidation and reorganization actions are rehearsed:
- a) Occupation of objective.
 - b) Vehicles position to cover avenues of approach.
 - c) Hasty defense (see task C19d5).
 - d) Evacuation and resupply.
 - e) Replacement of key losses.
 - f) Security measures.
 - g) Measures to organize the Co/Tm based on losses.
- d. Rehearsal of specific defensive operations.
- Note: This task details maneuver BOS aspects by defensive mission type.
- 1) Co/Tm Commander (or designated vehicle) drives enemy avenues of approach and EAs to allow Co/Tm to rehearse the defense.
 - a) Rehearse actions to accept battle handover from TF Scouts and forward Co/Tms.
 - b) XO and Platoon Leaders control their units and move vehicles from hide positions to firing positions.
 - c) All weapons track the vehicle during the direct fire rehearsal to identify dead space, time/location where vehicle was first observed, and tracking time.

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- d) Gunners, FSO, and engineers announce when they are executing the fire plan and executing obstacles so the Co/Tm Commander can confirm the effectiveness of the plan.
 - e) Co/Tm identifies trigger lines, battle handover lines, disengagement and break lines, on the ground for the platoons during the rehearsal.
 - f) Vehicles and soldiers practice repositioning to.
 - (1) Avoid presenting indirect and direct fire target.
 - (2) Acquire targets for flank and rear engagements.
- 2) Direct fire engagement actions are rehearsed:
- a) Control measures are implemented.
 - (1) TRPs.
 - (2) Trigger lines (by weapon system).
 - (3) Break line.
 - b) Signals are practiced.
 - (1) Commence firing.
 - (2) Cease firing.
 - (3) Lift fires
 - (4) Shift fires.
 - (5) Initiate disengagement/withdrawal.
 - c) Methods of fire distribution are verified.
 - (1) Point fire.
 - (2) Area fire.
 - (3) Combination (point, area).
 - d) Fire patterns are checked and verified.
 - (1) Frontal fires.
 - (2) Cross fires.
 - (3) Depth fires.
 - (4) Combination.
- 3) Indirect fire support actions are rehearsed:

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- a) Observer actions to acquire targets and initiate indirect fires at designated trigger points are verified.
 - b) Fire support coordinating measures allow fires to be executed and adjusted.
 - c) Fire support execution matrix synchronizes indirect fires to support the Co/Tm maneuver plan.
 - d) Primary and back-up observers are positioned and can reposition to maintain target acquisition and adjust indirect fires.
 - e) Planned fires shape the battlefield as visualized by the Co/Tm Commander.
 - f) Fires support Co/Tm movement and disengagement.
- 4) Disengagement/withdrawal actions to subsequent positions are rehearsed:
- a) Co/Tm disengagement using platoon overwatch.
 - b) Platoons disengage using internal overwatch.
 - c) Movement to subsequent positions deeper in Co/Tm area of operations.
 - d) Manning of contact and coordination points during disengagement to maintain contact with adjacent units.
 - e) Co/Tm XO, 1SG, or Platoon Leaders time the movement of platoons to sequential battle positions.
- 5) Hasty defense actions are rehearsed:
- a) Movement formations and techniques are practiced.
 - b) Occupation of overwatch positions.
 - (1) Platoon dispositions.
 - (2) OPs.
 - (3) Security.
 - c) Development of EAs and sectors of fire through:
 - (1) TRPs and checkpoints.
 - (2) Cardinal direction.
 - (3) Clock method.
 - (4) Existing graphics.

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- d) Employment of hasty obstacles (e.g., mines, barriers) by engineers and subordinate units.
- e) Coordination with adjacent Co/Tms to:
 - (1) Integrate and synchronize direct fires.
 - (2) Provide mutual support.
 - (3) Concentrate fires.
 - (4) Employ common control measures.
- 6) Rehearsal tasks for the defense of a BP or sector are contained in tasks C19d1 through C19d4.
- 7) Defense of a strongpoint actions are rehearsed:
 - a) Platoons maneuver their units to alternate positions within strongpoint.
 - b) Local counterattacks are rehearsed to seal penetrations of initial perimeter.
 - c) Rehearse withdrawal to subsequent perimeters by entire Co/Tm to ensure:
 - (1) Signals are visible and understood.
 - (2) Synchronization of movement.
 - (3) Subsequent perimeters can be manned to sustain strongpoint defense.
 - d) Practice withdrawal and occupation of final perimeter.
 - e) See tasks C19d1 through C19d3.
- 8) Security operation actions are rehearsed:
 - a) Delay.
 - (1) Platoons rehearse disengagement to:
 - (a) Avoid decisive engagement.
 - (b) Maintain obscurity and direct fire contact with the enemy.
 - (2) Movement for delay from:
 - (a) Successive positions or PLs.
 - (b) Alternate positions.

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- (3) Manning of contact and coordination points during disengagement to maintain contact with adjacent units.
- (4) Co/Tm XO, ISG, or Platoon Leaders time the movement of platoons to sequential battle positions to verify the plan.
- (5) See tasks C19d1 through C19d5.
- b) Rear Area Combat Operations (RACO) actions:
 - (1) Movement on routes to likely response areas is practiced.
 - (2) Coordination with Rear CPs for movement and attack of enemy is exercised.
 - (3) Coordination measures and integration of combat multipliers for the attack are rehearsed:
 - (a) Indirect fires (e.g., mortars, artillery).
 - (b) Attack helicopters.
 - (c) Lift helicopters.
 - (d) MPs.
 - (4) Positioning and roles of Co/Tm elements (e.g., assault, base-of-fire) are practiced.
 - (5) Occupation of overwatch positions is practiced.
 - (6) Battle drills for hasty attack are rehearsed:
 - (a) Mass attack.
 - (b) Attack right (or left).
 - (c) Occupy and orient on a TRP; construction of an EA.
 - (7) Link up with rear units.
- c) Rehearse counterreconnaissance measures (see task 27 of CCF 25, Provide Operations Security).
- 9) Withdrawal actions are rehearsed:
 - a) Under pressure.
 - (1) Platoons rehearse disengagement:
 - (a) Co/Tm disengagement using platoon overwatch.
 - (b) Platoons disengage using internal overwatch.
 - (c) Platoons break contact with enemy.

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- (d) Platoons avoid decisive engagement by rapidly maneuvering on planned routes away from areas where the enemy is expected to maneuver.
 - (e) Platoons coordinate and integrate support from another Co/Tm.
 - (2) Co/Tm XO, 1SG, or Platoon Leaders time the movement to subsequent positions to verify the plan.
 - b) Not under pressure.
 - (1) Co/Tm practices organization of DLIC.
 - (2) DLIC rehearses occupation of Co/Tm positions.
 - (3) Co/Tm practices signals to initiate withdrawal and deception actions.
 - (4) Platoons practice consolidation and accounting of:
 - (a) Personnel.
 - (b) Equipment.
 - (c) Vehicles.
 - (5) Co/Tm practices sequencing elements for withdrawal.
 - (6) Platoons practice rapid movement and avoidance of congestion on routes.
 - c) Co/Tm and platoons rehearse rearward passage of lines (see task C19b).
 - d) See tasks C19d1 through C19d3.
- 10) Reserve mission actions are rehearsed:
 - a) Counterattack (event driven or on-order).
 - (1) Counterattack by fire.
 - (a) Routes to overwatch positions.
 - (b) Occupation of the attack or support by fire position.
 - (c) Engage enemy with direct fire (see task C19d2).
 - (2) Counterattack by fire and maneuver.
 - (a) Routes to overwatch positions.
 - (b) Occupation of the attack or support by fire position by overwatch platoon(s).

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- (c) Engage enemy with direct fire (see task C19d2).
- (d) Assault by Co/Tm (see task C19c2 and C19c4).
- b) Rehearse defense of a BP (see task C19d6).
- c) Rehearse reinforcement of a BP, sector, strongpoint.
 - (1) Routes to Co/Tm being reinforce.
 - (2) Formations.
 - (3) Movement.
 - (4) Actions to reinforce Co/Tm defending:
 - (a) BP and sector (see task C19d6).
 - (b) Strongpoint (see task C19d7).
- d) Rehearse actions to conduct a relief.
 - (1) Routes and movement formations to unit being relieved.
 - (2) Actions to transfer equipment and material.
 - (3) Actions to perform sequential or simultaneous relief.
- e. Co/Tm Commander corrects problems found in the rehearsal and:
 - 1) Reports changes to the TF Commander/S3.
 - 2) Corrects the Co/Tm plan and execution matrix to reflect changes to requirements identified during the rehearsal.
 - 3) Issues a FRAGO to correct the Co/Tm OPORD.
 - 4) Updates his running estimate.

C20. Co/Tm Commander and FSO Participate in the TF Rehearsals (FM 71-123, Chap 3; ARTEP 71-1, Tasks: 17-2-0401: 2, 0303, 0304, 0306, 0310, 0326, 0328, 0329, 0401: 2, 0501, 0704, 0706)

- a. Conduct mission rehearsal.
 - 1) Co/Tm Commander and FSO (and other designated personnel, up to the entire Co/Tm in a full rehearsal) execute the Co/Tm plans for maneuver and fire support as part of the TF rehearsal.
 - 2) Co/Tm's maneuver and fires are synchronized with the TF maneuver and fires by the TF Commander, S3, and FSO.
 - 3) Co/Tm Commander observes how his Co/Tm's maneuver and fires complement those of the other Co/Tms.

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- 4) Co/Tm Commander makes recommendations to the TF Commander for changes in the TF plan as noted during the TF rehearsal.
 - 5) Co/Tm Commander gains understanding of the plans and scheme of maneuver of other Co/Tms during the TF rehearsal.
 - 6) Co/Tm Commander identifies areas of his uncertainty about the TF plan and resolves uncertainties with the TF Commander and staff.
- b. Co/Tm Commander and FSO refine the Co/Tm plan.
- 1) Changes to the maneuver and fire support plan are made to correct problems found during the TF rehearsal.
 - 2) Co/Tm Commander issues a FRAGO to the Co/Tm to implement changes to the Co/Tm plan.
 - 3) The Co/Tm FSO issues a new fire support overlay and target list for changes in the fire support plan.
 - 4) The Co/Tm FSO forwards and coordinates changes to the Co/Tm fire support plan with the TF FSO.
- c. Co/Tm Commander updates his running estimate to incorporate changes to the TF plan, new Co/Tm requirements, and new information which affects the Co/Tm plan.
- d. See task 4e2 and 4f of CCF 19, Direct and Lead Units During Preparation for Battle.

SCOUT PLATOON EXECUTION

The Scout Platoon is normally executing its mission while the TF is conducting preparation and refining the plan. The platoon collects information about the terrain and the enemy which, in turn, is used by the TF to refine the plan. Scout operations are closely monitored by TF staff in order to gain and process information as rapidly as possible. Combat multipliers and maneuver Co/Tms are poised to provide indirect and direct fire assistance in the event the scouts are compromised.

The Scout Platoon executes either reconnaissance or security operations. For this task analysis, reconnaissance is initiated when the platoon crosses the LD. Tasks S21 to S27 cover the Scout Platoon execution of reconnaissance. Security operations are initiated upon visual contact with the enemy in the case of the TF in the defense, and upon crossing of the LD in the case of the TF in the attack. Task S28 covers the Scout Platoon execution of security operations.

- S18. **Scout Platoon Maneuvers to Reconnaissance Objectives** (ARTEP 17-57-10-MTP, Tasks 17-3-1016, 1017, 1018, 1019; FM 17-98, Chap. 3, 4; FM 17-98-1, Chap. 5)

Note: The Scout Platoon is conducting a route, zone, or area reconnaissance.

- a. Platoon organizes into teams (two, three, or four vehicles) for movement.

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- b. Sections report all control measures (e.g., phase lines, checkpoints, objectives) to the Platoon Leader; the Platoon Leader forwards reports to the TF Main CP.
- c. Platoon moves in designated formation; options:
 - 1) Column.
 - 2) Staggered column.
 - 3) Vee.
 - 4) Split vee.
- d. Platoon moves by designated technique; options:
 - 1) Traveling.
 - 2) Traveling overwatch.
 - 3) Bounding overwatch.
- e. Platoon moves to reconnaissance objective.
 - 1) Platoon forms on line before crossing LD; crosses LD on time.
 - 2) Platoon and sections maintain orientation along designated route/axis.
 - 3) Movement is continuous, with intervals and dispersion between vehicles maintained based on terrain and weather conditions.
 - 4) Vehicles use terrain-driving techniques to reduce exposure.
 - 5) Visual contact between lead and trail elements or sections is maintained; lead element reduces speed if contact is lost.
 - 6) Trail element:
 - a) Halts periodically on terrain features to overwatch lead element movement.
 - b) Maintains distance from lead to prevent engagement by direct fires oriented against the lead.
 - 7) Sections maintain visual contact within the section during maneuver.
 - 8) Vehicle commanders maintain 360-degree observation.
 - 9) Scouts dismount as required to gain information and provide security.
 - 10) Platoon Leader:
 - a) Controls movement and positioning of sections.
 - b) Directs changes to movement formations and techniques based on METT-T.

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- c) Controls immediate direct-fire support for bounding element by overwatch element.
 - d) Reports movement progress to TF Main CP.
- f. Platoon adheres to fundamentals of movement.
 - 1) Uses terrain for protection.
 - 2) Scouts dismount from vehicles as required to:
 - a) Provide security during halts.
 - b) Maintain observation.
 - c) Emplace OPs.
 - 3) Uses all available cover and concealment.
 - 4) Avoids:
 - a) Skylining.
 - b) Direct forward movement.
 - c) Open areas.
 - d) Suspected enemy observation sectors.
 - e) Possible kill zones.
 - 5) Reduces vehicle-related signatures.

- g. Scouts collect and report information.

Note: Information requirements vary depending on the type of reconnaissance (e.g., route, area, or zone).

- 1) Sections report to the Platoon Leader their occupation of positions to observe NAIs, TAI, and DPs.
 - a) OPs are established and collect information as required by the TF R&S plan.
 - b) Enemy actions are observed and updates are continuously provided.
 - c) OPs collect and report information to satisfy the TF Commander's CCIR and IR.
- 2) Sections collect and report to the Platoon Leader route and terrain information, which includes:
 - a) Trafficability along designated route(s).
 - b) Cross-country trafficability of all terrain within zone/area.

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- c) Intervisibility information.
 - d) Terrain that dominates the route/zone/area.
 - e) Built-up areas along the route(s).
 - f) Lateral routes.
 - g) Existence and extent of NBC contamination along the route(s).
 - h) Location and evaluation of:
 - (1) Bridges.
 - (2) Fords and/or crossing sites.
 - (3) Road surface, including width.
 - (4) Obstacles and barriers.
 - (5) Underpasses and tunnels.
 - (6) Bypasses around:
 - (a) All restrictive passages.
 - (b) Built-up areas.
 - (c) Obstacles.
 - (d) Contaminated areas.
 - (7) Landing or drop zones.
 - (8) Restrictive curves and steep grades.
 - (9) Restrictive passages.
 - (10) Choke points.
- 3) Sections identify and report to the Platoon Leader all enemy forces using SALUTE format; Platoon Leader forwards reports to TF CPs.
 - 4) Platoon Leader/PSG prepares route classification overlay; depicts:
 - a) Beginning and end coordinates of the route.
 - b) Trace of the route.
 - c) All restrictions to traffic flow, including:
 - (1) Bypass capability.
 - (2) Classification data.

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- d) All sharp curves and series of curves.
- e) Level grade railroad crossings.
- f) Length and width of constrictions.
- g) Percentage of slope on steep grades.
- h) Overall capability of the route.
- 5) Platoon Leader reports terrain information to TF CPs by submitting:
 - a) Route classification overlay.
 - b) Area overlay.
 - c) Obstacle, bypass, and ford reports.
- 6) Platoon Leader reports NAI, TAI, DP information, and other information to satisfy the TF Commander's CCIR and IR to TF CPs.
- h. See tasks 3 and 4 of CCF 2, Collect Information.

S19. **Scout Platoon Leader Employs Command and Control Measures During Maneuver** (ARTEP 17-57-10-MTP, Task 17-3-1017, 1018, 1019, 1036; FM 14-98, Chap. 4)

- a. Leaders employ control measures/TIRS to:
 - 1) Control maneuver.
 - 2) Communicate new control measures.
- b. Leaders employ eavesdrop system.
 - 1) Scouts listen to platoon radio transmissions.
 - 2) Vehicle commanders stay off radio unless communications are necessary.
- c. Platoon Leader/PSG monitors nets:
 - 1) TF command/O&I.
 - 2) Scout Platoon internal.
- d. Platoon Leader controls movement.
 - 1) Teams and sections report control measures to Platoon Leader.
 - 2) Platoon Leader reports control measures to TF CPs; TF CPs monitor platoon progress and, as required, directs changes in the plan to the Platoon Leader.
 - 3) Employs fundamentals of movement.

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- 4) Platoon stays within assigned sector and moves on line (as terrain permits).
- 5) Visual contact is maintained within sections and the platoon.
- 6) 'Set-Move' coordination between sections is employed as required.

S20. **Scout Platoon Takes Actions on Contact** (ARTEP 17-57-10-MTP, Task 17-3-1021, 1022; FM 17-98, Chap. 3)

Note: This task is initiated if the Scout Platoon makes unexpected contact with the enemy.

- a. Scouts make contact, which includes:
 - 1) Visual contact (Scouts not observed).
 - 2) Physical contact with enemy forces.
 - 3) Physical contact with inferior enemy.
 - 4) Contact with aircraft.
 - 5) Contact with indirect fire.
- b. Scout Platoon deploys and reports.
 - 1) Engaged Scouts return direct fire.
 - 2) Scouts employ indirect fires to:
 - a) Destroy, neutralize, and suppress the enemy.
 - b) Allow engaged Scouts to disengage from direct fires and move to positions to observe the enemy.
 - 3) All Scouts that see or are engaged by enemy elements move to covered and concealed positions.
 - 4) Elements in contact report enemy information using SALUTE format.
- c. Scout Platoon develops the situation.
 - 1) Platoon Leader moves to a position where he can best observe the situation.
 - 2) Elements not in contact move to flanks of enemy positions to acquire more information.
 - 3) Platoon Leader reports situation using SALUTE format to TF CPs.
 - 4) On order, Scouts employ continuous indirect and direct fire suppression on enemy positions.
 - a) Leaders control direct fires.

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- (1) Issue fire commands.
 - (2) Use references to TRPs and/or engagement areas.
 - (3) Establish and change target priorities, as necessary.
- b) Leaders control indirect fires.
 - (1) Use assigned FSO/FO to engage or shift from preplanned targets.
 - (2) Employ fire support coordination measures to speed responsiveness of fire support units.
 - (3) Change target priorities, methods of engagement, shell/fuze combinations, and target effect criteria, as necessary.
 - (4) Nominate mortar and/or artillery targets based on known or suspected enemy positions.
 - (5) Coordinate for employment of CAS or attack helicopters.
- 5) Platoon Leader assesses enemy activity and responses.
 - a) Determines enemy size.
 - b) Determines type of enemy force (i.e., tank-heavy, dismounted, etc.).
 - c) Determines enemy actions and intentions and the impact of their responses on TF actions.
- 6) Platoon Leader determines covered and concealed approaches into the enemy flank through reports from sections.
- 7) All leaders plot contact on maps and overlays.
- d. Platoon Leader chooses a course of action.
 - 1) Scout section leaders recommend a course of action.
 - 2) Platoon Leader considers:
 - a) TF Commander's intent.
 - b) Critical tasks of primary mission.
 - 3) Selects course of action that best achieves TF Commander's intent and the mission; options:
 - a) Break contact and bypass; considerations:
 - (1) Platoon does not have resources to leave element in contact.
 - (2) Enemy cannot adversely affect TF mission.

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- b) Maintain contact and bypass; considerations:
 - (1) Enemy is not in position to influence TF.
 - (2) Positioning of elements to maintain visual contact.
- c) Maintain contact to support a hasty attack; considerations:
 - (1) Contact is made with enemy forces TF Commander wants destroyed.
 - (2) Platoon does not have capability to destroy the enemy due to:
 - (a) Insufficient combat power.
 - (b) Other directed tasks the platoon is required to perform.
 - (3) Scouts maintain contact, develop the situation and collect enemy information:
 - (a) Size, type of equipment, and disposition.
 - (b) Position and orientation of weapon systems and barriers.
 - (c) Flanks to enemy positions.
 - (d) Enemy forces in position capable of supporting the position to be attacked.
 - (4) Collect information to support hasty attack by another TF unit:
 - (a) Locate covered and concealed routes for attacking force.
 - (b) Locate attack positions or last covered and concealed position short of the enemy.
 - (c) Establish contact point to link up with, brief, and guide TF units into position.
 - (d) Designate an LD to use as a handoff line to attacking unit.
 - (e) Prepare and coordinate fire support for the attack.
 - (f) Locate and prepare to occupy base-of-fire, if required.
 - (g) Identify areas to screen flanks of hasty attack.
 - (h) Provide guides for attacking Co/Tm.
 - (5) Platoon Leader leaves section or team to support hasty attack, and directs remaining platoon elements to continue the mission.
- d) Conduct a hasty attack; considerations:

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- (1) Plan hasty attack (following same principles as Co/Tm, see task C6g).
- (2) Enemy force can be destroyed with platoon assets and indirect fires.
- (3) TF Commander approval required because Scouts will be committed to direct fire engagement.
- (4) Platoon consolidates and attacks.
- e) Establish a hasty defense; considerations:
 - (1) Enemy cannot be bypassed.
 - (2) All platoon elements are fixed or suppressed; platoon cannot move forward.
 - (3) Organize the defense to counter enemy hasty attack.
 - (4) Platoon maintains contact or fixes the enemy until:
 - (a) TF combat forces arrive.
 - (b) Scouts ordered to withdraw.
- e. Platoon Leader reports course of action to TF CPs:
 - 1) Reports course of action within platoon capability.
 - 2) Recommends a course of action requiring support (beyond platoon's capability).
- f. Platoon Leader receives permission from TF Commander to execute selected course of action and directs platoon to execute course of action.

S21. **Scout Platoon Maintains Contact with the Enemy** (ARTEP 17-57-10-MTP, Task 17-3-1017, 1018, 1019, 1021; FM 14-98, Chap. 4; FM 17-98-1, Chap. 5)

Note: This task addresses Scout Platoon actions during reconnaissance operations. Scouts have successfully infiltrated and occupy positions to provide information to the TF to refine the plan and to assist the TF in the execution of offensive operations.

- a. Platoon establishes OPs.
 - 1) Mounted and dismounted OPs are established.
 - 2) OPs are oriented on and beyond reconnaissance objective.
 - 3) See task S17c.
- b. Platoon maintains constant surveillance of:
 - 1) Enemy positions.

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- 2) NAI/TAIs.
- 3) Avenues of approach.
- c. Scouts maintain contact and provide continuous SALUTE reports to update information on enemy:
 - 1) Size, type of equipment, activity, and disposition.
 - 2) Position and orientation of weapon systems and barriers/obstacles.
 - 3) Flanks of or gaps in enemy positions.
 - 4) Enemy forces in positions that are capable of supporting the enemy position to be attacked.
- d. Sections and OPs provide continuous updates on enemy activity to Platoon Leader; the Platoon Leader forwards reports to TF CPs as enemy situation or terrain conditions change.
- e. Scouts collect information to support TF attack:
 - 1) Locate covered and concealed routes for attacking force.
 - 2) Locate attack positions or last covered and concealed position short of the enemy.
 - 3) Establish contact point to link up with, brief, and guide TF units into position, as required.
 - 4) Identify and designate an LD to use as a handoff line to attacking unit.
 - 5) Prepare and coordinate fire support for the attack.
 - 6) Locate and prepare to occupy base-of-fire, if required.
 - 7) Identify areas from which to screen flanks of hasty attack.
- f. See tasks 3 and 4 of CCF 2, Collect Information.

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**ENGAGE THE ENEMY WITH DIRECT FIRE AND MANEUVER
EXECUTION TASK LIST**

BATTALION/TASK FORCE

9. **Task Force Command Posts Acquire and Communicate Information and Maintain Status** (ARTEP 71-2-MTP, Tasks 71-1-3401, 3901/12, 3901/14, 3902/1, 3902/3, 3903/7, 3903/8, 3904/1, 3904/3, 3904/5, 3904/15, 3912, 3913; FM 71-2, Chap. 2; FM 71-123, Chap. 1; Battle Command [Draft])
 - a. Communicate information: the TF staff receives information, evaluates information, and sends reports to the Commander, other staff members, and the Co/Tms. (See task 1a6 of CCF 20 for Co/Tm Commander and Scout Platoon Leader reporting requirements.)
 - b. TF CPs manage means of communicating information: the TF maintains radio and wire communications nets and an information manager controls the flow of critical information to the TF Commander.
 - c. TF Commander receives responses to CCIR and other information.
 - d. TF CPs maintain information and force status: TF CPs maintain maps, overlays, journals, DSTs and execution matrices that allow the TF staff and Commander to visualize the battle.
 - e. See task 1 of CCF 20, Direct and Lead Units in Execution of Battle.
10. **Assess Situation; TF Commander Visualizes the Battlefield** (ARTEP 71-2-MTP, Tasks 71-1-3901/11, 3901/14, 3903/1, 3903/4, 3903/7; FM 71-100, Chap. 1, 6; FM 100-5, Chap. 2, 6; Battle Command [Draft])
 - a. The TF Commander evaluates incoming information. The TF Commander determines the validity, criticality, and timeliness of information.
 - b. TF Commander continuously reviews the current situation. The TF Commander compares the current situation with his running estimate in regard to time, space, and purpose.
 - c. TF Commander projects whether there are additional requirements to achieve the mission. The TF Commander compares the current situation with his current visualization of needed end states for the current mission and with his concept for achieving those end states in regard to time, space, capability, and purpose. He determines the impact or effect of change to his running estimate.
 - d. TF Commander decides on need for action or change; the TF Commander makes decision on whether or not to change what has already been directed for action or is planned.
 - e. See task 2 of CCF 20, Direct and Lead Units in Execution of Battle.

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11. **Determine Actions; TF Commander Directs Changes to the Operation or Plan** (ARTEP 71-2-MTP, Tasks 7-1-3901/2, 3901/3, 3901/4, 3901/6, 3901/7, 3901/8, 3902/2; FM 71-123, Chap. 1; FM 71-2, Chap. 2; FM 101-5, Chap. 2, 4)
 - a. TF Commander decides to develop and implement a new plan, or modifies and implements a pre-planned branch of an existing plan.
 - b. TF Commander and staff conduct the Deliberate Decision Making Process (see CCF 18 for a detailed task list).
 - c. TF Commander and staff conduct the Combat Decision Making Process to modify a branch or sequel (see CCF 19 for a detailed task list).
 - d. TF Commander conducts the Quick Decision Making Process using Troop Leading Procedures.
 - e. TF Commander makes a decision to accept the COA, further modify the COA, or develop a new COA.
 - f. See task 3 of CCF 20, Direct and Lead Units in Execution of Battle.
12. **TF Commander Directs and Leads Subordinate Forces** (ARTEP 71-2-MTP, Tasks 71-1-3901/12, 3903/4; FM 22-9, Chap. 4; FM 22-100, Chap. 1; FM 22-103, Chap. 1; FM 101-5 (FINAL DRAFT), App M)
 - a. TF Commander prepares plans or orders and the TF staff (or Commander) prepares FRAGOs for issuing.
 - b. TF Commander issues orders; the TF Commander (or staff for the Commander) issues FRAGOs to the TF and coordinates changes to the established plan.
 - c. TF Commander provides command presence; the Commander positions himself where he can best lead and observe the enemy and friendly situation, and command and control the battle.
 - d. TF Commander maintains unit discipline; the TF Commander exercises leadership to motivate his soldiers.
 - e. TF Commander synchronizes tactical operations: the TF Commander orders execution using the DST and execution matrix to defeat the enemy.
 - f. See task 4 of CCF 20, Direct and Lead Units in Execution of Battle.
13. **Task Force Consolidates and Reorganizes** (ARTEP 71-2-MTP, Tasks 71-1-3022, 3023; FM 71-2, Chap. 3)
 - a. TF consolidates.
 - b. TF reorganizes.
 - c. See task 6 of CCF 20, Direct and Lead Units in Execution of Battle.

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COMPANY/TEAM

C21. **Co/Tm Conducts Passage of Lines** (ARTEP 71-1-MTP, Tasks 17-2-0303, 0325/12, 0303; FM 71-1, Chap 5; FM 71-123, Chap. 6)

- a. The passing Co/Tm prepares for a passage of lines.
 - 1) Co/Tm:
 - a) Recovers all emplaced mines from assembly area or position (if performing a forward passage).
 - b) Emplaces mines and obstacles in forward positions (if performing a withdrawal and reward passage, see task C30).
 - 2) All leaders ensure that no material/ equipment is left behind that is necessary for the mission or provides intelligence information for the enemy.
 - 3) Platoons eliminate signs of their presence in the assembly area (trash, aiming stakes, communications wire, and other indications of size and strength of the unit).
 - 4) Co/Tm Commander or XO establishes radio contact with the stationary unit to identify contact point for coordination.
 - 5) Co/Tm Commander directs and dispatches a liaison element to meet the stationary unit.
 - 6) Co/Tm Commander or XO (with subordinate leaders, if possible) conducts reconnaissance to verify the routes to the contact points.
 - 7) Reserve demolition obstacles are completed and demolition guards are posted, if required.
- b. The stationary Co/Tm prepares for the passage of lines.
 - 1) Elements open lanes/gaps through obstacles to allow passing unit safe passage.
 - 2) Leaders implement fire control measure to prevent fratricide of passing unit.
 - 3) Co/Tm Commander establishes radio contact with the passing unit to:
 - a) Determine contact point for coordination.
 - b) Inform passing Co/Tm that guides are positioned, contact/coordination points are manned, and passage lanes are ready.
 - 4) Co/Tm Commander eavesdrops on the passing Co/Tm's net in order to stay abreast of the units' movement and tactical situation.
 - 5) The stationary Co/Tm Commander moves to, or dispatches, a liaison element to the contact point to meet the passing unit.

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- c. Passing Co/Tm liaison element meets stationary Co/Tm representatives at contact point.
 - 1) Stationary and passing Co/Tm liaison elements exchange recognition signals, then co-locate.
 - 2) Passing and stationary Co/Tm Commanders or representatives exchange information (see task C6c2).
 - 3) Battle handover plan is finalized and coordinated by the stationary and passing Co/Tm Commanders.
- d. Co/Tm main body begins movement to passage points.
 - 1) Movement begins on-order from Co/Tm Commander after passage of lines is coordinated by liaison party and stationary force guides are positioned.
 - 2) Platoons use prescribed movement formation and techniques.
 - 3) Vehicles orient weapons toward the enemy.
 - 4) Engineers move with Co/Tm and provide mobility support.
 - 5) Co/Tm Trains move prior to the Co/Tm (if the Co/Tm is disengaging, withdrawing, or delaying) or are integrated with platoons for security and direct fire support.
 - 6) Disabled Co/Tm vehicles are self-recovered, destroyed in place or assisted by other elements (for rearward passage).
- e. The passing Co/Tm main body arrives at the contact point.
 - 1) Lead elements of the passing Co/Tm exchange recognition signals with guides at passage points; stationary unit establishes positive identification.
 - 2) The Co/Tm transitions to column formation to prepare for passage based on number of passage lanes available.
 - 3) Co/Tm liaison party links up with lead platoons of Co/Tm main body.
 - 4) Stationary unit's guides link up with lead platoons.
 - 5) CPs and Co/Tm Trains collocate with the stationary force before the passage is conducted.
 - 6) Co/Tm Commander completes the final coordination with the stationary Co/Tm Commander.
- f. Passing unit conducts passage.
 - 1) Stationary unit guides lead passing elements through the passage lane(s).
 - 2) Passing unit passes in prescribed order.
 - 3) Passing and stationary Co/Tm Commanders monitor and control passage.

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- a) Command nets are monitored to keep abreast of enemy and tactical situation.
 - (1) Monitor nets of passing Co/Tm if rearward passage is being performed.
 - (2) Monitor nets of stationary Co/Tm if forward passage is being performed.
- b) Both Co/Tm Commanders position forces as required to respond to an enemy attack.
- c) Both Co/Tm Commanders ensure passage lanes are followed.
- 4) Stationary unit provides traffic control to avoid congestion during the passage.
- 5) Passing unit moves rapidly through passage lanes without stopping.
- 6) Passing unit is provided medical, POL, recovery, and maintenance assistance from the stationary Co/Tm, as required.
- 7) Passing Co/Tm XO/1SG accounts for all elements passing through:
 - a) Contact points.
 - b) Passage points and lanes.
 - c) Release points.
- 8) Passing Co/Tm completes passage.
 - a) The Co/Tm moves forward through the release points (for forward passage).
 - (1) Transitions to tactical formations before continuing movement forward.
 - (2) Uses designated attack position only if necessary.
 - (3) Passing Co/Tm Commander assesses METT-T to determine if the Co/Tm is able to continue with its mission or must withdraw.
 - (a) The XO/1SG moves forward from the release point after the Co/Tm Commander indicates that the Co/Tm will not withdraw.
 - (b) If the Co/Tm Commander determines he must withdraw, he updates the TF Commander on the situation, requests permission to withdraw, and coordinates rearward passage with the stationary Co/Tm Commander.
 - b) The Co/Tm completes passage, moves to and establishes the new assembly area (for rearward passage).

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- c) Co/Tm Commander informs the stationary Co/Tm Commander when the passage is complete.
- 9) Stationary units guides leave the passing unit at the RP after the last friendly unit is passed.
- g. The passing Co/Tm Commander and stationary Co/Tm Commander perform battle handover.
 - 1) The passing Co/Tm Commander accepts battle handover from the stationary Co/Tm (for forward passage).
 - a) The Co/Tm exits passage lane RPs and moves to planned positions overlooking the BHL.
 - b) The passing Co/Tm assumes tactical formations.
 - c) Co/Tm Commander accepts battle handover from the stationary Co/Tm Commander when the Co/Tm is in position and capable of employing direct and indirect fires along the entire BHL.
 - (1) The passing Co/Tm Commander accepts responsibility for the area forward of the BHL.
 - (2) Priority for indirect fires is formally transferred by the TF to the passing Co/Tm.
 - (3) The forward passing Co/Tm Commander notifies the TF Commander that he has accepted battle handover.
 - 2) The stationary Co/Tm Commander accepts battle handover (during rearward passage):
 - a) The rearward passing Co/Tm Commander notifies the stationary Co/Tm Commander when the Co/Tm is at the battle handover line.
 - b) Co/Tm Commander briefs the stationary Co/Tm Commander on tactical information concerning the area from which the Co/Tm withdrew.
 - c) The stationary Co/Tm Commander alerts his unit that the Co/Tm is accepting battle handover from the rearward passing Co/Tm.
 - d) Stationary Co/Tm Commander accepts battle handover, priority for indirect fires is formally transferred.
 - e) The stationary Co/Tm Commander notifies the TF Commander that he has accepted battle handover.
 - f) The rearward passing Co/Tm disengages and withdraws.
 - g) The stationary Co/Tm employs direct and indirect fires only when positive enemy identification is made.

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- h. Co/Tm Commander updates his running estimate to correct for changes to timing factors associated with the passage and to incorporate plan changes resulting from the passage (e.g., loss of vehicles, changes in passage lanes, and status of the Co/Tm completion of the passage).
- i. See task 40 of CCF 5, Conduct Tactical Movement.

C22. **Co/Tm Occupies an Attack Position** (ARTEP 71-1-MTP, Tasks 17-2-0329; FM 71-1, Chap. 3; FM 71-123, Chap. 3)

- a. Co/Tm Commander directs the Co/Tm movement speed as required to ensure the Co/Tm does not arrive in the attack position too early or too late.
- b. The Co/Tm arrives at the attack position with sufficient time to:
 - 1) Complete last minute preparations.
 - 2) Cross the LD on time.
 - 3) Receive updated information and intelligence from TF Commander and staff and pass reports (see task 1a of CCF 20, Direct and Lead Units in Preparation for Battle; task 4 of CCF 4, Disseminate Intelligence).
- c. The Co/Tm occupies the attack position.
 - 1) Lead elements pause in the attack position while trail elements assume the appropriate tactical formation.
 - 2) The Co/Tm deploys into initial attack formation.
 - 3) The Co/Tm occupies covered and concealed positions.
 - 4) The Co/Tm establishes and maintains security.
 - 5) The Co/Tm performs during operations maintenance, if time is available.
 - 6) A leaders' reconnaissance of the route from the attack position to the LD is conducted if time is available.
 - 7) Co/Tm Commander reports the Co/Tm situation (if required) to the TF Commander.
- d. Co/Tm moves from the attack position and crosses the LD.
 - 1) Vehicles depart on order or at a specified time in the specified formation.
 - 2) The Co/Tm crosses the LD on time in the specified formation.
 - 3) Co/Tm Commander reports Co/Tm status and passage of the LD to the TF Commander.

C23. **The Co/Tm Conducts a Movement To Contact** (ARTEP 71-1-MTP, Tasks 17-2-0301/2, 0301/3, 0304, 0306, 0313, 0326; FM 71-1, Chap 3, 4; FM 71-123, Chap. 3)

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- a. Security elements are used so that initial contact with the enemy is made by a small element rather than the entire Co/Tm.
 - 1) The Co/Tm moves so as to make contact with the smallest element.
 - 2) Distance between platoons is maintained to provide mutual support when contact with the enemy is made.
 - 3) Engineer assets are positioned in Co/Tm formation and are protected during movement while retaining the ability to execute an in-stride breach when required.
 - 4) The Co/Tm and platoons maintain contact with adjacent units (see task 41b and 41c of CCF 5, Conduct Tactical Movement).
 - 5) The Co/Tm and platoons move tactically (see tasks 44b and 44c of CCF 5, Conduct Tactical Movement).
 - 6) See task 43 of CCF 5, Conduct Tactical Movement.
- b. The Co/Tm provides intelligence and information to the TF.
 - 1) Locations and types of obstacles.
 - 2) Bypasses for obstacles.
 - 3) Locations of enemy.
 - 4) Status of planned battle positions for following Co/Tms.
 - 5) Information on the terrain.
 - 6) CCIR.
 - 7) See task 4 of CCF 2, Collect Information.
- c. Co/Tm Commander controls the maneuver of the Co/Tm.
 - 1) Directs changes to the Co/Tm's direction of movement as required to ensure the Co/Tm avoids:
 - a) Suspected enemy kill zones.
 - b) Large open areas.
 - c) Obvious avenues of approach.
 - d) Halts in the open.
 - 2) Uses planned control measures and hand-and-arm signals until contact is made with the enemy.
 - 3) Ensures subordinate leaders are positioned to control their units.

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- 4) Directs changes to formations, movement techniques, and positioning of key weapon systems based on terrain and expected enemy threat.
 - 5) Employs indirect fires:
 - a) Directs preparation fires to be executed.
 - b) Directs obscuration fires to be implemented.
 - 6) Directs the Co/Tm to take tactical pauses in covered and concealed positions to:
 - a) Reorient the Co/Tm's direction of movement.
 - b) Maintain correct distance from the TF main body.
 - c) Reestablish communications.
 - d) Disseminate instructions.
 - 7) See tasks 42b and 42c of CCF 5, Conduct Tactical Movement.
- d. Co/Tm makes contact with the enemy, executes actions on contact.
- 1) Platoon making contact returns fire and deploys.
 - a) Vehicles establish a base of fire for the Co/Tm using direct fire to suppress or destroy enemy.
 - b) Platoon FO calls for indirect fires to suppress, obscure, or destroy the enemy.
 - c) Platoons maneuver as required to prevent enemy reconnaissance elements from determining the location, strength, and actions of the Co/Tm.
 - d) Platoon Leader of engaged platoon sends SALUTE report to Co/Tm Commander to provide enemy information.
 - e) Platoon Leaders, FOs, and Co/Tm FSO employ indirect fires to:
 - (1) Destroy, neutralize, or suppress the enemy.
 - (2) Assist platoon maneuver to covered and concealed positions.
 - f) Mortars, if attached, occupy positions and provide mortar fires.
 - g) All Co/Tm leaders monitor report of contact.
 - h) Platoon in contact develops the situation, continues to fight and gain information on the enemy's situation.
 - i) Platoon Leader reports situation and makes recommendations to the Co/Tm Commander.

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- 2) Co/Tm elements not in contact occupy hasty defensive positions and maneuvers as required to gain enemy information:
 - a) Location of the enemy's flanks and gaps in the defense.
 - b) Covered and concealed routes around the enemy position into his flanks and rear.
 - c) Possible location of fire sacks and obstacles.
 - d) Disposition of enemy combat vehicles.
 - e) Possible locations of supporting enemy elements.
 - f) Enemy activity.
- 3) The Co/Tm obscures its maneuver from enemy positions using self generated or indirect fire delivered obscurants and suppressive direct fires.
- 4) Co/Tm Commander moves to a position where he can observe the situation and control the fight; the Co/Tm Commander:
 - a) Evaluates size and composition of the enemy force.
 - b) Determines enemy situation (e.g., in defensive positions, moving/meeting engagement).
 - c) Determines enemy actions and intentions:
 - (1) Withdrawing, avoiding contact or drawing the Co/Tm into an ambush.
 - (2) Maneuvering to the Co/Tm's flanks, developing the situation and attacking.
 - (3) Remaining in place, defending.
 - d) Evaluates terrain using OCOKA
 - e) Determines Co/Tm's situation:
 - (1) Location of the platoons in relation to each other, the terrain, and the enemy.
 - (2) The combat power available, organic and fire support.
 - (3) Distance and time for the TF to move into position to assist the Co/Tm.
 - (4) Freedom of action of platoons.
 - f) Assesses who has the initiative (the Co/Tm or the enemy).
 - g) Ensures that the Co/Tm does not become decisively engaged by the initial contact.

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- 5) Co/Tm Commander assesses the situation and updates his running estimate to determine possible courses of action:
 - a) Continue to develop the situation for the TF Commander.
 - b) Bypass (depending upon Co/Tm and TF mission, TF Commander's guidance and orders).
 - c) Conduct a hasty attack (independently, or as a component of TF hasty attack). Executes a tactical battle drill when:
 - (1) Enemy is attacking with a platoon or smaller element.
 - (2) A moving enemy company size or smaller unit.
 - (3) A surprised/unprepared enemy.
 - d) Employ indirect fires to destroy or neutralize the enemy, thereby reducing the risk of losing Co/Tm combat power.
 - e) Become the base-of-fire to fix an enemy unit for the TF to bypass or maneuver against.
 - f) Conduct a hasty defense when the enemy is significantly superior.
- e. The Co/Tm implements immediate action drills as a result of unexpected enemy contact or, in the event the Co/Tm detects the enemy before direct fires are exchanged and the Co/Tm has time and maneuver space to position.
- f. Co/Tm Commander sends situation report to TF Commander and receives orders (see task 2 of CCF 20, Direct and Lead Units in Execution of Battle).
 - 1) Reports enemy contact per SOP; the situation is clearly reported to TF Commander allowing him the freedom to take subsequent action based on the initial enemy contact.
 - 2) Reports Co/Tm situation.
 - 3) Informs the TF Commander of the Co/Tm course of action selected; the TF Commander approves the plan or issues guidance to change the Co/Tm mission (see task 4b of CCF 20, Direct and Lead Units in Execution of Battle).
 - 4) Requests required assistance.
 - 5) Recommends a TF course of action if enemy exceeds Co/Tm capabilities.
- g. Co/Tm Commander issues a FRAGO to implement the Co/Tm course of action to subordinate leaders; Co/Tm mission options are:
 - 1) Conduct a Co/Tm hasty attack, independently or as an assault force in TF hasty attack (see task C24).
 - 2) Fix the enemy by providing SBF/ABF to allow the TF to perform a hasty attack (see task C25).

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- 3) Establish a hasty defense (see task C27);
- 4) Bypass, continue to perform movement to contact.
 - a) Co/Tm Commander directs:
 - (1) Platoon in contact to maintain contact to fix the enemy while the rest of the Co/Tm conducts the bypass.
 - (2) Platoons not in contact maneuver on designated routes to bypass the enemy.
 - (3) FSO to employ indirect fires to attrit and suppress the enemy and to obscure the enemy to protect the Co/Tm bypass.
 - (4) Mortars to sustain fires to support the Co/Tm bypass.
 - b) Co/Tm Commander assesses how to break contact with the enemy, options:
 - (1) Request another TF unit or the TF reserve to position forward to maintain contact with the enemy (see task C31d4).
 - (2) Use direct and indirect fires to break contact, and bypass with the entire Co/Tm.
 - (3) Keep the platoon in contact in position to fix the enemy as the Co/Tm and TF bypass.
 - c) Co/Tm Commander reports his bypass plan to the TF Commander and makes recommendations based on his assessment.
 - d) Co/Tm Commander coordinates with Co/Tm Commander tasked to replace the platoon in contact to turn over responsibility for the enemy contact.
 - e) During the bypass operation, platoons orient weapons towards the location where enemy contact was made and to maintain all-around security.
 - f) The Co/Tm reforms and continues the mission after bypassing the enemy.

C24. **Co/Tm Conducts a Hasty Attack** (ARTEP 71-1-MTP, Task 17-2-0326; FM 71-1, Chap. 3, FM 71-123, Chap. 3)

- a. Co/Tm Commander assesses the tactical situation and updates his running estimate based on subordinate unit SALUTE reports and his personal visualization of the battlefield.
 - 1) Determines enemy dispositions and composition:
 - a) Gaps in the enemy's defense.

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- b) Unprotected flanks of enemy positions.
 - c) Areas which seem more lightly defended than others.
 - 2) Selects dominant terrain that will allow the Co/Tm to project direct fires against an unprotected flank.
 - 3) Determines the point of penetration or area where the Co/Tm hasty attack can be directed.
 - 4) Reviews Co/Tm situation, determines:
 - a) Dispositions of platoons.
 - b) Situation of platoon(s) in contact and ability to:
 - (1) Sustain suppressive fires.
 - (2) Provide security for uncommitted platoons.
 - c) Terrain which provides cover and concealment to organize the Co/Tm for the hasty attack.
 - d) Ability of Co/Tm to breach obstacles:
 - (1) Engineer support.
 - (2) Tank plows and rollers.
 - (3) Infantry for dismounted breaching.
 - 5) Through coordination with the Co/Tm FSO, assesses the availability of indirect fires to:
 - a) Destroy, neutralize, and suppress the enemy.
 - b) Obscure the enemy's observation and conceal the Co/Tm's movement.
 - 6) Assesses the Mortar Platoon's ability to provide fires based on their location and status.
 - 7) Determines the status of other TF Co/Tms.
 - a) Role in supporting Co/Tm hasty attack, which include:
 - (1) Overwatch the Co/Tm's hasty attack.
 - (2) Conduct a hasty attack with the Co/Tm or from another direction.
 - b) Locations in relation to where the Co/Tm Commander desires to conduct the hasty attack.
- b. Co/Tm Commander reviews his running estimate and makes an assessment of which battle drill to employ for the hasty attack; options:

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- 1) Co/Tm mass attack; considerations:
 - a) The entire Co/Tm conducts the hasty attack, taking advantage of speed and shock effect.
 - b) Co/Tm Commander determines acceptable levels of risk (the Co/Tm uses no reserve and the entire Co/Tm travels in a single formation).
 - c) Suppression of the enemy may be performed by another Co/Tm.
 - 2) Attack right (or left); considerations:
 - a) Base-of-fire element is designated based on platoon positioning:
 - (1) Closest to the enemy.
 - (2) In best position to provide direct fires against the enemy.
 - b) Remaining Co/Tm platoons assault with fire and maneuver.
 - 3) Occupy and orient on a TRP (conducted against a moving enemy).
 - a) The Co/Tm occupies a hasty defense (see task C27).
 - b) All Co/Tm weapons orient initially toward a single location (enemy center of mass).
 - c) Co/Tm Commander disseminates instructions for the development of an EA.
 - 4) See task C6g for details on Co/Tm Commanders hasty attack planning process.
- c. Co/Tm Commander finalizes the scheme of maneuver for the hasty attack.
- 1) Verifies platoons designated as support, breach, and assault forces are still able to perform those roles.
 - 2) Designates:
 - a) Direction of attack to ensure the assault is directed against an enemy weakness.
 - b) Routes which avoid open areas and obstacles.
 - c) Actions on the objective, subordinate platoon objectives, and other measures to coordinate synchronization.
 - 3) Assigns platoon missions.
 - a) Overwatch or SBF/ABF.
 - b) Assault.
 - 4) Designates fire control measures.

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- a) Internal (within Co/Tm) and external (with other Co/Tms) overwatching and supporting fires to support the Co/Tm maneuver.
- b) Target handoff procedures between assault and support forces.
- 5) Designates sectors of fire and targets for tanks and BFVs to assist in the penetration of the enemy position.
- 6) With the Co/Tm FSO, selects targets for indirect fires to support the Co/Tm assault.
 - a) Uses fire support plan as basis for execution of indirect fires.
 - b) Targets locations, enemy forces, and adjoining enemy positions for indirect fires.
 - c) Ensures smoke and HE fires are available to suppress adjoining enemy positions and to isolate the Co/Tm objective.
 - d) Coordinates with TF FSO and FSE to adjust the fire support plan as required.
- 7) Directs the Mortar Platoon to occupy firing positions and prepare to provide mortar fires in accordance with the adjusted fire support plan.
- d. Co/Tm Commander issues guidance and instructions to the Co/Tm for the assault.
 - 1) Directs the overwatch force to:
 - a) Occupy designated overwatch positions.
 - b) Provide security and direct fires to attrit the enemy in support of the Co/Tm hasty attack.
 - c) Monitor the situation for indications of enemy reinforcements or counterattack forces.
 - d) Monitor the movement of the assault force and shift direct fires as the assault force closes on the objective.
 - 2) Directs the assault force to:
 - a) Assemble at a covered and concealed location.
 - b) Assume assault formation, with tanks in the lead.
 - c) Organize for an in-stride breach, if required.
 - d) Assault a specific location based on analysis of enemy weaknesses.
 - 3) Directs the Co/Tm XO to take control of the overwatch force.
 - 4) Directs the Co/Tm FSO to remain with the overwatch force and call for, adjust, lift, and shift indirect fires to support the Co/Tm assault; Co/Tm FSO:

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- a) Briefs platoon FOs on changes to the fire support plan.
- b) Directs FIST-V and COLTs to occupy positions to observe and control indirect fires.
- c) Tasks platoon FOs to maintain contact with the Co/Tm FSO and provide status updates.
- d) See task 33 of CCF 15, Coordinate, Synchronize and Integrate Fire Support.
- 5) All Co/Tm elements conduct last minute checks of weapons systems, vehicles, and equipment.
- 6) Co/Tm Commander disseminates enemy information.
 - a) Size and type.
 - b) Positions where the Co/Tm will attack.
 - c) Weapons systems and locations.
 - d) Locations of minefield, ditches, wire.
- 7) Co/Tm Commander briefs all leaders on:
 - a) Assault routes and direction.
 - b) Point of penetration into enemy positions.
 - c) Actions on the objective.
 - d) Objectives for assault platoons.
 - e) Positions for elements supporting by fire.
 - f) Control measures.
 - g) Indirect fire support.
- e. Co/Tm Commander reports to the TF Commander when the Co/Tm is ready for the assault.
- f. Co/Tm Commander directs the attack.
 - 1) Accompanies the assault force.
 - 2) Controls the synchronization of direct and indirect fires through coordination with the overwatch force.
 - 3) Adjusts direct and indirect fires to:
 - a) Stay forward of the assault force.

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- b) Target other enemy positions identified by the assault force but previously not identified by the support force.
 - 4) Directs assault force to take advantage of effects of direct and indirect fire suppression.
 - 5) Issues clear, terse instructions and uses control measures to focus and mass platoons to create weaknesses in the enemy's defense and to take advantage of friendly direct and indirect fires against enemy positions.
 - 6) Directs overwatch force (platoons or supporting Co/Tms) to reposition as needed to sustain effective fires against the enemy.
 - 7) Lifts indirect fires at the last moment in order to sustain shock of assault force before the enemy has an opportunity to recover or reposition.
 - 8) Directs the assault force into a new part of the objective after supporting fires have shifted.
 - 9) Sends SPOTREPs and situation updates to the TF Commander; requests assistance as required.
- g. The Co/Tm assaults an enemy position.
- 1) Platoons maneuver and fire in accordance with the Co/Tm Commander's orders.
 - 2) Platoons obtain flank and rear shots whenever possible.
 - 3) The Co/Tm FSO and FOs control artillery and mortar fires in support of the assault.
 - 4) Platoons providing support by fire occupy overwatch positions and:
 - a) Employ direct fires to support assaulting platoons.
 - b) Bound forward as required to maintain supporting direct fires.
 - 5) The Co/Tm assaults in the appropriate formation to afford the maximum firepower forward.
 - 6) Assault platoons maintain forward momentum along assault route(s).
 - 7) The Co/Tm employs all weapon systems to defeat the enemy in detail and destroy all resistance.
 - 8) Tanks lead BFVs along the assault routes and engage:
 - a) Enemy armored vehicles.
 - b) Bunkers.
 - c) Other enemy forces or equipment.

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- 9) Assaulting platoons penetrate the enemy position and widen gaps using tanks (with plows or rollers) engineers, and dismounted infantry.
 - 10) Tanks continue to engage bunkers and enemy vehicles, with thermals if required.
 - 11) BFVs protect tanks from dismounted enemy soldiers.
 - 12) Infantry dismounts as close to the enemy positions as possible; BFVs support dismounted infantry.
 - 13) Infantry flushes out all dismounted resistance.
 - 14) Engineers assist in reducing bunkers and other fortified positions.
 - 15) Tanks, BFVs, and dismounted infantry assault through and clear the objective.
 - 16) Co/Tm destroys all fleeing vehicles.
 - h. The Co/Tm establishes a hasty defense if the enemy cannot be defeated.
 - i. Co/Tm Commander updates his running estimate based on the Co/Tm status following the hasty attack.
 - j. Co/Tm consolidates positions and prepares to meet enemy counterattack or continue the attack (see task C32).
- C25. **Co/Tm Fixes the Enemy and Provides Support By Fire (SBF) or Attack By Fire (ABF) While the TF Maneuvers** (ARTEP 71-1-MTP, task: 17-2-0306, 0311; FM 71-1, Ch. 3; FM 71-123, Chap. 3)
- a. The TF Commander directs the Co/Tm Commander to occupy a battle or overwatch position to:
 - 1) Destroy, fix, or suppress the enemy to prevent them from bringing effective fires to bear on the attack.
 - 2) Support by fire the maneuver or assault of other Co/Tms.
 - 3) Destroy the enemy as it tries to reposition.
 - 4) Protect assaulting Co/Tms from enemy counterattack.
 - b. Co/Tm Commander assesses the tactical situation and terrain based on reports from other TF Co/Tms and his personal visualization of the battlefield.
 - 1) Determines dispositions of enemy forces.
 - a) Tank, IFV, and dismounted infantry positions and areas they can effectively engage.
 - b) Enemy artillery observer locations.

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- 2) Locates dominant or key terrain which will allow the Co/Tm to provide effective indirect and direct fires.
- 3) Identifies terrain which provides cover, concealment, and allows repositioning without receiving observed direct and indirect enemy fires.
- 4) Co/Tm Commander coordinates with the Commander of Co/Tm being supported/overwatched to:
 - a) Develop or verify common fire control measures.
 - b) Ensure each other's plans are known and understood.
 - c) Determine friendly unit positions.
- 5) Co/Tm Commander updates his running estimate.
- c. Co/Tm Commander assesses the tactical situation and his running estimate to select SBF or ABF positions; options:
 - 1) Move into planned positions if plan remains valid.
 - 2) Move into other positions if the planned SBF/ABF positions will not allow the Co/Tm to observe and place direct and indirect fires on enemy dispositions.
- d. Co/Tm Commander selects SBF/ABF positions and directs subordinate platoons to occupy them.
 - 1) Platoons use covered and concealed approach routes to positions.
 - 2) TF Scouts or dismounted infantry elements may assist by guiding the Co/Tm into position.
 - 3) Mortars move to firing positions and prepare to provide mortar fires.
- e. The Co/Tm occupies SBF/ABF positions.
 - 1) The Co/Tm adjusts positions to suit the terrain conditions while maintaining the ability to engage the enemy.
 - 2) The Co/Tm XO monitors the attacking Co/Tm's internal net and passes critical information to the Co/Tm Commander.
 - 3) Co/Tm Commander occupies positions to direct the Co/Tm direct fires and indirect fires.
 - 4) The Co/Tm establishes and maintains security.
 - 5) Attached AD elements deploy to provide air defense coverage.
 - 6) Mortars, if attached, position and prepare to provide mortar fires.
- f. Co/Tm Commander designates fire control measures.

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- 1) Identifies friendly positions, routes, planned actions, and timing.
 - 2) Directs sectors of observation and fire for each platoon.
 - 3) Platoon Leaders direct sectors of observation/fire and TRPs for each vehicle and position.
 - 4) Designates signals to open, cease, lift, and shift fires based on the tactical situation and coordination with the Co/Tm being supported.
 - 5) Designates changes to engagement priorities and methods of engagement as required based on the tactical situation.
 - 6) Verifies all personnel know and understand safety guidance for firing near friendly units.
- g. Co/Tm Commander and FSO finalize the fire support plan.
- 1) Fire support plan is modified as necessary to meet requirements of the Co/Tm being supported.
 - 2) The Co/Tm receives TF priority of fires to control and direct indirect fires in support of the assaulting Co/Tm.
 - 3) The Co/Tm FSO selects positions for the FIST-V and FOs which provide observation of the assaulting Co/Tm's objective.
 - 4) The Co/Tm FSO and FOs identify and select indirect fire targets based on the scheme of maneuver of the Co/Tm being supported.
 - 5) The Co/Tm FSO informs units providing indirect fire support (e.g., mortars, artillery) of any changes to the fire support plan.
- h. Co/Tm Commander directs attached engineers to:
- 1) Assist the Co/Tm in occupying positions and enhancing terrain for survivability.
 - 2) Emplace hasty protective minefields or create other countermobility obstacles to protect the Co/Tm.
 - 3) Provide local security for the Co/Tm, as required.
- i. Co/Tm Commander notifies the TF Commander and the Commander of the unit being supported when the Co/Tm is ready to provide required support.
- j. The Co/Tm maintains observation.
- 1) The Co/Tm continually observes the supported unit's sector/area to:
 - a) Identify and target known or suspected enemy positions that could engage the supported unit.
 - b) Identify location of friendly units and constantly monitor their movement and progress during the assault.

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- 2) Platoon Leaders and crews identify targets in their assigned sectors of fire.
 - 3) The Co/Tm observes the enemy and provides information to the maneuvering or assaulting Co/Tm.
- k. The Co/Tm engages the enemy.
- 1) The Co/Tm, under the Co/Tm Commander's control, engages the enemy.
 - a) On order (of the Co/Tm Commander or as requested by the Commander of the unit being supported).
 - b) Result of an event.
 - 2) The Co/Tm initiates fires.
 - a) Co/Tm Commander synchronizes fires to achieve surprise by ensuring that direct and indirect fires arrive simultaneously.
 - b) Co/Tm Commander ensures direct and indirect fires engage and destroy initial targets in order to confuse and deny the enemy the ability to respond.
 - c) Crews acquire targets and place accurate fires on the enemy.
 - 3) The Co/Tm attacks by fire, keeping a continuous and consistent rate of accurate fire on the enemy position.
 - a) Crews of vehicles and weapons continuously scan to detect and engage enemy elements.
 - b) Co/Tm Commander ensures the Co/Tm sustains the volume of fire by exercising control over the rate and distribution of fire; checks between ammunition expended and the distance/rate of movement of the assaulting Co/Tm from the enemy position.
 - c) The Co/Tm FSO sustains indirect fires as directed (see task 33b of CCF 15, Coordinate, Synchronize and Integrate Fire Support).
 - d) Platoon Leader and subordinate leaders ensure fires are accurate and that rates of fire are sustained in accordance with the Co/Tm Commander's intent.
 - e) The Co/Tm adjusts overwatch positions; the Co/Tm Commander repositions the entire unit or platoons, as required, to:
 - (1) Maintain fires in support of the assaulting Co/Tm.
 - (2) Ensure that Co/Tm fires are not masked by the assaulting unit.
 - (3) Reduce Co/Tm vulnerability to enemy direct and indirect fires.
 - (4) Counter enemy attempts to respond by adjusting artillery or returning fire against the Co/Tm or the assaulting unit.

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- f) Platoon and other leaders acknowledge all orders.
- g) Subordinate leaders and the Co/Tm FSO provide updates to the Co/Tm Commander on:
 - 1) Effects of their fires on the enemy.
 - 2) BDA on enemy resulting from Co/Tm fires.
 - 3) Losses received from enemy fires.
 - 4) Their position.
- 4) On signal from the assaulting Co/Tm or by designated event, the Co/Tm lifts and shifts fires.
 - a) Co/Tm Commander maintains communications with the assaulting Co/Tm Commander to provide responsive direct and indirect fire support.
 - b) Co/Tm Commander adjusts fires to be responsive to the needs of the assaulting Co/Tm.
 - c) The Co/Tm monitors the location of the assaulting Co/Tm's elements.
 - d) As the assault force maneuvers to the objective, direct and indirect fires are lifted and shifted to other targets.
 - e) When the assaulting Co/Tm closes on the enemy position, Co/Tm direct and indirect fires shift forward of the assaulting Co/Tm to avoid fratricide and to continue to engage the enemy.
- 5) The Co/Tm sustains direct and indirect fires until all enemy elements are destroyed or suppressed.
 - a) Co/Tm Commander orders platoons to focus fires on remaining enemy elements.
 - b) The Co/Tm adjusts the rate of fire based on the tactical situation.
 - c) The Co/Tm redirects, adjusts, or concentrates fires on:
 - (1) Enemy elements displacing or moving to alternate positions.
 - (2) Enemy elements moving forward as reinforcements.
 - (3) Enemy counterattacking forces.
 - d) If the enemy appears to be destroyed:
 - (1) Co/Tm Commander coordinates with the assaulting Co/Tm Commander to determine the need to continue suppressive fires.
 - (2) The supporting Co/Tm Commander issues orders to cease fire based on assaulting Co/Tm Commander's guidance.

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- (3) Platoons stop firing on order but continue scanning their assigned sectors to search for remaining enemy.
- e) The Co/Tm ceases fire on order of the Co/Tm Commander when:
 - (1) The enemy element is destroyed or indicates surrender.
 - (2) Directed to do so by the assaulting Co/Tm Commander.
- 6) The Co/Tm reports.
 - a) Platoon Leaders report status to Co/Tm Commander.
 - (1) Location.
 - (2) Vehicle and weapons systems losses.
 - (3) Casualties.
 - (4) Ammunition and fuel status.
 - (5) EPW.
 - b) Co/Tm Commander sends status reports to the TF Commander.
- l. The Co/Tm establishes a hasty defense if the TF attack is unsuccessful (see task C17).
- m. Co/Tm Commander updates his running estimate based on the Co/Tm status.
- n. The Co/Tm continues the mission as directed by the TF Commander, options:
 - 1) Move to the objective on order.
 - 2) Consolidate and reorganize in place (see task C32).
 - 3) Pass initial objective and conduct an attack on a second objective while another Co/Tm supports by fire (see task C26).

C26. Co/Tm Conducts an Assault During a Deliberate Attack (ARTEP 7-8-MTP, Tasks 7-3/4-1011, 1013; ARTEP 71-1-MTP, 17-2-0310, 0326, 0328; FM 71-1, Chap. 3; FM 71-123, Chap. 3)

- a. Co/Tm Commander assesses the tactical situation and updates his running estimate based on reports from other TF Co/Tms and his personal visualization of the battlefield.
 - 1) Uses his plan and running estimate to determine if the plan is still valid or requires modification.
 - 2) Matches known enemy locations as reported by the TF Scouts and other Co/Tms with the SIT TEMP.

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- 3) Selects an assault position from which to organize the Co/Tm and initiate the assault.
- b. Co/Tm Commander directs the Co/Tm to move to and occupy the designated assault position.
 - 1) Subordinate platoons use terrain to mask movement.
 - 2) The Co/Tm occupies covered and concealed positions.
- c. The Co/Tm occupies assault positions and prepares for the assault.
 - 1) Platoons assume designated assault formation.
 - 2) Co/Tm Commander and subordinate leaders scan enemy positions from concealed vantage point; determine:
 - a) Size and type of enemy to be assaulted.
 - b) Weapon systems and positions.
 - c) Locations of minefields, ditches, and other obstacles.
 - d) Weak points.
 - e) Direction the Co/Tm will maneuver to the objective.
 - f) Adjustments to the original (or previous, most recent) plan.
 - 3) Co/Tm Commander designates the assault point of penetration into the enemy positions; issues guidance.
 - a) Analyzes information provided by other TF units, supplemented by his physical reconnaissance, to determine weak points in the defense.
 - b) Reviews the Co/Tm plan to determine if it's still valid; modifies the plan as required.
 - c) Refines the planned scheme of maneuver and fires to focus the Co/Tm so that:
 - (1) Platoons are directed against a single enemy vehicle or position.
 - (2) The Co/Tm is directed against a single enemy platoon or against gaps between enemy platoons.
 - (3) Direction of attack allows maneuver space for platoons and the Co/Tm to deploy and assault designated point of penetration.
 - d) Determines breaching requirements and tasks for subordinate units.
 - e) Determines the method of assault, options:
 - (1) The Co/Tm conducts maneuver en masse.

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- (a) Tanks maneuver rapidly en masse to the objective without halting.
 - (b) BFVs follow tanks.
 - (c) Engineers are positioned in Co/Tm formation for protection from enemy fires.
- (2) The Co/Tm conducts maneuver by platoon bounds.
- (a) Platoons move by bounds as rapidly as terrain permits.
 - (b) Tanks bound first, followed by BFVs.
 - (c) Engineers accompany the bounding platoons to breach obstacles and destroy fortified positions.
- f) Co/Tm Commander directs the Co/Tm FSO to refine the fire support plan and coordinate with the SBF/ABF Co/Tm FSO to provide Co/Tm targets and the scheme of maneuver.
- g) Co/Tm Commander issues FRAGOs as required to disseminate the assault scheme of maneuver or changes to the OPORD to subordinate leaders.
- 4) Subordinate leaders disseminate tactical and enemy information and the Co/Tm assault scheme of maneuver to their subordinate leaders.
- 5) All Co/Tm personnel conduct last minute checks of weapons systems, vehicles, and equipment.
- 6) Co/Tm Commander coordinates with the SBF/ABF Co/Tm Commander to verify assault plan; coordinates:
- a) Routes and direction of attack to the objective.
 - b) Routes to and location of the dismount point (for dismounted attack).
 - c) Indirect and direct fire targets, including event and timing requirements for fires.
 - d) Point of penetration into the enemy positions.
 - e) SOI information and signals.
- 7) Subordinate leaders prepare their units and notify the Co/Tm Commander when they are ready to initiate the assault.
- 8) Co/Tm Commander reports to the TF Commander when the Co/Tm is ready to assault.
- 9) The Co/Tm remains in concealed hide positions until directed by the TF Commander to assault.

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- d. Co/Tm Commander alerts the SBF/ABF Co/Tm that the attack is being initiated; SBF/ABF Co/Tm provides support (see task C25).
- e. The Co/Tm assaults the objective (mounted).
 - 1) The Co/Tm maneuvers in accordance with the directed scheme of maneuver and the Co/Tm Commander's orders, maintaining maximum firepower forward.
 - a) Platoons initiate and sustain fires against designated targets, enemy vehicles, and positions in their sector of fire.
 - b) Platoon Leaders control platoon movement to ensure vehicles remain generally on line; vehicle crews negotiate through terrain and battlefield debris to allow platoon to mass fires against the enemy.
 - c) Co/Tm Commander and subordinate leaders direct their units against the designated point of penetration.
 - d) Co/Tm Commander coordinates with the Co/Tm FSO and SBF/ABF Co/Tm Commander to adjust indirect fires.
 - e) Attached engineers and tanks with plows or rollers breach obstacles, as required.
 - 2) Co/Tm Commander controls the Co/Tm maneuver to the objective, ensures:
 - a) The Co/Tm does not advance beyond the effective supporting range or mask the fires of the SBF/ABF Co/Tm.
 - b) The Co/Tm maneuver avoids:
 - (1) Open areas and areas with destroyed friendly vehicles (indicator of an enemy EA).
 - (2) Defiles and choke points.
 - (3) Obstacles designed to shape the Co/Tm maneuver.
 - c) The Co/Tm takes advantage of smoke and other obscurants to conceal movement.
 - d) The Co/Tm maintains all-around security; expects and reacts to enemy fire from any direction.
 - e) Mutual support between tanks, BFVs and infantry is maintained.
 - f) Co/Tm vehicles maintain a constant speed to ensure other combat multipliers remain synchronized with the assault.
 - g) The assault maintains forward momentum along designated assault route(s) or axis of attack.
 - h) Platoons sustain a high volume of accurate fires as they approach the objective.

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- (1) Vehicles engage known and suspected enemy vehicles and positions with all weapons systems.
 - (2) Platoons mass direct fires against the point of penetration.
 - (3) Enemy tanks and antitank systems are engaged and destroyed immediately upon detection.
 - (4) Co/Tm Commander and subordinate leaders control firing rates.
- i) All elements report their locations.
- 3) The Co/Tm enters the objective/enemy position:
 - a) Co/Tm Commander ensures the assault is oriented against one enemy platoon or one-two enemy weapons positions.
 - b) Co/Tm Commander directs the Co/Tm FSO to lift/shift indirect fires to continue isolation of the point of penetration and destroy moving/reinforcing enemy forces.
 - c) Tanks move up, over, and around obstacles to sustain the momentum of the assault.
 - d) All weapon systems are employed to defeat the enemy in detail and destroy all resistance on the objective; platoons continue to engage:
 - (1) Remaining enemy armored vehicles.
 - (2) Bunkers.
 - (3) Other enemy forces.
 - e) BFVs protect against enemy dismounted infantry and protect the flanks of the Co/Tm penetration.
 - f) Tanks and BFVs use thermal sights to counter obscuration on the objective.
 - g) Gunners alternate fires between main gun and coax machinegun on the objective to counter enemy hand-held antiarmor and infantry killing weapons.
- 4) Co/Tm assaults through the position to the far side of the objective as rapidly as possible.
- 5) Infantry remains mounted as far forward as tactically feasible; dismounts as directed to clear the objective.
- 6) When dismounted infantry is employed after the position has been penetrated, the Co/Tm Commander or XO maintains communication with the SBF/ABF Co/Tm Commander to ensure:
 - a) Direct fires are employed to isolate the point of penetration.

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- b) Indirect fires are employed against planned enemy targets, and obscuration is used to support a Co/Tm obstacle breach, as required.
 - c) SBF/ABF Co/Tm shifts and lifts direct and indirect fires in support of Co/Tm maneuver.
 - d) SBF/ABF Co/Tm Commander knows the location and disposition of the assaulting Co/Tm elements as they approach, enter, and clear the objective.
- 7) The Co/Tm destroys all withdrawing vehicles.
- f. The Co/Tm assaults the objective (mounted and dismounted).

NOTE: This subtask deals with a combined mounted and dismounted assault, when dismounted infantry is employed to achieve a penetration. Dismounted infantry clears the enemy or obstacles as quickly as possible to allow tanks and BFVs to move forward.

- 1) Co/Tm Commander directs the Co/Tm's maneuver to the dismount point (see task C26e1-2).
- 2) The Co/Tm occupies the dismount point and prepares for dismounted assault.
 - a) Tank platoon(s) provide support by fire.
 - b) BFVs move to dismount points just short of enemy small-arms range or the last covered and concealed positions short of the objective.
 - c) BFVs dismount infantry and immediately take up SBF positions.
 - d) Dismounted infantry prepares for the final assault.
 - (1) Assumes assault formation; deploys on line or in a combat wedge formation.
 - (2) Fixes bayonets.
 - (3) M203 grenadiers, M60/SAW gunners, and DRAGON teams move into positions and prepare to provide fires in support of the dismounted attack.
 - (4) Subordinate leaders orient dismounted infantry on the point of penetration.
 - (5) On order, the dismounted infantry assaults.
 - e) Co/Tm Commander coordinates with the Co/Tm FSO and SBF/ABF Co/Tm Commander to synchronize indirect fires with the dismounted assault.
 - f) The Co/Tm FSO verifies that observers are in position and prepared to call for and adjust indirect fires.

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- g) Co/Tm Commander provides updates for the TF Commander on the Co/Tm situation and changes to the assault plan.
- 3) The Co/Tm assaults the objective dismounted.
 - a) Infantry moves using cover and concealment to the objective.
 - b) The Co/Tm provides direct fires to support the dismounted attack.
 - (1) Tanks and BFVs provide suppressive fire against the point of penetration and to isolate the point of penetration.
 - (2) M203 grenadier, M60/SAW gunners, and DRAGON teams provide suppressive fires, but remain near their vehicles for rapid remounting.
 - c) Co/Tm Commander controls indirect fires through the Co/Tm FSO.
 - d) Engineers and infantry breach obstacles as required to penetrate enemy positions.
 - e) On order, supporting direct and indirect fires are lifted and shifted.
 - (1) Adjusted forward of the dismounted force.
 - (2) Employed to isolate the point of penetration.
 - f) Dismounted infantry assault the objective.
 - (1) Coordination between the dismounted infantry and overwatching tanks and BFVs is constantly maintained.
 - (2) Tanks and BFVs track progress of infantry assault to synchronize fires with assaulting infantry and avoid fratricide.
 - (3) Dismounted infantry marks progress by using:
 - (a) Colored smoke.
 - (b) Flares (for thermal sights).
 - (c) Other measures to designate targets and shift supporting fires forward of the infantry.
 - (4) Infantry:
 - (a) Uses hand delivered smoke to provide concealment.
 - (b) Uses 3-5 second rushes while moving and to enter enemy positions quickly.
 - (c) Is prepared to seek cover to escape enemy artillery fires on the objective.

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- (d) Clears bunkers and trenchlines using small arms and hand grenades.
- (e) Marks cleared bunkers and trenches.
- (5) Engineers accompany infantry to destroy bunkers and other obstacles to widen gap in enemy defenses.
- g) Co/Tm Commander keeps the TF Commander and SBF/ABF Co/Tm Commander apprised of the progress of the assault.
 - (1) Adjusts direct and indirect fires as necessary.
 - (2) Determines whether the Co/Tm will succeed in achieving the penetration or determines that the Co/Tm will require another Co/Tm to assault.
- h) Dismounted infantry fights through the objective.
- i) Tanks continue to provide long-range fires on enemy armor vehicles.
- j) On order, BFVs move on to the objective to assist the dismounted infantry and secure the objective.
- g. Co/Tm Commander updates his running estimate throughout the Co/Tm assault based on status reports from subordinate leaders, adjacent Co/Tms or Co/Tms in support, and TF CPs; continuously appraises the estimate to determine the Co/Tm's ability to achieve success and the TF Commander's intent.
- h. On order from the Co/Tm Commander, the Co/Tm vehicles move to the objective and prepare to meet enemy counterattacks or to continue the attack (see task C32).
- i. If the Co/Tm is unable to achieve a penetration, the Co/Tm Commander:
 - 1) Contacts the TF Commander for guidance and requests:
 - a) Assistance from an uncommitted Co/Tm to continue the assault.
 - b) Additional indirect fires to support the assault.
 - 2) Requests permission from the TF Commander to disengage if Co/Tm losses exceed anticipated levels; if approved by the TF Commander, the Co/Tm Commander directs the Co/Tm to disengage (see task C28m).

C27. Co/Tm Establishes a Hasty Defense (ARTEP 71-1-MTP, Task 17-2-1021; FM 71-1, Chap. 4; FM 71-123, Chap. 4)

NOTE: Co/Tm Commander and subordinate leaders implement as many of these tasks as possible and utilize existing plans, graphics, and control measures to establish hasty defensive positions.

- a. Co/Tm Commander assesses the tactical situation and his running estimate and determines that Co/Tm must assume the hasty defense, or TF Commander directs Co/Tm to assume hasty defense.

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- b. Co/Tm Commander directs platoon in contact to maintain contact with the enemy and provide security for the Co/Tm to transition to the hasty defense.
- c. Co/Tm Commander develops a plan for a hasty defense.
 - 1) Co/Tm Commander assesses his running estimate and the reports on the status of subordinate platoons to determine the Co/Tm's ability to establish a hasty defense.
 - 2) Co/Tm Commander analyzes terrain to determine locations which will:
 - a) Block enemy avenues of advance.
 - b) Provide adequate protection from enemy direct and indirect fires.
 - c) Allow the Co/Tm to occupy firing positions and engage the enemy.
 - d) Provide for the development of EAs and sectors of fire.
 - 3) Co/Tm Commander selects positions for the Co/Tm to establish a hasty defense.
 - 4) Co/Tm Commander analyzes his plan to determine if it contains sufficient detail to implement a hasty defense; revises the plan as required based on his running estimate and the tactical situation.
 - 5) Co/Tm Commander informs the TF Commander on the Co/Tm hasty defense plan.
 - 6) See task C7a-c for details on Co/Tm Commanders hasty defense planning process.
- d. Co/Tm Commander issues FRAGOs to subordinate leaders on his hasty defense plan.
 - 1) Directs platoons to occupy specific locations.
 - 2) Designates EAs and sectors of fire.
 - 3) Directs Co/Tm FSO to refire target lists based on designate Co/Tm locations and EAs.
 - 4) Directs engineers to perform survivability and countermobility tasks.
- e. Platoon Leaders direct their units to assume the hasty defense.
 - 1) Direct vehicles, weapons, and infantry into positions using visual signals and verbal instructions.
 - 2) Assign sectors of fire and observation for all vehicles and weapons systems.
 - 3) Designate TRPs, EAs, and fire control measures.
 - 4) Direct emplacement of OPs and other measures to maintain security.

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- 5) Synchronize direct fire plans with adjacent platoons.
- 6) Designate hide and firing positions.
- 7) Direct weapons systems to cross-level ammunition, as required.
- 8) Platoon Leaders report to the Co/Tm Commander when they complete hasty defense preparation and are prepared to engage the enemy.
- 9) Subordinate leaders report status in accordance with SOP.
- f. Platoon(s) in contact sustain direct fires against the enemy until the Co/Tm defense is prepared; platoon(s) disengage on order of the Co/Tm Commander, move to and occupy positions in the Co/Tm hasty defense.
- g. The Co/Tm 1SG or XO positions the Co/Tm Trains one terrain feature behind the Co/Tm.
 - 1) Co/Tm platoons and vehicles replenish CL III and V as time and enemy situation permit.
 - 2) Co/Tm XO or 1SG coordinates emergency resupply from TF Combat Trains.
- h. Co/Tm Commander and FSO refine the fire support plan:
 - 1) Co/Tm Commander and FSO assess planned targets to determine their validity; select new targets and revise target lists based on METT-T, positions selected for the Co/Tm hasty defense, and new EAs.
 - 2) Co/Tm FSO directs the FIST-V and FOs to occupy positions to observe indirect fire targets and avenues of approach.
 - 3) Co/Tm FSO coordinates with the TF FSO to refine the Co/Tm fire support plan.
 - 4) Co/Tm Commander directs the mortar platoon to occupy firing positions and prepare to provide mortar fires.
- i. Co/Tm Commander and subordinate leaders coordinate with adjacent, supporting, and co-located units.
 - 1) Co/Tm direct and indirect fire plans are synchronized with other Co/Tms.
 - 2) Coordination items include:
 - a) Mutual support.
 - b) Concentration of fires.
 - c) Indirect fires.
 - d) Control measures.
 - e) Primary, alternate, and supplementary positions.

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- j. The Co/Tm emplaces hasty minefields and obstacles.
 - 1) Platoons use basic loads of obstacle material and mines.
 - 2) Engineers emplace obstacles.
 - 3) See tasks 34, 35 and 36 of CCF 23, Overcome Obstacles.
- k. The Co/Tm prepares hasty survivability positions.
 - 1) Soldiers prepare fighting positions.
 - 2) Vehicles seek covered and concealed hide positions and firing positions which provide protection.
 - 3) Engineers prepare survivability positions.
 - 4) See tasks 29 and 30 of CCF 24, Enhance Physical Protection.
- l. Co/Tm Commander keeps the TF Commander informed on the status of the Co/Tms hasty defense.
- m. Co/Tm Commander updates his running estimate based on subordinate leader's reports and the enemy situation to ensure the Co/Tm's hasty defense achieves the TF Commander's intent.
- n. The Co/Tm engages the enemy as outlined in task C28a.

C28. Co/Tm Defends Positions (ARTEP 71-1-MTP, Task 17-2-1021; ARTEP 7-8-MTP, Task 7-3/4-1021; ARTEP 17-237-10-MTP, Task 17-3-0225; FM 71-1, Chap. 4; FM 71-123, Chap. 4)

Note: The defense of a BP, sector, and strongpoint have similar characteristics. This task provides details on tasks inherent in all three types of defense.

- a. Co/Tm Commander assesses the tactical situation; receives and disseminates information and guidance.
 - 1) Monitors reports from TF assets to track progress and strength of enemy forces entering the TF sector or area of operations.
 - 2) Updates enemy situation and event templates based on TF reports; information includes:
 - a) Strength.
 - b) Composition.
 - c) Dispositions and locations.
 - d) Activity and possible intentions.
 - e) Direction of movement.

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- 3) Monitors TF actions and responses to enemy.
 - a) CAS.
 - b) Artillery and mortar fires.
 - c) FASCAM.
 - d) Actions by other TF Co/Tms.
 - e) TF directed shifts in main effort and priorities (e.g., indirect fires, CSS).
 - f) TF losses to enemy.
- 4) Co/Tm Commander updates his running estimate based on TF reports and status reports from subordinate leaders.
- 5) Co/Tm Commander summarizes TF reports and intelligence updates; provides updates to subordinate platoons, describes:
 - a) Enemy actions, formations, and strength.
 - b) Likely avenues of approach the enemy will use to enter the Co/Tm area of operations.
 - c) Expected time of enemy arrival in the Co/Tm area.
- 6) Platoons increase observation of their areas to detect enemy reconnaissance elements.
- 7) Co/Tm OPs acquire the enemy and provide SALUTE reports to the Co/Tm Commander.
- b. Co/Tm Commander directs the Co/Tm FSO and OPs to execute indirect fires when the enemy enters the Co/Tm areas of operations.
 - 1) Indirect fires are called for and adjusted to attrit critical enemy assets (e.g. command and control vehicles, engineer assets) and to deceive the enemy on the Co/Tm's locations.
 - 2) The Co/Tm fire support plan is initiated only after TF Scouts and forward friendly units have withdrawn.
 - 3) Co/Tm Commander and FSO modify the fire support plan as required based on enemy actions and responses to indirect fires.
 - 4) Continuous indirect fires are placed on the enemy to force the enemy into the Co/Tm's obstacle system and EAs.
 - 5) OPs and observers report BDA and enemy reactions.
- c. OPs and patrols disengage on order or based on event criteria and re-enter Co/Tm positions; if unable to re-enter Co/Tm positions, occupy stay-behind positions.

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- d. Co/Tm Commander assesses his running estimate and the plan.
 - 1) Determines if the plan is still valid based on his visualization of the battlefield and enemy actions.
 - 2) Modifies the plan as required to meet the tactical situation.
 - a) The Co/Tm main effort is verified or adjusted to ensure the Co/Tm and TF Commanders' intents can be achieved.
 - b) Platoon positions and sectors of fire allow direct fires to be massed in designated EAs.
 - c) Indirect fire plan provides required fires to achieve the Co/Tm and TF Commanders' intents.
 - d) Direct and indirect fires are synchronized to support the new scheme of maneuver.
 - 3) Co/Tm Commander issues FRAGOs as required to subordinate leaders to notify them of changes to the plan.
 - 4) Co/Tm Commander provides updates to the TF Commander on the Co/Tm situation and any modifications to the Co/Tm plan.
- e. Co/Tm Commander directs platoons to occupy firing positions based on event criteria or as directed by the TF Commander.
 - 1) Co/Tm Commander and subordinate leaders establish secure communications:
 - a) Land line (hot loop).
 - b) Visual signals (pyrotechnics, hand-arm).
 - c) Runners.
 - 2) Weapons crews perform 'prepare to fire' checks.
 - 3) Platoon Leaders direct their vehicles to move to firing positions using covered and concealed routes:
 - a) Platoon movements are made prior to the arrival of the enemy at the line-of-sight range.
 - b) Movement by platoons once in position is kept at a minimum to prevent detection.
 - 4) Dismounted infantry occupies positions and remain in the proximity of their BFVs for quick remount if mounted movement is expected.
 - 5) Vehicles and dismounted infantry orient weapons systems on assigned primary sectors of fire.

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- a) BFVs and tanks orient on primary mounted approaches and are tied into dismounted infantry positions.
- b) Dismounted infantry orient on obstacles and dismounted approaches.
- c) Acquire and track targets (based on engagement priorities).
- 6) The Co/Tm FSO, FOs, and leaders acquire and track targets.
- 7) The Co/Tm FSO, FOs, and leaders initiate indirect fires; adjust fires as required to continue to attrit and delay the enemy.
- 8) The Co/Tm prepares to receive enemy artillery fires, and is ready to engage the enemy while receiving artillery fires.
- 9) The Co/Tm reserve/counterattack force occupies designated positions.
- 10) Co/Tm Commander and XO occupy positions overlooking EAs.
- 11) Platoon Leaders report when their elements are prepared to engage the enemy.
- f. Co/Tm Commander appraises the tactical situation.
 - 1) Assesses his running estimate to ensure subordinate leaders have implemented the plan and all FRAGOs previously issued.
 - 2) Appraises the Co/Tm obstacle network to ensure that it will impact the enemy as planned based on anticipated enemy actions.
 - 3) Appraises enemy formations, movement, and activities to determine if indirect fires have shaped the battlefield as visualized.
 - 4) Ensures subordinate leaders have focused their platoons as directed and are prepared and capable of achieving their missions and tasks.
 - 5) Modifies the direct and indirect fire plans as required based on enemy actions; issues FRAGOs to subordinate leaders to disseminate plan changes.
 - 6) Provides updates to the TF Commander on the tactical situation and Co/Tm actions to prepare for the direct fire battle.
- g. Co/Tm Commander directs or authorizes platoons to initiate direct fires.
 - 1) Platoon Leaders initiate direct fires on-order or based on engagement criteria.
 - a) Co/Tm weapons initiate direct fire against the enemy main body based on engagement criteria.
 - b) Crews engage priority targets.
 - c) Co/Tm Commander and Platoon Leaders ensure weapons engage assigned targets.
 - 2) Co/Tm Commander and FSO sustain indirect fires.

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- a) Enemy reconnaissance elements are destroyed before they can detect the Co/Tm positions.
 - b) OPs, FOs, FIST, and COLTs call for and adjust indirect fires based on target responsibilities and priorities.
 - c) Enemy command and control vehicles and other high-priority targets (e.g. breaching assets, tanks) are engaged with indirect fires upon being detected.
- 3) Direct and indirect fires are employed to:
- a) Separate enemy armor from IFV/APCs and dismounted infantry.
 - b) Prohibit the enemy from bypassing the Co/Tm's positions, forcing the enemy to commit to a deliberate obstacle breach and attack (dismounted assault).
- h. Co/Tm Commander controls the battle:
- 1) Directs platoons to reposition to primary and alternate positions to complete the destruction of the enemy.
 - 2) Ensures rate of direct fire is constant with subordinate leaders.
 - 3) Synchronizes direct and indirect fires with the Co/Tm FSO and Platoon Leaders.
 - 4) Positions and repositions as required to personally observe the battle.
 - 5) Adjusts the plan as necessary to meet the tactical situation (e.g., enemy actions, subordinate platoon status and dispositions).
 - 6) Directs the Co/Tm to respond to most severe area of the enemy threat, shifting the Co/Tm main effort as required.
 - 7) Personally intervenes to direct and lead the Co/Tm soldiers as required.
 - 8) Provides the TF Commander updates on the Co/Tm situation and how the Co/Tm fight is affecting the enemy.
 - 9) Cross talks with other Co/Tm Commanders to exchange information and synchronize actions.
 - 10) Co/Tm Commander directs the employment of indirect fires.
 - a) Co/Tm Commander provides direction and guidance to the Co/Tm FSO to ensure indirect fires are adjusted based on enemy actions and Co/Tm requirements.
 - b) The Co/Tm FSO ensures indirect fires are synchronized with and reinforce the Co/Tm direct fires and obstacles.
 - c) Co/Tm Commander and FSO ensure indirect fires achieve the Co/Tm and TF Commanders' intent, indirect fires:

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- (1) Divert enemy from their intended course.
 - (2) Break up and shape the enemy's formation.
 - (3) Force the enemy into a vulnerable position.
 - d) Co/Tm Commander and FSO receive BDA reports from observers; Co/Tm Commander anticipates enemy responses due to losses.
 - e) See task 33c in CCF 15, Coordinate, Synchronize, and Integrate Fire Support.
- i. The Co/Tm defends against a mounted assault.
- 1) Co/Tm Commander, FSO, and Platoon Leaders synchronize direct and indirect fires to:
 - a) Separate tanks from infantry fighting vehicles providing security.
 - b) Destroy the enemy's ability to breach obstacles.
 - c) Break enemy formations.
 - d) Shape the battlefield by forcing the enemy into obstacles.
 - 2) The Co/Tm sustains direct fires against enemy vehicles.
 - a) Primary weapon systems, command-detonated mines and demolitions, and antiarmor weapons are employed to attrit the enemy as they maneuver through the EA.
 - b) Platoons defend as planned moving back and forth between primary and alternate positions to achieve flank engagements.
 - c) Platoon Leaders observe enemy for exploitable weakness, they:
 - (1) Seize the initiative and move to a position of advantage within their assigned positions.
 - (2) Notify the Co/Tm Commander of their plans and movements.
 - (3) Ensure their actions allow the Co/Tm to retain flexibility to respond to the rapidly changing situation and do not adversely affect the Co/Tm fight.
 - d) Platoon Leaders provide updates to the Co/Tm Commander on their status and enemy BDA as a result of the platoons' direct fires.
 - 3) Co/Tm tanks and BFVs engages the enemy.
 - a) Engage targets by priority based on SOP or Co/Tm Commanders' guidance.
 - b) Achieve flank or rear engagements when possible.

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- c) Crews fight buttoned up.
 - d) Provide mutual support to other tanks and BFVs and dismounted infantry.
 - e) Fire as rapidly as possible to inflict greatest damage in shortest time.
 - f) Reposition to alternate positions to avoid enemy direct and indirect fires and to take advantage of exposed enemy flank and rear engagements.
- 4) Co/Tm dismounted infantry engages the enemy.
- a) Engages enemy forces at/on obstacles and dismounted approaches into the Co/Tm positions.
 - b) Infantry remains close to their vehicles to allow rapid remount, in the event the Co/Tm is directed to disengage.
- j. The Co/Tm conducts CSS operations during the battle.
- 1) The Co/Tm 1SG:
- a) Tracks Co/Tm losses and monitors the battle.
 - b) Informs the Co/Tm Commander each time unit drops to next lower level of combat effectiveness (per SOP).
 - c) Requests emergency resupply from CTCP, as required.
 - d) Ensures Co/Tm Trains are positioned out of battle and do not hinder the Co/Tm's fight.
 - e) Supervises CSS operations.
- 2) The Co/Tm maintenance section recovers and evacuates damaged vehicles to last planned Co/Tm position or, if time permits, to the TF UMCP.
- 3) Vehicles which cannot be repaired or evacuated are destroyed on order of the Co/Tm Commander.
- 4) Casualties are treated and evacuated.
- a) Combat lifesavers provide initial treatment.
 - b) Co/Tm ambulance evacuates casualties from forward positions to Co/Tm Trains sites.
 - c) If two ambulances are available, they alternate moving of casualties to TF aid stations to ensure one vehicle remains with the Co/Tm.
 - d) Platoons transport casualties if ambulances are unavailable and as the situation permits.
- 5) Pre-stocked sites and caches are used by platoons to replenish ammunition.

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- k. Co/Tm Commander assesses the battle and the Co/Tm status to determine if the plan is still valid, he:
 - 1) Assesses his running estimate to determine the Co/Tm's ability to continue the fight.
 - 2) Anticipates enemy actions based on the success of the Co/Tm fight; determines if the enemy will:
 - a) Fix the Co/Tm and attempt to bypass the Co/Tm positions.
 - b) Conduct a deliberate assault against the Co/Tm position.
 - c) Assume a hasty defense in order to disengage or pass follow-on units through to continue the attack.
 - 3) Determines how best to respond to anticipated enemy activities, using the Co/Tm plan to select options:
 - a) Continue to defend Co/Tm positions and defend against a deliberate enemy attack (see task C28l).
 - b) Disengage to subsequent positions (see task C28m).
 - c) Conduct a counter attack to take advantage of the enemy's confusion (see task C28n).
 - 4) Modifies the Co/Tm plan as required to support the option he has selected; issues FRAGOs to subordinate leaders and updates the TF Commander on his decision.
- l. The Co/Tm defends against a dismounted enemy assault.
 - 1) Co/Tm Commander executes the barrier plan to impede and canalize the enemy troops into planned fires.
 - a) The Co/Tm masses and synchronizes all fires against the enemy to reinforce obstacles.
 - b) AT fires are employed to cause the enemy infantry to dismount from their vehicles forward of protective obstacles.
 - c) The Co/Tm initiates command detonated munitions to destroy enemy forces attempting to negotiate wire and other close-in obstacles to deny penetration of the Co/Tm positions.
 - d) Indirect fires are massed on obstacles and against assaulting enemy.
 - 2) Co/Tm Commander masses direct and indirect fires to suppress, block, and destroy dismounted enemy troop formations; fires are directed to:
 - a) Cover dead space and dismounted approaches to obstacles.
 - b) Reinforce the effects of dismounted infantry weapons.

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- c) Destroy enemy engineer forces which move to breach obstacles.
- d) Destroy enemy dismounted infantry formations which attempt to breach or bypass Co/Tm obstacles.
- 3) The Co/Tm responds to penetrations of the initial positions/perimeter.
 - a) Direct and indirect fires are directed against enemy forces which penetrate Co/Tm positions in order to isolate and deny the expansion of the penetration.
 - b) Local counterattacks are conducted by platoons, squads, or teams to eliminate the penetration and regain the Co/Tm's original positions.
- 4) Co/Tm Commander directs the Co/Tm (entire Co/Tm or platoons) to reposition to secondary perimeter positions.
 - a) Co/Tm Commander considers repositioning to secondary perimeter positions when:
 - (1) Co/Tm personnel casualties and weapon systems damage render the Co/Tm no longer capable of defending the initial perimeter.
 - (2) The enemy has successfully gained a penetration which cannot be eliminated by local counterattack.
 - b) Direct and indirect FPFs are used to assist withdrawal from the initial perimeter.
 - c) Platoons and squads use bounding overwatch to reposition to secondary perimeter positions.
 - d) Platoons use smoke and other obscurants to assist in repositioning to secondary perimeter.
 - e) Co/Tm Commander provides updates to the TF Commander and other Co/Tm Commanders on the situation and the decision to reposition to secondary perimeter positions.
- 5) The Co/Tm defends secondary or final perimeter/positions.
 - a) Co/Tm Commander and subordinate leaders reposition forces and weapon systems based on remaining combat power.
 - b) Obstacles, mines, and command detonated munitions are executed in initial perimeter positions and trenches to impede enemy assault.
 - c) All leaders ensure weapon systems accurately engage targets.
- 6) Co/Tm Commander directs the reserve to execute the counterattack plan (see task C28n).
- 7) Co/Tm Commander directs the Co/Tm to respond to enemy forces which penetrate the final perimeter.

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- a) Directs Co/Tm personnel to withdraw into bunkers and continue the battle.
 - b) Directs artillery and CAS to fire on the Co/Tm position.
 - c) Informs the TF Commander of the situation, requests permission to withdraw based on his assessment of the level of risk (see task C30 for Co/Tm withdrawal).
- 8) Co/Tm Commander integrates the TF reserve into the Co/Tm defense (see task C31e3).
 - 9) The Co/Tm continues the defense until the enemy is defeated or withdraws; the Co/Tm reoccupies forward positions and reestablishes the defense.
 - 10) The Co/Tm consolidates and reorganizes (see task C32).

- m. Co/Tm Commander assesses the situation, decides to disengage and displace to subsequent BPs.

Note: The Co/Tm may conduct several disengagements. Platoons may disengage to subsequent BPs if they are conducting a defense in sector.

- 1) Co/Tm Commander identifies the need to disengage and displace to subsequent BPs based on the TF Commander's guidance or events/triggers (e.g., break criteria) established in the TF plan.
 - a) Assesses his running estimate and visualization of the battle to determine when disengagement must commence to retain the Co/Tm's ability to execute follow-on missions.
 - b) Determines if the disengagement plan is still valid; modifies it as necessary.
 - c) Coordinates with the Co/Tm FSO to verify indirect fires are prepared to support the disengagement.
 - d) Issues FRAGOs to subordinate leaders to prepare to disengage and provide plan updates.
- 2) Disengagement/break criteria may include:
 - a) Enemy continues to press the attack and Co/Tm has insufficient combat power remaining to continue the fight from initial positions.
 - b) After the destruction of enemy first echelon to:
 - (1) Deny enemy second echelon forces information on Co/Tm positions.
 - (2) Take advantage of enemy time requirements to pass forward second echelon forces.
- 3) The Co/Tm disengages in order to:

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- a) Prevent enemy forces from bypassing the Co/Tm and gaining access to the rear boundary of the sector.
- b) Retain flank contact and coordination with other Co/Tms.
- c) Ensure unity of effort with the TF scheme of maneuver.
- 4) Co/Tm Commander determines the technique to be used to disengage the Co/Tm; options:
 - a) Disengage by counterattack with one or more platoons.
 - b) Disengage with supported from another Co/Tm; the Co/Tm Commander requests support from the TF Commander and coordinates with the Co/Tm Commander designated to provide the support.
- 5) Co/Tm Commander reports the Co/Tm situation/status and intent to disengage to the TF Commander.
- 6) Co/Tm Commander directs the Co/Tm FSO to execute indirect fires to support the Co/Tm disengagement.
- 7) Co/Tm Commander directs platoons to disengage and maneuver to subsequent positions.
 - a) The Co/Tm disengages using platoon overwatch.
 - (1) Least engaged platoons disengage first and provide overwatching fires to platoons remaining in contact. Platoons:
 - (a) Assist disengagement and protect movement of platoon in contact.
 - (b) Slow enemy's rate of advance with direct fire.
 - (c) Continue to maintain surveillance on the enemy.
 - (2) Most engaged platoon disengages last by section. Platoons:
 - (a) Disengage on order when other platoons are in their overwatch positions and are prepared to provide supporting fires.
 - (b) Maneuver and sustain direct fires until contact with the enemy is broken.
 - b) Platoons defending in sectors disengage and displace to subsequent positions individually using internal overwatch.
 - (1) Disengage as a platoon when not in heavy contact with the enemy.
 - (2) Disengage by sections (when in heavy contact).

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- (a) Least engaged section displaces first and provides overwatching fires to section remaining in contact.
- (b) Section in contact disengages only when overwatch section is in position and is prepared to provide supporting fires.
- (c) Platoon maneuvers and sustains direct fires until contact with the enemy is broken.
- (3) Platoon Leaders for platoons defending in sectors control their platoon disengagements and direct their platoons to join the other platoons in the Co/Tm's subsequent positions.
- c) Disengage by counterattack with the Co/Tm Reserve.

Note: Use of Co/Tm reserve to support disengagement from initial positions is risky. Co/Tm Commander risks losing his reserve early in the battle.

 - (1) Reserve normally will conduct a counterattack by fire.
 - (2) Counterattack is conducted to allow remaining friendly elements to disengage.
 - (3) See task C28n.
- d) The Co/Tm disengages with support from another Co/Tm.
 - (1) Co/Tm Commander coordinates with the Co/Tm Commander of the unit providing support to determine:
 - (a) Where the supporting Co/Tm will position.
 - (b) When the supporting Co/Tm will be in position.
 - (2) Co/Tm Commander updates the supporting Co/Tm Commander on the tactical situation.
 - (3) The supporting Co/Tm initiates fires when in position.
 - (4) Co/Tm Commander directs platoons to disengage (as outlined above).
- e) Platoons maintain contact and coordination points in their sectors and establish physical liaison with adjacent Co/Tms and platoons.
- 8) Co/Tm Commander directs the Mortar Platoon, if attached, to disengage; the Mortar Platoon disengages, by section if necessary, and continues to provide mortar fires to support the disengagement.
- 9) Co/Tm Commander controls the disengagement and displacement of platoons.
 - a) Co/Tm Commander or XO coordinates with units to flank and rear of Co/Tm.

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- (1) Ensures platoons maintain contact and coordination points and perform physical liaison with adjacent Co/Tms.
 - (2) Physically meets with adjacent Co/Tms as required at contact and coordination points in order to ensure the Co/Tm maintains unity of effort in accordance with the TF plan.
 - (3) Coordinates with adjacent Co/Tms by radio to describe Co/Tm and enemy activities.
 - b) Co/Tm Commander places himself where he can best control the Co/Tm, normally with the majority of the Co/Tm.
 - c) Co/Tm Commander monitors platoons' locations and situations throughout the disengagement.
 - d) The Co/Tm FSO directs observers to reposition and occupy subsequent OPs to sustain the employment of indirect fires.
 - e) Platoon Leaders provide updates to the Co/Tm Commander on disengagement progress and unit status.
- 10) Co/Tm Commander maximizes the use of indirect fires, obstacles and obscurants during disengagement and displacement.
- a) Indirect fires are used to slow and attrit the enemy and to create confusion within the enemy as to the Co/Tms intentions.
 - b) On-board smoke, hand initiated smoke (e.g., hand grenades, smoke pots), artillery/mortar smoke, and smoke generators are used to deny enemy observation of Co/Tm movement.
 - c) Direct and indirect FPFs are used to assist disengagement.
 - d) Indirect fires are placed on recently evacuated positions when entered by the enemy.
 - e) Reserve demolitions are executed on-order after the Co/Tm has passed through the obstacle.
- 11) The Co/Tm defends subsequent positions (see tasks C28a-l).
- 12) Co/Tm Commander reports to TF Commander when the Co/Tm has completed disengagement, has occupied new positions, and provides a Co/Tm status report.
- n. Co/Tm Commander commits the reserve.
- 1) Co/Tm Commander anticipates enemy movement and rate of success to determine when to commit reserves.
 - 2) Co/Tm Commander creates the conditions to commit the reserve.
 - a) Instructs platoons to increase rate of fire.

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- b) Directs the Co/Tm FSO to employ indirect fires to:
 - (1) Mask the movement of the reserve.
 - (2) Distract the enemy as to the location of the counterattack.
 - (3) Restrict the enemy's ability to move out of the counterattack forces engagement areas.
 - c) Synchronizes the counterattack with all combat power of Co/Tm.
 - d) Establishes and directs the Co/Tm FSO to disseminate an RFL to protect the reserve from fratricide.
 - e) Ensures Co/Tm FSO and platoon FOs are positioned to observe, call for, and adjust indirect fires in support of the counterattack.
- 3) Co/Tm Commander reviews his running estimate to ensure the Co/Tm has the ability to perform and support the counterattack.
- 4) Co/Tm Commander directs the reserve to counterattack by fire.
- a) The counterattack force moves into positions and engages the enemy from the flank or rear.
 - b) Indirect fires are massed against the enemy and controlled to reinforce the counterattack forces' direct fires.
 - c) If separation between enemy echelons is significant and the enemy losses are great, the Co/Tm Commander may direct the reserve to assault through the EA to destroy all remnants of the enemy force.
- 5) Co/Tm Commander directs the reserve to counterattack by fire and maneuver to finish destruction of enemy or recapture key terrain.
- a) Counterattack force moves laterally and forward to engage the enemy from the flank or rear with concentrated direct fires.
 - b) Direct fires from the Co/Tm's platoons are lifted and shifted forward of the counterattack force assault.
 - c) Indirect fires are massed against the enemy to support the counterattack and are shifted forward of the counterattack forces' assault.
- 6) Co/Tm Commander assesses counterattack success to determine Co/Tm follow-on actions and requirements; options:
- a) The counterattack succeeds in destroying the enemy or allowing other Co/Tm platoons to disengage, the Co/Tm Commander provides guidance to the counterattack force; options:
 - (1) Consolidate and establish a hasty defense (if terrain has been captured).

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- (2) Return to hide positions and prepare for follow-on missions (if the counterattack force conducted a counterattack by fire).
- (3) Continue to attack to clear the Co/Tm area of operations.
- b) The counterattack did not succeed, the Co/Tm Commander provides guidance to the counterattack force; options:
 - (1) Establish a hasty defense and support the Co/Tm's disengagement.
 - (2) Disengage and occupy designated subsequent positions.
- c) Co/Tm Commander reconstitutes the reserve at the earliest opportunity from available Co/Tm assets.

C29. **Co/Tm Conducts Security Missions** (ARTEP 71-1-MTP, Task 17-2-0321; ARTEP 17-237-10-MTP, Task 17-3-0219; ARTEP 7-8-MTP, Task 7-3/4-1007, 1008; FM 71-1, Chap. 5; FM 71-123, Chap. 5, App D; FM 90-14, Chap. 5)

- a. The Co/Tm conducts a delay in sector to trade space for time. The TF uses the time provided by the Co/Tm to continue defensive preparation and to reposition TF units based on enemy actions. The Co/Tm maintains contact with the enemy, continuously employing direct and indirect fires to attrit the enemy, reduce the enemy's momentum, and shape the battlefield for the TF battle.
 - 1) The Co/Tm occupies and defends initial positions.
 - a) The Co/Tm defends initial position (see tasks C28a-k).
 - b) Co/Tm Commander directs the battle to ensure:
 - (1) The Co/Tm is not bypassed or enveloped.
 - (2) The Co/Tm does not become decisively engaged.
 - (3) The enemy does not penetrate Co/Tm positions and prevent the delaying mission.
 - 2) The Co/Tm disengages and displaces to subsequent positions.
 - a) Co/Tm Commander directs disengagement when:
 - (1) Enemy progresses through the EA and reaches the designated break line.
 - (2) Disengagement criteria are met.
 - (3) The enemy appears to be bypassing the Co/Tm.
 - (4) Directed by the TF Commander.
 - b) Co/Tm Commander provides updates to the TF Commander on the Co/Tm's situation and progress in the disengagement and displacement.

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- c) See task C28m.
- 3) The Co/Tm continues the delaying action until the Co/Tm reaches its final BP or the mission is altered by the TF Commander (see task C28).
- 4) The Co/Tm conducts follow-on operations, options:
 - a) Moves to new positions and continues the defense (see task C28).
 - b) Conducts a rearward passage of lines and moves into an assembly area (see tasks C21 and C9).
- b. The Co/Tm conducts rear security operations in the TF or Brigade sector.
 - 1) Co/Tm Commander is alerted by the TF or Brigade S2 of indicators of enemy activity.
 - 2) Co/Tm Commander is directed to respond to Level II or III threats.
 - a) Co/Tm Commander receives enemy information, which includes:
 - (1) Size and type.
 - (2) Location.
 - (3) Activity.
 - (4) Time initially identified.
 - b) Co/Tm Commander receives information on friendly forces from the Brigade and/or TF Rear CP; information includes:
 - (1) Locations of friendly units.
 - (2) Situation of friendly units.
 - (3) Status and locations of units tasked to support the Co/Tm.
 - (4) Status of fire support assets tasked to support the Co/Tm.
 - c) Co/Tm Commander assesses the situation and his running estimate; the Co/Tm Commander:
 - (1) Determines if sufficient information (e.g., enemy size, type, location, actions) is available for the Co/Tm to conduct a hasty attack, or if a movement to contact is required due to incomplete information.
 - (2) Assess enemy information to determine the Co/Tm's ability to defeat the threat.
 - (a) Determines if entire Co/Tm is needed to defeat the threat, or if a platoon or platoons can defeat the threat.

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- (b) Determines if additional combat power is required by the Co/Tm to defeat the threat.
- (3) Analyzes Co/Tm plans for responding to the threat to determine if they are still valid; if not, plans a hasty attack or movement to contact based on METT-T.
- (4) Issues FRAGOs to subordinate leaders which detail the Co/Tm Commander's plan and scheme of maneuver.
- (5) Notifies TF or Brigade Commander of:
 - (a) The Co/Tm plan and status.
 - (b) Requirements for additional support.
 - (c) Time when the Co/Tm will begin movement.
 - (d) Time the Co/Tm will meet and engage the enemy.
- d) Co/Tm Commander establishes communications with the Brigade rear CP, units designated to support the Co/Tm, and the unit(s) being attacked and coordinates:
 - (1) Routes.
 - (2) Plan of hasty attack/movement to contact.
 - (3) Indirect fires in support of the Co/Tm hasty attack.
 - (4) Locations to link up with other friendly units supporting the Co/Tm hasty attack/movement to contact.
 - (5) Status and dispositions of unit(s) being attacked.
- e) The Co/Tm uses designated routes to move to the enemy location.
- f) Co/Tm Commander continues to collect enemy information from TF/Brigade CPs and from unit(s) if they are being attacked.
- g) The Co/Tm is physically directed to enemy location by:
 - (1) MPs (after linkup).
 - (2) Brigade CPs or units under attack.
 - (3) Audio and visual cues (e.g., gunfire, explosions).
- h) The Co/Tm conducts a hasty attack (see task C24) or movement to contact (see task C23).
 - (1) The Co/Tm maneuvers to locate, engage and destroy the enemy.

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- (2) Co/Tm Commander maintains constant communications and coordination with the unit being attacked to coordinate link-up and attack plans.
- (3) The Co/Tm FSO coordinates and clears indirect fires to engage the enemy.
- (4) Co/Tm Commander provides updates to the Brigade Rear CP on the Co/Tm status and attack results.
- (5) Subordinate leaders provide status reports and updates throughout the attack.
- i) If the Co/Tm is unable to defeat the enemy, the Co/Tm Commander:
 - (1) Directs the Co/Tm to assume a hasty defense and maintain contact with the enemy (see task C27).
 - (2) Reports the situation to the Brigade Rear CP and requests assistance; options:
 - (a) Requests additional fire support.
 - (b) Requests additional maneuver units to support the Co/Tm.
 - (3) Co/Tm Commander coordinates with other maneuver unit commanders tasked to provide support to integrate the new unit into the Co/Tm's hasty attack.
- j) Co/Tm Commander continues the assault with additional assets:
 - (1) Indirect fires are employed to destroy the enemy and support the hasty attack.
 - (2) The Commanders of new units are briefed on the situation by the Co/Tm Commander; the Co/Tm Commander and supporting commanders synchronize the assault of all units.
 - (3) The Co/Tm and supporting units conduct the hasty attack and destroy the enemy.
- k) The Co/Tm consolidates and reorganizes (see task C32).
- c. The Co/Tm conducts a screen or counter-reconnaissance operations as part of the TF security force (see tasks 27 and 28 of CCF 25, Provide Operations Security).
- d. The Co/Tm provides flank security for the TF during TF offensive operations.
 - 1) Co/Tm Commander monitors reports from the Scout Platoon and forward Co/Tms performing screen and advance guard operations.
 - 2) Co/Tm Commander tracks Scout Platoon activities of occupying and evacuating OPs (if scouts are attached).
 - 3) The Co/Tm maneuvers along an axis parallel to the TF.

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- a) The Co/Tm maintains contact with the TF main body.
 - b) The Co/Tm uses designated movement formation and is prepared to occupy pre-planned BPs, on order.
 - c) Platoons and Co/Tm maintain observation of entire TF flank.
 - d) Platoons alternately bound to BPs as directed by the Co/Tm Commander.
 - e) The Co/Tm occupies hasty defensive positions as directed whenever the TF stops.
 - f) Platoon Leaders provide progress and status updates.
 - g) Engineers support Co/Tm maneuver:
 - (1) Conduct obstacle breaching as required to allow the Co/Tm to maintain mobility (see task 49b and 49c of CCF 21, Overcome Obstacles).
 - (2) Emplace obstacles to protect the Co/Tm's maneuver and flanks (see tasks 24-31 of CCF 23, Provide Countermobility).
- 4) The Co/Tm reacts to enemy contact.
- a) Co/Tm establishes hasty defense based on enemy contact or instructions from the TF Commander (see task C27).
 - (1) Engineers immediately begin preparing obstacles in depth.
 - (2) Co/Tm Trains move to covered and concealed positions.
 - b) Indirect fires are employed by TF Scouts and platoons at maximum range to delay enemy forces which attempt to penetrate Co/Tm positions.
 - c) Platoons maintain visual contact with the enemy.
 - d) Co/Tm Commander directs platoons to initiate direct fires on the enemy.
 - (1) Platoons engage enemy targets based on engagement priorities.
 - (2) The Co/Tm does not become decisively engaged unless the protection of the TF leaves no other recourse.
 - e) Co/Tm Commander directs prepared demolitions to be executed to confuse the enemy and to slow the enemy so he can be taken under direct fires.
 - f) Demolitions along the Co/Tm's planned displacement routes are not executed until all Co/Tm elements have passed through.
- 5) The Co/Tm coordinates with adjacent Co/Tms to:

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- a) Provide early warning of enemy vehicles which have penetrated the Co/Tm sector.
- b) Perform battle handover.
- 6) Co/Tm Commander provides updates to the TF Commander on:
 - a) Co/Tm status, positions, situations, and plans.
 - b) Contact with the enemy and results.
- 7) Co/Tm Commander requests additional support based on his assessment of the situation.
- 8) Co/Tm Commander directs the Co/Tm fight; the Co/Tm Commander:
 - a) Positions himself on the battlefield to observe the enemy to determine when displacement to subsequent positions is required.
 - b) Receives reports from the XO and Platoon Leaders on the enemy situation and combat status of their respective units.
 - c) Updates his running estimate to ensure the Co/Tm is able to achieve the TF Commander's intent.
 - d) Co/Tm Commander controls:
 - (1) Repositioning of the Co/Tm to respond to enemy actions.
 - (2) The targets and volume of direct and indirect fires.
 - (3) The length of time the Co/Tm will remain in particular position.
- 9) The Co/Tm reacts to an enemy force too large to defeat.
 - a) Co/Tm Commander updates the TF Commander on Co/Tm situation and enemy activities.
 - b) Co/Tm Commander makes recommendations to TF Commander:
 - (1) Commits another Co/Tm against the enemy.
 - (2) Changes priorities of indirect fires and CAS.
 - (3) Authorizes disengagement if the enemy force cannot be halted.
 - c) Co/Tm Commander requests permission to perform delay in sector, as required.
 - d) Co/Tm Commander directs the unit to:
 - (1) Delay in sector (see task C29a).
 - (2) Perform hasty defense (see task C27).

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- (3) Commit the Co/Tm reserve to deny enemy penetration of the screen line.
 - e) The Co/Tm fights to trade space for time; thereby allowing the TF to maneuver and prepare to engage the enemy.
 - 10) The Co/Tm ISG directs Co/Tm Trains to provide support (see task C28j).
 - 11) The Co/Tm consolidates and reorganizes (see task C32).
- C30. **Co/Tm Conducts a Withdrawal** (ARTEP 71-1-MTP, Task 17-2-0322, 0323, 0402; ARTEP 7-8-MTP, Task 7-3/4-1003, 1007; ARTEP 17-237-10-MTP, Task 17-3-0223; FM 71-1, Chap. 5; FM 71-123, Chap. 5, 6)
- a. The Co/Tm performs a withdrawal not under enemy pressure.
 - 1) Co/Tm Commander assesses the situation, the Co/Tm Commander:
 - a) Analyzes his running estimate to determine the Co/Tm's ability to withdraw as planned.
 - b) Assesses the withdrawal plan to determine if it is still valid; modifies the plan as required based on his running estimate (see task C7h).
 - c) Plans the withdrawal to occur during periods of poor visibility or adverse weather (fog, rain, night).
 - 2) Co/Tm Commander directs the Co/Tm to withdraw based on time or event criteria or as directed by the TF Commander; the Co/Tm Commander:
 - a) Notifies platoons and other Co/Tm elements of withdraw decision.
 - b) Issues a FRAGO to disseminate the withdrawal plan.
 - c) Updates the TF Commander on the Co/Tm withdrawal plan.
 - 3) Co/Tm Commander organizes a quartering party to support the withdrawal (see task C9a-c).
 - a) Quartering party assembles at the designated assembly area.
 - b) Quartering party reconnoiters routes Co/Tm will use.
 - (1) Ensures routes allow for rapid movement.
 - (2) Emplaces obstacles and reserve demolitions (including demolition guards) along the designated routes.
 - c) All casualties and unneeded supplies are transported with the quartering party.
 - d) The quartering party:

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- (1) Links up with stationary force and coordinates for a rearward passage of lines (see task C21).
 - (2) Prepares new assembly area for the Co/Tm (see task C9a-c).
- 4) Co/Tm Commander directs the Co/Tm to initiate the withdrawal.
- 5) Co/Tm Commander alerts the Detachment Left In Contact (DLIC) to cover the withdrawal; the DLIC:
 - a) Moves into positions to observe the entire Co/Tm sector and relieves Co/Tm platoons.
 - b) Maintains observation of entire sector.
 - c) Prepares to employ direct and indirect fires against enemy forces which detect the withdrawal and attempt to regain contact.
- 6) The Co/Tm organizes for withdrawal.
 - a) Platoons move to positions of relative safety after turning sectors over to DLIC.
 - b) All personnel, vehicles, and equipment are accounted for.
 - c) Platoon Leaders inform the Co/Tm Commander on their status and when ready to begin movement.
 - d) Co/Tm Commander directs subordinates to destroy or render inoperable all material and equipment which cannot be taken.
 - e) Recovery and Co/Tm vehicles are used to tow disabled vehicles.
 - f) Casualties are assembled and loaded onto Co/Tm vehicles.
- 7) The Co/Tm conceals its intentions from the enemy.
 - a) Maintains normal communications.
 - b) Initiates indirect fire, smoke, and diversions to mask the Co/Tm withdrawal to:
 - (1) Reduce enemy thermal and night observation capability.
 - (2) Cause the enemy to shift observation and attention away from the Co/Tm.
- 8) The Co/Tm commences the withdrawal on time and in the specified sequence.
 - a) Nonessential elements (e.g. Co/Tm trains, other CSS assets) depart first to avoid congestion on withdrawal routes.
 - b) Platoons begin withdrawal in directed sequence.

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- c) The Co/Tm withdraws rapidly on designated routes; considerations:
 - (1) Use covered and concealed routes for movement.
 - (2) Maintain operational security; platoons may use bounding overwatch to provide movement security.
 - (3) Maintain space and time intervals between platoons and elements to avoid congestion.
- d) Subordinate leaders keep Co/Tm Commander informed about their locations.
- 9) Co/Tm Commander controls the withdrawal:
 - a) Monitors and directs activities of both the Co/Tm main body and the DLIC.
 - b) Ensures platoons use designated routes.
 - c) Ensures platoons maintain correct spacing and timing.
- 10) Co/Tm Commander directs the DLIC to withdraw.
 - a) DLIC withdraws on order; options for trigger events for DLIC withdrawal include:
 - (1) Arrival of the Co/Tm main body at:
 - (a) Contact points/passage lanes.
 - (b) New assembly area.
 - (c) Positions overwatched by other Co/Tms.
 - (2) Completion of Co/Tm main body rearward passage (see task C21).
 - b) DLIC destroys or renders inoperable all remaining material and equipment left behind.
 - c) DLIC withdraws rapidly on designated routes.
 - (1) Uses appropriate movement formations and techniques.
 - (2) Executes reserve demolitions and picks up demolition guards.
 - (3) DLIC is prepared to use indirect fires to assist withdrawal.
- 11) Co/Tm Commander updates his running estimate based on subordinate leader reports and the results of the withdrawal.
- 12) Withdrawal by DLIC may be covered by another TF unit.

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- 13) The Co/Tm moves to new positions and consolidates and reorganizes (see task C32).

- b. The Co/Tm performs a withdrawal under enemy pressure.

Note: The withdrawal is conducted similarly to a delay (see task C29a); the difference is that in the withdrawal the Co/Tm seeks to break contact with the enemy and move rapidly out of the area.

- 1) The Co/Tm withdraws based on TF Commander's guidance or time or event criteria (e.g., disengagement criteria).
- 2) Co/Tm Commander assesses his running estimate and the tactical situation based on:
 - a) Enemy situation and intensity of the on-going battle.
 - (1) Ability of Co/Tm to withdraw based on enemy forces currently engaged.
 - (2) Ability of enemy to interfere with the Co/Tm during withdrawal (e.g., enemy pursuit, enemy by pass).
 - b) Co/Tm situation.
 - (1) Platoon situations to determine withdrawal sequence.
 - (2) Presence of sufficient casualties and damaged vehicles to reduce the Co/Tm's ability to withdraw rapidly.
 - (3) Availability of indirect fire support to assist breaking of contact and withdraw.
 - (4) Communications to TF CPs and platoons.
- 3) Co/Tm Commander finalizes the withdrawal plan.
 - a) Establishes a sequence of withdrawal based on analysis of which platoons are most and least heavily engaged.
 - b) Assesses preplanned locations to determine if they are still valid; if not, selects and coordinates new locations with the TF Commander.
 - c) Coordinates with the TF covering force or Co/Tm providing overwatch.
 - d) Coordinates with the Co/Tm FSO to refine the fire support plan.
 - e) Coordinates for a rearward passage of lines (see task C21).
- 4) Co/Tm Commander issues FRAGO to withdraw.
 - a) Directs Co/Tm disengagement sequence, in order:
 - (1) Co/Tm Trains and attached units (e.g., ADA, engineers, GSR).

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- (2) Least heavily engaged platoon(s).
- (3) Most heavily engaged platoon(s).
- b) Directs first Co/Tm elements conducting the withdrawal to:
 - (1) Evacuate casualties and nonessential equipment.
 - (2) Prepare reserve demolitions and post demolition guards.
- c) Designates a rear guard force from available assets.
- d) Directs the method through which platoons will be directed to withdraw (e.g., radio, pyrotechnic signals, runners).
- e) Directs the Co/Tm FSO to execute indirect fires to support the withdrawal.
- f) Directs Co/Tm FSO to execute repositioning of observers to sustain indirect fires throughout the withdrawal.
- 5) If possible, reconnaissance of withdrawal routes should be conducted to ensure that rapid movement is possible.
- 6) Platoons prepare for withdrawal while continuing to engage the enemy.
 - a) Leaders account for all personnel and equipment.
 - b) Platoon Leaders inform the Co/Tm Commander when ready to begin movement.
 - c) Co/Tm Commander directs subordinates to destroy or render inoperable all material and equipment which cannot be taken out with organic resources.
- 7) The Co/Tm executes the withdrawal.
 - a) The Co/Tm initiates indirect fire, smoke, and diversions to mask the Co/Tm withdrawal and to conceal its intentions from the enemy.
 - (1) Reduce enemy thermal and night observation capability.
 - (2) Cause the enemy to shift observation and attention away from the Co/Tm.
 - (3) Suppress and attrit the enemy.
 - b) The Co/Tm increases rate of direct fires to replicate presence of entire Co/Tm as platoons withdraw.
 - c) Co/Tm Commander maneuvers platoons and controls fires to slow or stop the enemy.
 - (1) Platoon Leaders inform the Co/Tm Commander when their platoon is ready to disengage, reposition, and provide overwatch.

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- (2) On-order, least engaged platoon(s) disengages first.
- (3) Platoon withdraws and takes up an overwatch position to aid the other elements to disengage.
- (4) On-order, remaining platoon(s) disengage.
 - (a) Overwatch platoons provide direct fire support.
 - (b) Co/Tm FSO, FOs, and overwatching platoons call for and adjust indirect fires.
 - (c) Withdrawing platoons use bounding overwatch as they move.
 - (d) Bounding platoons take up overwatch positions to support the overwatch platoons disengagement.
- (5) Disengagement process is continued with elements using bounding overwatch until the entire Co/Tm has broken contact.
- (6) Subordinate leaders keep the Co/Tm Commander informed about their status.
- d) Indirect fires and obstacles are employed to slow the enemy and mask the movement of the platoons and other Co/Tm elements.
- e) Platoons move as rapidly as possible without losing control.
- f) Reserve demolitions are executed after Co/Tm passes through them.
- g) The Co/Tm conducts a rearward passage of lines when necessary (see task C21).
- 8) Co/Tm Commander reports to the TF Commander when the Co/Tm has broken contact and completed the withdrawal.
- 9) The Co/Tm occupies new positions; consolidates and reorganizes (see task C32).

C31. **Co/Tm Conducts TF Reserve Operations** (ARTEP 71-1-MTP, Task 17-2-0324, 1021; FM 71-1, 3, 4, 5; FM 71-123, Chap. 3, 4, 6)

- a. The Co/Tm positions as a TF reserve during offensive operations.
 - 1) Co/Tm moves tactically in the TF formation designated by the TF Commander/ OPORD (see tasks 42b, 42c, 43, 44b, and 44c of CCF 5, Conduct Tactical Movement).
 - 2) The Co/Tm uses designated movement formations and techniques.
 - 3) Co/Tm subordinate leaders move near the front of their respective formations to facilitate control and provide rapid response to guidance and instructions from the Co/Tm Commander.

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- 4) Co/Tm does not become decisively engaged by enemy actions against the forward Co/Tms.
- b. The Co/Tm positions to perform defensive operations.
 - 1) The Co/Tm occupies positions designated by the TF Commander/OPORD (e.g., BPs, assembly areas).
 - 2) Leaders reconnoiter the TF sector, concentrating on areas designated for employment.
 - 3) Co/Tm Commander adjusts the Co/Tm Readiness Condition (REDCON) level based on the tactical situation.
- c. Co/Tm Commander continuously collects information to maintain situational awareness on the TF and enemy.
 - 1) Co/Tm Commander maintains contact with:
 - a) TF Commander/Command Group.
 - b) Forward Co/Tms.
 - c) See task 41b and 41c of CCF 5, Conduct Tactical Movement.
 - 2) Co/Tm Commander maintains information on:
 - a) Enemy (to determine possible intentions and potential courses of action).
 - (1) Strength.
 - (2) Composition.
 - (3) Locations.
 - (4) Activity.
 - (5) Obstacles.
 - b) TF.
 - (1) Other Co/Tm positions, activities, situations.
 - (2) TF indirect fires.
 - (a) Priorities.
 - (b) Targets.
 - c) See task 4 of CCF 4, Disseminate Intelligence; task 1a and 4a, b, and f of CCF 20, Direct and Lead Units in Execution of Battle.
 - 3) Co/Tm Commander updates his running estimate based on information passed over TF command nets and status reports from subordinate leaders.

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- d. The Co/Tm performs reserve missions in support of TF offensive operations when directed by the TF Commander (see tasks 3 and 4 of CCF 20, Direct and Lead Units in Execution of Battle).
 - 1) The Co/Tm assumes the mission of an attacking Co/Tm; missions include:
 - a) Movement to contact (see task C23).
 - b) Hasty attack (see task C24).
 - c) Deliberate attack (see task C26).
 - d) Conduct or support of a TF deliberate breach (see tasks 47, 49b and 50 of CCF 21, Overcome Obstacles).
 - 2) The Co/Tm attacks from a different direction; missions include:
 - a) Hasty attack (see task C24).
 - b) Deliberate attack (see task C26).
 - 3) The Co/Tm occupies SBF/ABF positions to support attacking Co/Tms (see task C25).
 - 4) The Co/Tm clears a position that has been bypassed or not cleared by attacking Co/Tms by conducting a hasty attack (see task C24).
 - 5) The Co/Tm protects or assists TF units consolidating on the objective.
 - a) Conducts SBF/ABF (see task C25).
 - b) Consolidates and reorganizes (see task C32).
 - 6) The Co/Tm guards and evacuates prisoners.
 - a) Co/Tm Commander maintains communications with forward Co/Tms to identify EPW locations and numbers.
 - b) Co/Tm Commander determines force requirements needed to take control of EPWs from forward Co/Tms.
 - c) Platoons or elements are directed to move to EPW locations and to accept EPWs from forward Co/Tms.
 - d) The Co/Tm or its platoons safeguard and guard EPWs until TF or other assets become available to pick up and transport EPWs to holding areas.
 - e) See task 27 of CCF 28, Provide Transport Services.
 - 7) The Co/Tm protects key intersections and bridges.
 - a) Conducts hasty defense (see task C27).
 - b) Occupies and provides SBF/ABF (see task C25).

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- 8) The Co/Tm blocks an enemy counterattack.
 - a) Conducts hasty defense (see task C27).
 - b) Occupies and provides SBF/ABF (see task C25).
- e. The Co/Tm performs reserve missions in support of TF defensive operations when directed by the TF Commander (see tasks 3 and 4 of CCF 20, Direct and Lead Units in Execution of Battle).
 - 1) The Co/Tm conducts counterattack with all or part of the Co/Tm.
 - a) The Co/Tm receives enemy situation updates from other Co/Tms and TF Commander; the Co/Tm Commander disseminates enemy information to platoons.
 - b) The Co/Tm conducts a counterattack by fire:
 - (1) Moves to and occupies assigned counterattack positions using cover and concealed route(s).
 - (2) Moves rapidly to its firing positions to initiate the counterattack before enemy follow-on forces can be brought forward.
 - (3) Co/Tm Commander and FSO employ smoke and indirect fires to deceive the enemy as to the direction of the counterattack.
 - (4) Co/Tm Commander receives status reports from subordinate leaders
 - (5) Co/Tm conducts counterattack with one or two platoons.
 - (a) Co/Tm Commander designates platoons as either base of fire elements or counterattack elements.
 - (b) Co/Tm Commander directs the counterattack; he moves with the counterattack platoon(s) or remains with the overwatch platoon(s)
 - (c) The Co/Tm XO positions to assist the Co/Tm Commander in controlling the counterattack.
 - (6) The Co/Tm establishes security in counterattack positions.
 - (a) OPs are emplaced, as required.
 - (b) Sectors of observation and fire are established for vehicles and dismounted infantry.
 - (c) Weapon systems are oriented to provide all-around coverage.
 - (d) Coordination with adjacent Co/Tms is conducted to provide additional security.

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- (7) The Co/Tm initiates and sustains fires to destroy the enemy.
 - (a) Platoons initiate fires on order from the Co/Tm Commander.
 - (b) The Co/Tm initiates direct fires en masse to make the best use of surprise and shock effect.
 - (c) Co/Tm Commander and FSO direct and adjust direct fires.
- (8) The Co/Tm is prepared to continue the counterattack against enemy follow-on forces.
- (9) The counterattack by fire is performed similarly to SBF/ABF (see task C25).
- c) The Co/Tm conducts a counterattack by fire and maneuver:
 - (1) The Co/Tm moves to assault position or counterattack LD using designated routes.
 - (2) The Co/Tm executes the counterattack, following the principles of a hasty attack (see task C24).
- 2) The Co/Tm defends a BP (see task C28).
- 3) The Co/Tm reinforces a BP, sector, or strongpoint (see task C28).
 - a) The TF Commander directs the Co/Tm to reinforce another Co/Tm BP, sector, or strongpoint.
 - b) Co/Tm Commander establishes and maintains communications with unit being reinforced; coordinates:
 - (1) To determine situation of unit being reinforced.
 - (2) Positions to be occupied by the Co/Tm platoons.
 - (3) Routes to be used to move into the BP, sector, or strongpoint.
 - (4) Obstacles on routes to and around defensive positions.
 - (5) Direct and indirect fire plans established for the position which the Co/Tm will use.
 - (6) Linkup time, location(s), and recognition signals.
 - c) The Co/Tm maneuvers to the link up location(s) and is guided into the positions of the Co/Tm being reinforced.
 - d) The Co/Tm reinforces and occupies a BP; Co/Tm options:
 - (1) Take responsibility for subsequent BPs.
 - (2) Occupy the reserve position of the Co/Tm being reinforced.

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- (3) Co/Tm platoons reinforce platoon BPs of unit being reinforced.
- e) The Co/Tm reinforces and occupies a sector defense; Co/Tm options:
 - (1) Take responsibility for a platoon sector of the unit being reinforced.
 - (2) Occupy subsequent BPs in the sector to allow the Co/Tm being reinforced to regain freedom of maneuver.
 - (3) Occupy the reserve position of the Co/Tm being reinforced, to allow the reserve unit to be committed to the BP defense.
 - (4) Co/Tm platoons reinforce platoon BPs of unit being reinforced.
- f) The Co/Tm reinforces and occupies strongpoint positions; Co/Tm options:
 - (1) Take responsibility for an inner perimeter positions.
 - (2) Co/Tm or platoon(s) occupy portions of the perimeter of the Co/Tm being reinforced.
 - (3) Occupy the reserve position of the Co/Tm being reinforced, to allow the reserve unit to be committed to the BP defense.
- g) The Co/Tm consolidates and reorganizes the reinforced position at the first available opportunity in conjunction with the Co/Tm being reinforced.
- h) Co/Tm Commander determines command responsibilities with the Commander of the unit being reinforced to achieve unity of command.
- i) The Co/Tm defends positions (see task C28).
- 4) The Co/Tm assumes the mission of another Co/Tm and conducts a relief in place and accepts battle handover.
 - a) The TF Commander directs the Co/Tm to assume the mission of another Co/Tm.
 - b) Co/Tm Commander establishes communications with the unit to be relieved on the relieved Co/Tm's command net; coordinates:
 - (1) Positions to be occupied by the Co/Tm platoons.
 - (2) Routes to be used to move into the relieved Co/Tms positions.
 - (3) Obstacles on routes to and around defensive positions.
 - (4) Direct and indirect fire plans established for the position which the Co/Tm will use.
 - (5) Linkup time, location, and recognition signals.

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- (6) Measures to control the relief.
- (7) Measures to handle emergencies.
- (8) Battle handover.
- c) Co/Tm Commander receives updates from the relieved Co/Tm Commander:
 - (1) Enemy situation.
 - (2) Terrain information.
 - (3) Situation of Co/Tm being relieved.
 - (4) Direct and indirect fire plans.
 - (5) Obstacles.
 - (6) Supplies and materials to be transferred to the Co/Tm.
- d) Co/Tm Commander assesses his running estimate to ensure the Co/Tm has the ability to assume the new mission; if he determines the Co/Tm is unable, reports his appraisal to the TF Commander for guidance.
- e) The Co/Tm being relieved provides guides to control movement of the Co/Tm.
- f) The Co/Tm maintains radio listening silence during the relief; switches, on order, to the Co/Tm command net at the completion of the relief.
- g) The Co/Tm and the Co/Tm being relieved implement other OPSEC measures as required to confuse the enemy.
- h) The Co/Tm moves to an assembly area to the rear of the Co/Tm being relieved and picks up guides.
- i) CPs and Trains of both Co/Tms are collocated to facilitate the relief and transfer of equipment, ammunition, fuel, water, and medical supplies.
- j) The Co/Tms conduct a sequential relief.
 - (1) The Co/Tm moves its first platoon to positions of the first platoon to be relieved.
 - (a) Vehicles and dismounted positions are relieved one at a time.
 - (b) Relieved platoons move to a assembly area behind the platoon position to consolidate, then move on selected routes to the relieved Co/Tm's assembly area.

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- (c) The Platoon Leader reports to the Co/Tm Commander when the platoon has completed the relief and has taken responsibility for the position.
- (2) The Co/Tm begins the relief process with the second platoon:
 - (a) Platoon begins forward movement once the first relieved platoon clears its RP enroute to the relieved Co/Tms assembly area.
 - (b) Relief of the second platoon is conducted following the same procedures as for the first platoon.
- (3) Co/Tm Commander of the unit being relieved maintains command and control until the second platoon has been relieved.
- (4) The relieving Co/Tm Commander accepts battle handover:
 - (a) Once the second platoon completes its relief and occupies the relieved platoons position.
 - (b) Co/Tm Commander assumes command and control over the relieved Co/Tm platoons and assets until all relieved elements are consolidated in the relieved Co/Tm's assembly area.
- (5) The third platoon conducts the relief in the same manner as the first and second platoons.
- k) The Co/Tms conduct a simultaneous relief.
 - (1) All Co/Tm platoons move on designated routes to the outgoing platoon positions.
 - (2) Platoons relieve forward platoon positions simultaneously and report to the Co/Tm Commander when they have completed the relief and accept responsibility for the positions.
 - (3) Co/Tm Commander of the unit being relieved maintains command and control until 2/3 of the Co/Tm has been relieved.
 - (4) Co/Tm Commander accepts battle handover when 2/3 of his platoons report that they have completed the relief.
 - (5) Relieved platoons immediately move to the relieved Co/Tm assembly area.
- l) Co/Tm Commander continuously updates his running estimate to incorporate changes resulting from the completion of the relief.
- m) The relieving Co/Tm's attached engineer leader ensures:
 - (1) Obstacles of the unit being relieved are documented and transferred to the Co/Tm correctly.

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- (2) Obstacles are covered with observation, security, and direct and indirect fires throughout the relief.
- n) The Co/Tm XO and 1SG complete the transfer of supplies with the relieved Co/Tm XO and 1SG.
- o) Co/Tm Commander updates the TF Commander when:
 - (1) Relief is initiated.
 - (2) Battle handover has been completed.
 - (3) The Co/Tm is prepared to defend the position.
- 5) The Co/Tm assists rearward passage of lines by other Co/Tms (see task C21).
- 6) The Co/Tm overwatches the maneuver of forward Co/Tms by performing SBF/ABF (see task C25).

C32. **Co/Tm Consolidates and Reorganizes** (ARTEP 71-1-MTP, Task 17-2-0704, 0706; ARTEP 17-237-10-MTP, 17-2-0704; FM 71-1, Chap. 3)

- a. The Co/Tm consolidates on the objective.
 - 1) Co/Tm Commander moves into position to exercise command and control.
 - 2) The Co/Tm eliminates all enemy forces remaining on the objective.
 - a) Tanks and BFVs take up defilade or concealed positions and employ main gun and machine gun fires to clear the objective.
 - b) Infantry sweeps the objective and establishes security at the designated limit of advance.
 - c) The Co/Tm destroys or captures all enemy soldiers on the objective.
 - d) The Co/Tm captures or renders all enemy combat vehicles inoperative.
 - 3) The Co/Tm establishes security; the Co/Tm Commander directs remaining Co/Tm vehicles and personnel to establish a hasty defense.
 - a) Co/Tm Commander and FSO modify the fire support plan as required to support the hasty defense.
 - b) Leaders emplace vehicles and weapon systems to orient on enemy avenues of approach.
 - c) See task C27.
 - 4) Co/Tm Commander assesses remaining Co/Tm combat power to determine the Co/Tm's ability to defend the position; additionally, he considers:
 - a) The overall situation.

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- b) The enemy's ability to deliver a planned and coordinated counterattack.
- c) The TF Commander's guidance to complete the consolidation process by a specific time in order to be ready for follow-on missions.
- 5) Co/Tm Commander assesses his running estimate and METT-T to determine if the consolidation/reorganization plan remains valid; modifies the plan to ensure the Co/Tm establishes the defense within its capabilities.
- 6) Co/Tm Commander directs platoons to occupy positions covering avenues of approach and to establish security on the objective.
- 7) The Co/Tm continues to improve the hasty defensive position and maintains security of the objective (see task C27).
- b. The Co/Tm reorganizes on the objective.
 - 1) Platoon Leaders report status to the Co/Tm Commander and XO.
 - a) Casualties and personnel status (key personnel, WIAs, MIAs, and KIAs).
 - b) CL III and V status.
 - (1) Expenditure.
 - (2) Quantity, by type, remaining.
 - c) Vehicle status.
 - d) Communications equipment status.
 - e) Items requested for resupply.
 - 2) Co/Tm Commander establishes or reestablishes command and control of the Co/Tm.
 - a) Co/Tm Commander replaces key losses.
 - (1) Utilizes personnel from disabled vehicles.
 - (2) Ensures all leader positions are filled first.
 - (3) Ensures all tanks have at least a three-man crew and BFVs have at least two-man crews.
 - (4) Ensures key weapons systems are manned.
 - (5) Redesignates tank and BFV wingmen.
 - b) Reestablishes communications with the TF CP and adjacent units.
 - c) Coordinates the Co/Tm's actions with adjacent units.
 - d) Co/Tm Commander or XO reports Co/Tm status to TF Commander.

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- 3) The Co/Tm initiates evacuation procedures.
 - a) Evacuates seriously wounded (friendly and enemy) and KIAs.
 - b) Recovers and evacuates disabled vehicles.
 - c) Evacuates intelligence information and EPWs.
 - 4) The Co/Tm cross-levels and resupplies.
 - a) Leaders conduct inventories and supervise cross-leveling of remaining ammunition, weapons, and communications systems/equipment.
 - b) Vehicles reload ready storage area and machine gun bins to capacity.
 - c) The Co/Tm Trains resupplies the Co/Tm (see task C14e).
 - d) The Co/Tm 1SG or XO requests resupply and personnel replacements from the TF S4/S1.
 - 5) The Co/Tm prepares for further operations.
 - a) Leaders and crews perform maintenance checks and emergency repairs.
 - b) Co/Tm refuels and rearms.
 - c) Leaders conduct a map and visual reconnaissance of the terrain between the current position and the next objective.
 - d) Co/Tm Commander assesses the Co/Tm plan for follow-on missions based on his running estimate; modifies the plan as required.
 - e) Co/Tm Commander issues FRAGOs or warning orders as necessary.
 - f) Platoon Leaders perform troop leading procedures to prepare for follow-on missions.
 - g) Leaders inform soldiers of the situation and requirements for upcoming missions.
 - 6) Co/Tm Commander reports to the TF Commander when the Co/Tm is prepared to execute follow-on missions; or provides an estimate on how much time the Co/Tm needs to complete preparation for the follow-on mission.
- c. See task 39 of CCF 5, Conduct Tactical Movement; task 6 of CCF 20, Direct and Lead Units in Execution of Battle; and task 37 of CCF 29, Conduct Supply Operations.

S22. Scout Platoon Supports Execution of TF Offensive Operations (ARTEP 17-57-10-MTP, Task 17-3-1017, 1018, 1019, 1021; FM 14-98, Chap. 4; FM 17-98-1, Chap. 5)

- a. Scout Platoon maintains contact with the enemy and continues to provide enemy and terrain reports to the TF Commander (see task S21).

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- b. Scouts employ indirect fires against selected enemy targets as directed by the TF Commander.
 - 1) HPTs and targets of opportunity are engaged as directed.
 - 2) Screening and suppressive fires are employed to allow TF to posture to conduct attack.
 - 3) The Platoon Leader employs CAS, attack helicopters, and artillery based on the TF fire support plan.
- c. The Platoon Leader provides information on BDA for indirect fire engagements and enemy reactions to indirect fires.
- d. See tasks 3 and 4 of CCF 2, Collect Information.

S23. Scout Platoon Executes a Screen (ARTEP 17-57-10-MTP, Task 17-3-1023, FM 17-98, Chap. 5; FM 17-98-1, Chap. 5)

Note: Task S17 identifies the actions taken by the Scout Platoon to move into screen positions. This task focuses on those screen tasks and actions taken by the Scout Platoon once enemy contact (visual or physical) has occurred. This task is generally a defensive task, but could occur if the TF is performing a movement to contact. This task provides additional detail to task 27, CCF 25, Provide Operations Security.

- a. Platoon detects enemy forces entering the sector.
 - 1) Platoon maintains observation as directed on:
 - a) NAIs/TAIs.
 - b) Avenues of approach.
 - c) Objectives (if the TF is performing a movement to contact).
 - 2) Platoon identifies and reports enemy activity.
 - a) Size, composition, and type of equipment.
 - b) Formations, direction of advance, and activities.
 - c) Platoon Leader collects information and reports from sections and OPs.
 - d) Platoon Leader provides updated reports to TF CPs as enemy situation or terrain conditions change.
- b. Platoon initiates fires against the enemy.
 - 1) In coordination with other TF combat elements, destroys enemy reconnaissance patrols, if required.
 - 2) Impedes and harasses the enemy by controlled use of indirect fires.
 - a) Engages HPTs and targets at TAIs or as they are detected.

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- b) Reports enemy responses to indirect fires.
 - 3) Directs CAS and attack helicopters against enemy targets.
 - 4) Reports BDA from indirect fires.
 - 5) Employs direct fires for self protection and as directed by the TF Commander.
- c. The platoon maintains contact with the enemy.
- 1) OPs maintain observation on enemy main body.
 - 2) Observation is maintained throughout the sector to identify previously undetected enemy forces.
 - 3) Sections and OPs perform target handoff of moving enemy forces to subsequent OPs.
 - a) Forward OPs provide target information:
 - (1) Type of enemy force (e.g., size, vehicles, formations).
 - (2) Current location and direction of movement.
 - b) Forward OPs maintain observation until subsequent OPs identify targets and accept responsibility.
 - 4) Platoon maintains contact until ordered to break contact.
 - 5) Platoon Leader designates 'stay-behind' OPs as directed in the TF OPORD and R&S plan to:
 - a) Identify and employ indirect fires on enemy follow-on forces.
 - b) Support TF counterattacks.
- d. Platoon displaces to subsequent screen line positions.
- 1) Platoon Leader requests permission to displace from TF Commander.
 - 2) Most threatened OPs displace first.
 - 3) Indirect fires are employed and adjusted to support disengagement.
 - 4) Platoon maintains contact with advancing enemy forces.
 - 5) Platoon Leader provides updates to TF Commander on:
 - a) Enemy movement and activities.
 - b) Platoon actions.
- e. See tasks 3 and 4 of CCF 2, Collect Information.

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S24. **Scout Platoon Consolidates and Reorganizes** (ARTEP 17-57-10-MTP, Task 17-3-1025; FM 17-98, Chap. 2)

- a. Platoon remains in position until TF Commander approves consolidation and reorganization.
- b. Scout Platoon coordinates with TF elements taking responsibility for Scout positions.
 - 1) Platoon Leader coordinates for relief.
 - a) Determines:
 - (1) Assembly areas for platoon after relief.
 - (2) Sequence of section or squad relief.
 - (3) What equipment, if any, is to be transferred to incoming unit.
 - b) Enforces:
 - (1) Camouflage.
 - (2) Minimum radio communications.
 - (3) Light and noise discipline.
 - c) Coordinates relief with incoming unit:
 - (1) Actions if enemy contact is made during the relief.
 - (2) Turn-over of combat support assets and supplies to incoming unit.
 - (3) Battle handover.
 - (4) Contact point for link up with incoming unit.
 - (5) SOI information.
 - 2) Platoon prepares for relief.
 - a) Prepares equipment for quick removal or swap with incoming unit.
 - b) Prepares items for incoming unit:
 - (1) Range cards.
 - (2) Sector sketches.
 - (3) Minefield reports.
 - (4) Pre-stocks of supplies.

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- c) Reconnoiters assembly area to be used for consolidation and reorganization of the platoon.
 - d) Reports completion of preparations to incoming unit.
 - 3) Platoon conducts relief.
 - a) Meets incoming element at designated contact point.
 - b) Guides incoming unit to new position in designated relief sequence.
 - c) Effects transfer of equipment and supplies.
 - d) Conducts battle handover with leader of incoming unit.
 - 4) The Platoon Leader reports:
 - a) Completion of relief to TF Commander/S3.
 - b) Scout Platoon clearance of positions to incoming unit commander/leader.
 - 5) Relief sequence of platoon follows the same principles as a Co/Tm conducting a relief (see task C31e4).
- c. Platoon moves to and occupies assembly area (see task S8).
- d. Section leaders report status to the Platoon Leader.
 - 1) Casualties and personnel status.
 - 2) CL III and V status.
 - a) Expenditure.
 - b) Quantity, by type, remaining.
 - 3) Vehicle status.
 - 4) Communications equipment status.
 - 5) Resupply requirements.
- e. Platoon Leader accounts for personnel.
 - 1) Determines WIAs, MIAs, and KIAs.
 - 2) Submits personnel status to TF CTCP.
 - 3) Submits requests for replacement personnel.
- f. Platoon Leader replaces key losses.
 - 1) Utilizes personnel from disabled vehicles.

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- 2) Ensures all leader positions are filled first.
 - 3) Ensures vehicles have full crews.
 - 4) Ensures key weapon systems are manned.
 - 5) Redesignates wingmen, teams, and sections.
- g. Section leaders and the PSG initiates evacuation procedures.
- 1) Evacuate seriously wounded (friendly and enemy) and KIAs.
 - 2) Recover and evacuates disabled vehicles.
 - 3) Evacuate intelligence information and EPWs.
- h. Section leaders and the PSG cross-level and resupply.
- 1) Communications systems.
 - 2) Ammunition.
 - 3) Weapon systems.
 - 4) Observation systems and equipment.
- i. Platoon prepares for follow-on missions.
- j. Platoon Leader reports platoon status to the TF Commander when the platoon is ready to perform follow-on missions; or provides an estimate on how much time the platoon needs to complete preparation for the follow-on mission.

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**CALL LESSONS LEARNED RELEVANT TO CCF 6
EXTRACTS FROM LESSONS LEARNED BULLETINS**

1. NTC Lessons Learned: Commanders Memorandum - Nov 85

Individual and Small Unit Execution

Skillful execution of fundamental individual and small unit tasks is a prerequisite for mission accomplishment.

There are very few absolute rules — only principles which are easy to understand on the blackboard but tough to execute under the infinite variety of possible METT-T conditions. A great deal of practice is required.

Role of Infantry

Mounted infantry provides a responsive force which fights best dismounted. In the vicinity of the enemy, the AT risk in lightly armored vehicles frequently exceeds the risk of direct and indirect anti-personnel fires on the ground.

Patrolling is both as difficult and as critically important in the environments where we are likely to employ armored forces as it is in close terrain.

Effective movement requires exceptional navigation skills, avoidance of obvious avenues of approach, and traveling with the minimum force required to get the job done.

Fire Support

While FSOs and FOs play a big role, the effective integration of fire is a command responsibility and there clearly needs to be a lot of non-artillerymen calling for fire. All leaders must know the frequencies and how to make the system work.

Attack techniques

Plans are modified as more is learned about the enemy.

Planning should commence with actions on the objective and work backwards through crossing the LD and movement from the assembly area.

Specific terrain objectives along with directions of attack, axes, and/or zones of action must be assigned to assault elements.

Target reference points, phase lines, and other control measures are required.

The concentration of combat power against a small fraction of the enemy is a prerequisite for success.

Avoid obvious kill zones.

Direct fire overwatch weapons play an important and sometimes dominant role. They provide the target acquisition, suppression, and destruction which can make an attack successful. The selection of positions and orientations can vary greatly depending on intent. Specific intent of the overwatch must be clearly specified.

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In all cases, actions between the overwatch and maneuver forces must be clearly coordinated.

Occupation should be preceded by reconnaissance to select and mark firing positions, routes, and sectors of fire. Reconnaissance can be done by leaders before battle or by TCs and loaders just prior to occupation.

Overwatch positions should not be static. Leaders must continually adjust positions based on friendly and enemy activities.

Tank Positioning

Surviving is key and is a function of two factors: (1) avoiding detection by the enemy; and (2) if detected, moving securely to a different firing position.

Position to the flank of an enemy approach and behind frontal cover.

Have covered routes into and out of firing positions.

Guideline of 75 meters or more between primary and alternate tank positions is clearly correct. Dispersion is also needed between wingmen.

Depth is also critical. Linear deployment almost always loses.

Defense Techniques

To be successful, the defender must bring the vast majority of his combat power to bear irrespective of the routes the enemy chooses.

The defender should strive to get weapons on the flanks, thereby forcing the enemy to turn off his axis or better still — to fight in two directions.

The ability to maneuver is a function of effective preparation. Routes and battle positions must be identified, reconned, and marked. Movement and occupation must be rehearsed.

Detailed defensive planning must be done on the ground. Planning off a map is too general, predictable, and targetable. Whenever possible, positions and routes in and out should be set in by leaders looking at them from the locations where the enemy is to be engaged. Besides gaining a better perspective on the adequacy of defensive positions, movement along enemy approaches gives leaders a better sense of the enemy's alternatives.

Opening the battle at maximum ranges is desirable because it disrupts the attacker's timing. However, the defeat of the enemy almost invariably occurs at close range (less than 1500 meters) in a web of fire from quality positions.

The decision as to when each specific weapon will open fire should be based upon a thorough METT-T analysis.

It is frequently best to design the main defense with the intent of not shooting until the enemy can be hit with a high volume of fire from multiple directions.

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Mobility, Countermobility and Survivability

Finding and neutralizing obstacles is a critical task which should be performed in advance of the attack. This requires detailed reconnaissance, distinctive breach marking schemes, and continuous security at the breach until the main body arrives.

Armored personnel carriers must carry a basic load of materials for individual and crew fighting positions. For an infantry squad it might include 500-1000 empty sand bags, 12-16 4x4's in six foot lengths, and several 3x6 sections of 3/4" plywood. PSP, floorboards, and other material can be used in place of plywood. Some mines and concertina must also be carried.

Engineer work time is precious. Standard packages of class IV material and mines should be sent forward to company positions as soon as a defensive mission is assigned.

Combat Service Support

Effective CSS requires thorough mission specific planning analogous to that required for successful tactical maneuver.

Accurate and near real time loss reporting is essential both for prompt repair and for effective synchronization of available combat power. Timely information on overall status and an indication of significant losses are passed.

Command and Control

Command and control must be a major consideration in the planning process and simplicity is a critically important factor.

To effectively control forces, a commander must "SEE" the battle, i.e., he must know the positions, activities, and status of both enemy and friendly elements.

Commanders see by positioning themselves to physically observe as much as possible without becoming personally involved in the battle; by demanding fast, accurate, concise reports; and by having the CP provide processed information, partially from nets the commander cannot monitor; and through the use of scouts, OPs, and patrols.

The rapid distribution of well thought out and complete written orders is necessary to provide for reconnaissance, changes in task organization, rehearsals, and all of the other planning/preparation activities needed to make a solid concept workable under the stress of combat.

Liberal use of easily recognizable graphic control measures is recommended, e.g. phase lines, target reference points, trigger lines, engagement areas, numerous check points, and clearly delineated objectives.

2. NTC Lessons Learned - January 86

To make the best use of time, the Co/Tm Commander must integrate all personnel in his headquarters into the planning process.

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Company Team Orders Briefing. In addition to the commander, XO, Platoon Leaders, company FSO, 1SG, and leaders of attached/OPCON elements, the following personnel should also attend: communications chief, NBC NCO, maintenance NCO, senior medic.

Company team warning orders should contain as much information as possible that will help subordinates in preparation for an operation and should be issues/updated ASAP.

Scouts

Commanders must ingrain in the Scout Platoon that their primary job is "finding", not "fighting".

To avoid becoming decisively engaged the scouts must:

- Use indirect fire as their principal means of engagement.
- Use stealth and be elusive in gaining and maintaining contact.

Obstacle/Position Responsibility

Commanders and engineers must both be responsible for obstacles and vehicle positions.

The commander who covers obstacles by fire should be responsible for it.

Responsibility includes siting construction; securing the construction site; securing the obstacle by patrols, OPs, and coverage by fire.

The engineers may do all the work or be augmented by the soldiers of the maneuver unit.

3. **NTC Lessons Learned - September 86**

Since the Scout Platoon is not authorized a forward observer (FO), or a fire support team (FIST), the Scout Platoon Leader or sergeant must call for his own fires.

External fire control. There should be at least three contingencies for initiating, shifting, and stopping both indirect and direct supporting fires. Some examples are: (1) by clock time, (2) by FM radio, and (3) by pyrotechnic signal.

Internal fire control. For the assault unit on the objective, the following principles apply:

- Keep everyone oriented in the same direction.
- Command and control is paramount.
- Divide the objective using terrain features that are easily identifiable.
- Begin the assault with two platoons on line and the third platoon following in reserve.

Covering Fire and the Siting of Obstacles

Fires dictate obstacle siting. Covering fire, particularly direct fire, make obstacles effective.

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To maximize synchronization of obstacles and fires:

- Identify engagement areas where direct fire is most effective them,
- Site obstacles to support fires.

Obstacles do not cause deployment; direct fire causes deployment.

4. **CALL Bulletin 2-86 - November 86**

The IPB must include the projection of the threat into and through the division's rear area. Projected LZs, bridges critical to the enemy's success, or air avenues of approach tied in to LZs are examples of information.

NAIs and TAIs should be placed on likely marshalling areas for airborne or air assault operations and key places along air corridors into our area.

The concept for protection in the rear area is built around bases/base clusters.

Timely information flow is vital to successful rear operations.

5. **NTC Lessons Learned - February 1987**

Drawing range fans of enemy weapons systems assists in the initial planning of the friendly scheme of maneuver. These templates assist commanders in identifying the enemy's weaknesses and strengths, areas to avoid, and best possible axes of advance. Range fans also help in the selection of overwatch/base of fire positions that exploit friendly AT weapons standoff advantages.

Remember your audience. When you are briefing your part of the operation keep in mind two things. First do not read verbatim from the OPORD . . . Secondly, gear the presentation to the subordinate leaders.

6. **CALL Bulletin 1-87 - April 1987**

The company is responsible for collecting its dead. Body bags should be part of the unit basic load and included in load plans.

7. **NTC Lessons Learned: Commander's Comments, the CS Team - May 1987**

Scouts must be given missions early in order to position and maintain contact with the enemy.

Breaching procedures must be ruthlessly drilled.

Ensure engineer elements are located well forward in the movement formations of teams in the attack.

Maneuver leaders must supervise the construction of fighting vehicle positions. Full turret defilade or a covered route to full hide/defilade is absolutely required.

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All obstacles must be physically sited on the ground by both the engineer and the maneuver commander.

8. CTC Lessons Learned - July 87

Companies constantly boresighted by the manual. They used every opportunity when they stopped movement to recheck their boresight.

Fire commands, target acquisition, and land navigation were practiced during movement.

Platoon Leaders and platoon sergeants must discuss current and future requirements and establish priorities based on METT-T.

Platoon Leaders should bring platoon sergeants into the decision making process early. This allows them to capitalize on the vast experience of the platoon sergeant. It also enables the platoon sergeant to assume control of the platoon if/when that becomes necessary.

Local security for platoon and company teams is an ongoing challenge due to limited assets, competing battlefield tasks, and individual soldier perceptions. Activities such as providing early warning, securing obstacles, perimeter security, manning observation posts/listening posts, and patrolling all compete for any element's manpower.

Use small patrols of three to four personnel from infantry platoons to check obstacles for breaks and cover dead space between units. They should be prepared for possible contact by having a direct and indirect fire plan.

A minimum of two men should be used for each observation post. One soldier observes the area while the other provides local security, records information and sends reports to the section leader or Platoon Leader. OP personnel should rotate out at least every two hours for continuous operations.

9. CTC Lessons Learned No. 88-2 - May 1988

Actions on Contact

Deploy. On contact with enemy fire or obstacles the unit deploys in anticipation of heavy enemy fires. The destruction of a vehicle or detection/detonation of a mine does not indicate that the unit encountered a minefield or enemy position.

Report. Report the initial event just as it happens. Report the presence of a minefield only after verifying the presence of several mines. If the enemy fire is heavy, units may be incapable of verifying the presence of a minefield.

Develop the Situation. The lead element deploys in accordance with battle drills and develops the situation. Enemy vehicles, obstacles, and covered/concealed routes are PIR. The vehicles and protective obstacles define the enemy position.

Designating breach, assault, and support forces is not enough. The course of action must specify who is responsible to achieve what. For example:

- Who selects the breach site.
- Who controls all fires.

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- Who lifts and shifts fires.
- Who adjusts and executes fire support.
- Who confirms/requests counterfire.

Employ backwards planning. The objective of an attack is to destroy the enemy or seize terrain. First define actions on the objective. From this, movement to the objective, including breaching. Employ backwards planning and focus on the mission.

While bypassing an obstacle is the desirable course of action, think before you bypass. The bypass may lead into a fire sack or away from the weak point in the defense.

10. CALL Bulletin 2-88 - June 1988

Even in modern combat, soldiers will have to rely upon basic combat skills such as bayonet and hand to hand fighting to accomplish the mission.

You don't win the battle until you drive the enemy out of his hole and kill him.

Hand-held anti-tank weapons provide a mobile, flexible and effective direct fire weapon against enemy bunkers.

11. CALL Compendium, Vol 1: Heavy Forces - Fall 88

Maximize recon time:

- Resupply recon assets first.
- Gain/maintain contact with the enemy.
- Rapidly issue the R&S plan to recon assets.
- Use all recon assets (don't overtask the Scouts).
- Provide redundant communications.

Use dismounted infantry in observation posts (OPs) in depth forward of the FLOT to detect enemy infiltrators. Cover these OPs with BFVs or tanks to gain the advantage of thermals at night and long range reinforcing fires.

Consider shaping the battlefield using dismounted infantry strongpoints at choke points to force the enemy into prepared engagement areas.

Position tanks and anti-armor systems for flank and rear shots. This takes advantage of the need and natural tendency of enemy crews to focus their attention in the direction of travel.

Reinforce terrain with obstacles and minefields with the objective of turning the enemy rather than stopping him.

Mass fires by tasking units to destroy the enemy in specific engagement areas versus defending a battle position.

Most effective priority of work in the defense is normally to:

- Establish security.
- Analyze mission.
- Identify avenues of approach using IPB.

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- Use IPB to determine where/how to kill the enemy
- Site TRPs and EAs.
- Site weapons, weapon systems, and units based on their TRPs/EAs.
- Site obstacles.
- Rehearse to include fire support and repositioning of forces to confirm plan.
- Dig in.
- Emplace obstacles.
- Rehearse buttoned up in MOPP 4 and at night.
- Register indirect fires.

Commanders and FSOs should work together to determine the best location for observers. They share responsibility for positioning them where they can see the battlefield and contribute to the operation's success. The FO must select observation posts and movement routes to support the maneuver commander's scheme of maneuver.

Since infantry can dig themselves in, normally the infantry works on digging in before assisting the engineers emplace mines. The engineer soldiers normally focus entirely on obstacles. Once the unit completes crew served positions with overhead cover they reinforce the engineer soldiers emplacing obstacles to the maximum extent possible.

Initiate Movement Early: Recon and quartering party movement are time sensitive. Early recon drives success. Maximum time for quartering parties greatly simplifies movement to and occupation of forward assembly areas of attack positions.

12. **CALL: NCO Lessons Learned - Oct 1989**

The Fire Team Leader/Tank Commander. Lead their soldiers. They must be prepared to take over as squad and section leaders. He alone must instill in his team the importance of the mission, and he must keep them motivated and totally informed at all times.

The Squad/Section Leader. Must take the initiative to keep his unit alert so they are ready on short notice to move out on a mission. He is responsible for their welfare and for the accountability and maintenance of the unit's equipment.

The Platoon Sergeant. Must know the Platoon Leader's job inside out and be prepared to take over the platoon. He must keep current with the tactical as well as the logistical situation.

Ensure the planning, preparation, and in some cases the execution phase, happen even though higher leaders are involved elsewhere.

Prepare for missions while the operations order is still being developed. For example inspections, rehearsals of standard battle drills, and coordination can occur just from the information in the warning order.

The NCO must know and understand the commander's intent if he is to be effective and accomplish the unit's mission.

NCOs must be actively included into the OPORD preparation. This improves the flow of information to the soldiers.

Conduct precombat checks to standard.

Supervise and follow-up to make sure corrective action is accomplished.

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Inform next higher leader of corrected and uncorrected faults.

Advise the next higher leader/commander of needed changes to the maneuver plan or OPORD.

Ensure soldiers and units are tasked evenly. Over tasking soldiers degrades combat performance. It is more than a question of fairness; it is a question of combat effectiveness.

Ensure the succession of command is clearly established and understood.

The NCO must ensure range cards and sector sketches are done to standard and at every opportunity.

13. CALL Lessons Learned, 90-5 - May 1990

At any level, fire support participants in the maneuver commander's rehearsal should include all members of the fire support cell, and all subordinate fire support elements.

As a minimum, rehearse the following:

- Fire support plan.
- Target acquisition plan.
- Communications-electronics plan.

Every coordination meeting, orders briefing, or back brief the commander attends also requires the FSO's active participation.

FO's and FSO's must verify obstacle locations and plan fires on or around them.

The FSO and engineer must integrate obstacles with the fire plan so the unit can attack enemy forces breaching or attempting to bypass friendly obstacles.

FSOs must establish redundant means to engage targets.

The maneuver commander and FSO must determine the best locations for their platoon forward observers.

Co/Tm Commanders' METT-T analysis must drive where observers will be positioned and what functions/responsibilities each has.

Observers and FSOs must maintain effective communications to deliver timely and accurate fires on the enemy.

14. CALL Newsletter, "Winning in the Desert" - August 1990

Terrain: The enemy can see as far as you can. Inspect your position from an enemy point of view.

Rehearsals: Ensure that all know the commander's intent and rehearse battle drills, so that actions are understood even in the absence of good communications.

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15. **CALL 90-8: Winning in the Desert II - September 1990**

For soldiers and small units, the following areas warrant special consideration:

Techniques of cover and camouflage in open terrain, recognition and identification of targets in varying light and temperature conditions.

Boresighting, zeroing, and firing of all weapons at maximum effective ranges.

Clear identification of engagement areas is necessary to facilitate the massing and distribution of fires. In the absence of identifiable terrain, target reference points (TRPs) can be created.

Maneuver

Operational planning should emphasize night movement of units. To minimize the problems of dust and enhance deception, movement should be accomplished utilizing multiple routes. Associated with night movement is the requirement for night passage through lanes in minefields and forward passage through friendly forces.

Command and Control

Because of the wide open terrain, commanders often fail to appreciate correctly the time-distance relationship in planning the battle.

Tactical commanders should personally direct the synchronization of engagement areas. Obstacles should be positioned, indirect fires adjusted, and direct fires rehearsed under the personal supervision of the commander. The commander must take his unit out and actually time them performing certain actions to his standard so they understand his intent and he knows exactly how long they need to reach his goal. The unit must practice moving, digging, and fighting, and the planners must know the planning factors for that specific unit.

16. **CALL Newsletter: Rehearsals - April 1991**

Rehearsals at all levels are key to ensuring understanding of the concept of operation, verifying specific responsibilities, timing of actions, and backup procedures to help synchronize unit operations. At all levels, the commander/unit leader should conduct the rehearsal. Rehearsals should be as complete as allowed by available time. In time-constrained situations, the rehearsal can be abbreviated to focus on only the most critical portions of the operation, as prioritized by the commander. Don't get locked into a chronological mind-set!! If total time available is unknown or open-ended, prioritize. Rehearse actions on objective then movement to objective then occupation of attack positions.

17. **Call Handbook 92-3: Fratricide Risk Assessment for Company Leadership - Mar 1992**

Primary causes of fratricide are:

- Situational Awareness:
- Inadequate Fire and Maneuver Control.

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- Direct Fire Control Failures.
 - Land Navigation Failures.
 - Reporting, Crosstalk, and Battle Tracking Failures.
 - Known Battlefield Hazards.
-
- Positive Identification: Combat Identification Failures.
 - Other: Weapons Errors.

Leaders at squad, section, and platoon levels must consciously identify specific fratricide risks for any missions.

18. CTCs Bulletin, No. 93-4 - July 1993

Scout Platoon.

Carefully choose routes to avoid contact. Use dismounted scouts to clear the way.

Scouts should not seek direct fire contact with the enemy.

Scouts must conceal themselves from the enemy.

Maximize stealth and survivability by dismounting short of the enemy's observation and maximum effective range.

While senior leaders need to make spot checks to ensure that PCIs are being done, it is the junior leader who physically inspects every soldier and each item of equipment.

A PCI is the first thing done when an operational requirement is made, and it is the last thing done before an operation begins. Between those two points, during the preparation phase, a PCI is performed to determine the rate of progress and priority of tasks.

Scouts are best employed deep to identify the introduction of follow-on echelons and local counterattacks.

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**LESSONS LEARNED INTEGRATED
INTO CCF 6 TASK LIST**

PLANNING

Battalion/Task Force

1. TF Issues WARNO
2. TF S2/S3 Issues Security/R&S Orders

Scouts must be given missions early in order to position and maintain contact with the enemy.

Maximize recon time:

- Resupply recon assets first.
- Gain/maintain contact with the enemy.
- Rapidly issue the R&S plan to recon assets.
- Use all recon assets (don't overtask the Scouts).
- Provide redundant communications.

3. TF Issues the OPORD/FRAGO

Company/Team

- C1. Co/Tm Receives and Analyzes the TF WARNO
- C2. Co/Tm Commander Prepares and Issues WARNOS

Company team warning orders should contain as much information as possible that will help subordinates in preparation for an operation and should be issues/updated ASAP.

- C3. Co/Tm Commander Receives the TF OPORD

Every coordination meeting, orders briefing, or back brief the commander attends also requires the FSO's active participation.

Scout Platoon

- S1. Scout Platoon Leader Receives and Analyzes the TF WARNO
- S2. Scout Platoon Leader Prepares and Issues WARNOS
- S3. Scout Platoon Leader Receives and Analyzes TF R&S Plan and OPORD
- S4. Scout Platoon Leader Develops Courses of Action

While FSOs and FOs play a big role, the effective integration of fire is a command responsibility and there clearly needs to be a lot of non-artillerymen calling for fire. All leaders must know the frequencies and how to make the system work.

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Planning should commence with actions on the objective and work backwards through crossing the LD and movement from the assembly area.

Effective CSS requires thorough mission specific planning analogous to that required for successful tactical maneuver.

To make the best use of time, the Co/Tm Commander must integrate all personnel in his headquarters into the planning process.

Employ backwards planning. The objective of an attack is to destroy the enemy or seize terrain. First define actions on the objective. From this, movement to the objective, including breaching. Employ backwards planning and focus on the mission.

NCOs must be actively included into the OPORD preparation. This improves the flow of information to the soldiers.

Maneuver

Operational planning should emphasize night movement of units. To minimize the problems of dust and enhance deception, movement should be accomplished utilizing multiple routes. Associated with night movement is the requirement for night passage through lanes in minefields and forward passage through friendly forces.

Because of the wide open terrain, commanders often fail to appreciate correctly the time-distance relationship in planning the battle.

Leaders at squad, section, and platoon levels must consciously identify specific fratricide risks for any missions.

Carefully choose routes to avoid contact. Use dismounted scouts to clear the way.

Scouts should not seek direct fire contact with the enemy.

Scouts must conceal themselves from the enemy.

Maximize stealth and survivability by dismounting short of the enemy's observation and maximum effective range.

S5. Scout Platoon Leader Plans Reconnaissance Operations

Effective movement requires exceptional navigation skills, avoidance of obvious avenues of approach, and traveling with the minimum force required to get the job done.

S6. Scout Platoon Leader Plans Security Operations

S7. Scout Platoon Leader Compares Courses of Action; Makes a Tentative Plan

S8. Scout Platoon Conducts Necessary Movement; Occupies Assembly Area

Initiate Movement Early: Recon and quartering party movement are time sensitive. Early recon drives success. Maximum time for quartering parties greatly simplifies movement to and occupation of forward assembly areas of attack positions.

S9. Scout Platoon Conducts Leaders' Reconnaissance

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S10. Scout Platoon Leader Completes the Plan

Target reference points, phase lines, and other control measures are required.

Command and control must be a major consideration in the planning process and simplicity is a critically important factor.

The rapid distribution of well thought out and complete written orders is necessary to provide for reconnaissance, changes in task organization, rehearsals, and all of the other planning/preparation activities needed to make a solid concept workable under the stress of combat.

Liberal use of easily recognizable graphic control measures is recommended, e.g. phase lines, target reference points, trigger lines, engagement areas, numerous check points, and clearly delineated objectives.

S11. Scout Platoon Leader Issues the Order

Remember your audience. When you are briefing your part of the operation keep in mind two things. First do not read verbatim from the OPORD . . . Secondly, gear the presentation to the subordinate leaders.

The NCO must know and understand the commander's intent if he is to be effective and accomplish the unit's mission.

Ensure the succession of command is clearly established and understood.

Scout Platoon Prepares

S12. Section Leaders Develop and Issue OPORDs

Advise the next higher leader/commander of needed changes to the maneuver plan or OPORD.

S13. Scout Platoon Performs Logistical Operations

S14. Scout Platoon Leader Supervises Preparation

Conduct precombat checks to standard.

Supervise and follow-up to make sure corrective action is accomplished.

Inform next higher leader of corrected and uncorrected faults.

Ensure soldiers and units are tasked evenly. Over tasking soldiers degrades combat performance. It is more than a question of fairness; it is a question of combat effectiveness.

For soldiers and small units, the following areas warrant special consideration:

Techniques of cover and camouflage in open terrain, recognition and identification of targets in varying light and temperature conditions.

Boresighting, zeroing, and firing of all weapons at maximum effective ranges.

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S15. Scout Platoon Conducts Pre-Combat Checks and Inspections

The Fire Team Leader/Tank Commander. Lead their soldiers. They must be prepared to take over as squad and section leaders. He alone must instill in his team the importance of the mission, and he must keep them motivated and totally informed at all times.

The Squad/Section Leader. Must take the initiative to keep his unit alert so they are ready on short notice to move out on a mission. He is responsible for their welfare and for the accountability and maintenance of the unit's equipment.

The Platoon Sergeant. Must know the Platoon Leader's job inside out and be prepared to take over the platoon. He must keep current with the tactical as well as the logistical situation.

Ensure the planning, preparation, and in some cases the execution phase, happen even though higher leaders are involved elsewhere.

Prepare for missions while the operations order is still being developed. For example inspections, rehearsals of standard battle drills, and coordination can occur just from the information in the warning order.

While senior leaders need to make spot checks to ensure that PCIs are being done, it is the junior leader who physically inspects every soldier and each item of equipment.

A PCI is the first thing done when an operational requirement is made, and it is the last thing done before an operation begins. Between those two points, during the preparation phase, a PCI is performed to determine the rate of progress and priority of tasks.

S16. Scout Platoon Conducts Rehearsals

Individual and Small Unit Execution

Skillful execution of fundamental individual and small unit tasks is a prerequisite for mission accomplishment.

There are very few absolute rules — only principles which are easy to understand on the blackboard but tough to execute under the infinite variety of possible METT-T conditions. A great deal of practice is required.

Breaching procedures must be ruthlessly drilled.

At any level, fire support participants in the maneuver commander's rehearsal should include all members of the fire support cell, and all subordinate fire support elements.

As a minimum, rehearse the following:

- Fire support plan.
- Target acquisition plan.
- Communications-electronics plan.

Rehearsals: Ensure that all know the commander's intent and rehearse battle drills, so that actions are understood even in the absence of good communications.

Rehearsals at all levels are key to ensuring understanding of the concept of operation, verifying specific responsibilities, timing of actions, and backup procedures to help

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synchronize unit operations. At all levels, the commander/unit leader should conduct the rehearsal. Rehearsals should be as complete as allowed by available time. In time-constrained situations, the rehearsal can be abbreviated to focus on only the most critical portions of the operation, as prioritized by the commander. Don't get locked into a chronological mind-set!! If total time available is unknown or open-ended, prioritize. Rehearse actions on objective then movement to objective then occupation of attack positions.

Primary causes of fratricide are:

- Situational Awareness:
 - Inadequate Fire and Maneuver Control.
 - Direct Fire Control Failures.
 - Land Navigation Failures.
 - Reporting, Crosstalk, and Battle Tracking Failures.
 - Known Battlefield Hazards.
- Positive Identification: Combat Identification Failures.
- Other: Weapons Errors.

S17. Scout Platoon Moves to and Establishes Security Positions

Patrolling is both as difficult and as critically important in the environments where we are likely to employ armored forces as it is in close terrain.

To effectively control forces, a commander must "SEE" the battle, i.e., he must know the positions, activities, and status of both enemy and friendly elements.

Commanders see by positioning themselves to physically observe as much as possible without becoming personally involved in the battle; by demanding fast, accurate, concise reports; and by having the CP provide processed information, partially from nets the commander cannot monitor; and through the use of scouts, OPs, and patrols.

Commanders must ingrain in the Scout Platoon that their primary job is "finding", not "fighting".

To avoid becoming decisively engaged the scouts must:

- Use indirect fire as their principal means of engagement.
- Use stealth and be elusive in gaining and maintaining contact.

A minimum of two men should be used for each observation post. One soldier observes the area while the other provides local security, records information and sends reports to the section leader or Platoon Leader. OP personnel should rotate out at least every two hours for continuous operations.

Use dismounted infantry in observation posts (OPs) in depth forward of the FLOT to detect enemy infiltrators. Cover these OPs with BFVs or tanks to gain the advantage of thermals at night and long range reinforcing fires.

The NCO must ensure range cards and sector sketches are done to standard and at every opportunity.

PREPARATION

Battalion/Task Force

4. Task Force Command Posts Acquire and Communicate Information and Maintain Status
5. Assess Situation; TF Commander Visualizes the Battlefield
6. Determine Actions; TF Commander Directs Changes to the Operation or Plan
7. TF Commander Directs and Leads Subordinate Forces
8. Task Forces Command Posts Locate Where They Can Control the Preparation for and Transition to Battle

Company/Team Continues Planning

- C4. Co/Tm Commander Makes an Estimate of the Situation
- C5. Co/Tm Commander Develops Courses of Action

While FSOs and FOs play a big role, the effective integration of fire is a command responsibility and there clearly needs to be a lot of non-artillerymen calling for fire. All leaders must know the frequencies and how to make the system work.

Planning should commence with actions on the objective and work backwards through crossing the LD and movement from the assembly area.

Effective CSS requires thorough mission specific planning analogous to that required for successful tactical maneuver.

To make the best use of time, the Co/Tm Commander must integrate all personnel in his headquarters into the planning process.

External fire control. There should be at least three contingencies for initiating, shifting, and stopping both indirect and direct supporting fires. Some examples are: (1) by clock time, (2) by FM radio, and (3) by pyrotechnic signal.

Employ backwards planning. The objective of an attack is to destroy the enemy or seize terrain. First define actions on the objective. From this, movement to the objective, including breaching. Employ backwards planning and focus on the mission.

NCOs must be actively included into the OPORD preparation. This improves the flow of information to the soldiers.

FSOs must establish redundant means to engage targets.

The maneuver commander and FSO must determine the best locations for their platoon forward observers.

Co/Tm Commanders' METT-T analysis must drive where observers will be positioned and what functions/responsibilities each has.

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Maneuver

Operational planning should emphasize night movement of units. To minimize the problems of dust and enhance deception, movement should be accomplished utilizing multiple routes. Associated with night movement is the requirement for night passage through lanes in minefields and forward passage through friendly forces.

Because of the wide open terrain, commanders often fail to appreciate correctly the time-distance relationship in planning the battle.

Leaders at squad, section, and platoon levels must consciously identify specific fratricide risks for any missions.

C6. Co/Tm Commander Plans Offensive Operations

Effective movement requires exceptional navigation skills, avoidance of obvious avenues of approach, and traveling with the minimum force required to get the job done.

Specific terrain objectives along with directions of attack, axes, and/or zones of action must be assigned to assault elements.

The concentration of combat power against a small fraction of the enemy is a prerequisite for success.

Avoid obvious kill zones.

Direct fire overwatch weapons play an important and sometimes dominant role. They provide the target acquisition, suppression, and destruction which can make an attack successful. The selection of positions and orientations can vary greatly depending on intent. Specific intent of the overwatch must be clearly specified.

In all cases, actions between the overwatch and maneuver forces must be clearly coordinated.

Occupation should be preceded by reconnaissance to select and mark firing positions, routes, and sectors of fire. Reconnaissance can be done by leaders before battle or by TCs and loaders just prior to occupation.

Overwatch positions should not be static. Leaders must continually adjust positions based on friendly and enemy activities.

Drawing range fans of enemy weapons systems assists in the initial planning of the friendly scheme of maneuver. These templates assist commanders in identifying the enemy's weaknesses and strengths, areas to avoid, and best possible axes of advance. Range fans also help in the selection of overwatch/base of fire positions that exploit friendly AT weapons standoff advantages.

Ensure engineer elements are located well forward in the movement formations of teams in the attack.

Designating breach, assault, and support forces is not enough. The course of action must specify who is responsible to achieve what. For example:

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- Who selects the breach site.
- Who controls all fires.
- Who lifts and shifts fires.
- Who adjusts and executes fire support.
- Who confirms/requests counterfire.

C7. Co/Tm Commander Plans Defensive Operations

Mounted infantry provides a responsive force which fights best dismounted. In the vicinity of the enemy, the AT risk in lightly armored vehicles frequently exceeds the risk of direct and indirect anti-personnel fires on the ground.

Surviving is key and is a function of two factors: (1) avoiding detection by the enemy; and (2) if detected, moving securely to a different firing position.

Position to the flank of an enemy approach and behind frontal cover.

Have covered routes into and out of firing positions.

Guideline of 75 meters or more between primary and alternate tank positions is clearly correct. Dispersion is also needed between wingmen.

Depth is also critical. Linear deployment almost always loses.

To be successful, the defender must bring the vast majority of his combat power to bear irrespective of the routes the enemy chooses.

The defender should strive to get weapons on the flanks, thereby forcing the enemy to turn off his axis or better still — to fight in two directions.

The ability to maneuver is a function of effective preparation. Routes and battle positions must be identified, reconned, and marked. Movement and occupation must be rehearsed.

Detailed defensive planning must be done on the ground. Planning off a map is too general, predictable, and targetable. Whenever possible, positions and routes in and out should be set in by leaders looking at them from the locations where the enemy is to be engaged. Besides gaining a better perspective on the adequacy of defensive positions, movement along enemy approaches gives leaders a better sense of the enemy's alternatives.

Opening the battle at maximum ranges is desirable because it disrupts the attacker's timing. However, the defeat of the enemy almost invariably occurs at close range (less than 1500 meters) in a web of fire from quality positions.

The decision as to when each specific weapon will open fire should be based upon a thorough METT-T analysis.

It is frequently best to design the main defense with the intent of not shooting until the enemy can be hit with a high volume of fire from multiple directions.

The IPB must include the projection of the threat into and through the division's rear area. Projected LZs, bridges critical to the enemy's success, or air avenues of approach tied in to LZs are examples of information.

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NAIs and TAIs should be placed on likely marshalling areas for airborne or air assault operations and key places along air corridors into our area.

The concept for protection in the rear area is built around bases/base clusters.

Timely information flow is vital to successful rear operations.

Consider shaping the battlefield using dismounted infantry strongpoints at choke points to force the enemy into prepared engagement areas.

Position tanks and anti-armor systems for flank and rear shots. This takes advantage of the need and natural tendency of enemy crews to focus their attention in the direction of travel.

Reinforce terrain with obstacles and minefields with the objective of turning the enemy rather than stopping him.

Mass fires by tasking units to destroy the enemy in specific engagement areas versus defending a battle position.

C8. Co/Tm Commander Analyzes Courses of Action; Makes a Tentative Plan

C9. Co/Tm Conducts Movement; Occupies Assembly Area

Initiate Movement Early: Recon and quartering party movement are time sensitive. Early recon drives success. Maximum time for quartering parties greatly simplifies movement to and occupation of forward assembly areas of attack positions.

C10. Co/Tm Conducts Leaders' Reconnaissance

C11. Co/Tm Commander Completes the Plan

Target reference points, phase lines, and other control measures are required.

Command and control must be a major consideration in the planning process and simplicity is a critically important factor.

The rapid distribution of well thought out and complete written orders is necessary to provide for reconnaissance, changes in task organization, rehearsals, and all of the other planning/preparation activities needed to make a solid concept workable under the stress of combat.

Liberal use of easily recognizable graphic control measures is recommended, e.g. phase lines, target reference points, trigger lines, engagement areas, numerous check points, and clearly delineated objectives.

C12. Co/Tm Commander Issues the OPORD

Company Team Orders Briefing. In addition to the commander, XO, Platoon Leaders, company FSO, 1SG, and leaders of attached/OPCON elements, the following personnel should also attend: communications chief, NBC NCO, maintenance NCO, senior medic.

Remember your audience. When you are briefing your part of the operation keep in mind two things. First do not read verbatim from the OPORD . . . Secondly, gear the presentation to the subordinate leaders.

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Ensure the succession of command is clearly established and understood.

Company/Team Prepares

C13. Platoon Leaders Develop and Issue OPORD

Platoon Leaders and platoon sergeants must discuss current and future requirements and establish priorities based on METT-T.

Platoon Leaders should bring platoon sergeants into the decision making process early. This allows them to capitalize on the vast experience of the platoon sergeant. It also enables the platoon sergeant to assume control of the platoon if/when that becomes necessary.

The NCO must know and understand the commander's intent if he is to be effective and accomplish the unit's mission.

Advise the next higher leader/commander of needed changes to the maneuver plan or OPORD.

C14. Co/Tm Conducts Logistical Operations

C15. Co/Tm Commander Supervises Co/Tm Preparation

Conduct precombat checks to standard.

Supervise and follow-up to make sure corrective action is accomplished.

Inform next higher leader of corrected and uncorrected faults.

Ensure soldiers and units are tasked evenly. Over tasking soldiers degrades combat performance. It is more than a question of fairness; it is a question of combat effectiveness.

For soldiers and small units, the following areas warrant special consideration:

- Techniques of cover and camouflage in open terrain, recognition and identification of targets in varying light and temperature conditions.
- Boresighting, zeroing, and firing of all weapons at maximum effective ranges.

C16. Co/Tm Conducts Pre-combat Checks and Inspections

Companies constantly boresighted by the manual. They used every opportunity when they stopped movement to recheck their boresight.

The Fire Team Leader/Tank Commander. Lead their soldiers. They must be prepared to take over as squad and section leaders. He alone must instill in his team the importance of the mission, and he must keep them motivated and totally informed at all times.

The Squad/Section Leader. Must take the initiative to keep his unit alert so they are ready on short notice to move out on a mission. He is responsible for their welfare and for the accountability and maintenance of the unit's equipment.

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The Platoon Sergeant. Must know the Platoon Leader's job inside out and be prepared to take over the platoon. He must keep current with the tactical as well as the logistical situation.

Ensure the planning, preparation, and in some cases the execution phase, happen even though higher leaders are involved elsewhere.

Prepare for missions while the operations order is still being developed. For example inspections, rehearsals of standard battle drills, and coordination can occur just from the information in the warning order.

While senior leaders need to make spot checks to ensure that PCIs are being done, it is the junior leader who physically inspects every soldier and each item of equipment.

A PCI is the first thing done when an operational requirement is made, and it is the last thing done before an operation begins. Between those two points, during the preparation phase, a PCI is performed to determine the rate of progress and priority of tasks.

C17. Co/Tm Completes Moves to Posture for Battle

C18. Co/Tm Prepares Defensive Positions

Patrolling is both as difficult and as critically important in the environments where we are likely to employ armored forces as it is in close terrain.

Armored personnel carriers must carry a basic load of materials for individual and crew fighting positions. For an infantry squad it might include 500-1000 empty sand bags, 12-16 4x4's in six foot lengths, and several 3x6 sections of 3/4" plywood. PSP, floorboards, and other material can be used in place of plywood. Some mines and concertina must also be carried.

Engineer work time is precious. Standard packages of class IV material and mines should be sent forward to company positions as soon as a defensive mission is assigned.

Obstacle/Position Responsibility

Commanders and engineers must both be responsible for obstacles and vehicle positions.

The commander who covers obstacles by fire should be responsible for it.

Responsibility includes siting construction; securing the construction site; securing the obstacle by patrols, OPs, and coverage by fire.

The engineers may do all the work or be augmented by the soldiers of the maneuver unit.

Covering Fire and the Siting of Obstacles

Fires dictate obstacle siting. Covering fire, particularly direct fire, make obstacles effective.

To maximize synchronization of obstacles and fires:

- Identify engagement areas where direct fire is most effective them,

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- Site obstacles to support fires.

Obstacles do not cause deployment; direct fire causes deployment.

Maneuver leaders must supervise the construction of fighting vehicle positions. Full turret defilade or a covered route to full hide/defilade is absolutely required.

All obstacles must be physically sited on the ground by both the engineer and the maneuver commander.

Local security for platoon and company teams is an ongoing challenge due to limited assets, competing battlefield tasks, and individual soldier perceptions. Activities such as providing early warning, securing obstacles, perimeter security, manning observation posts/listening posts, and patrolling all compete for any element's manpower.

Use small patrols of three to four personnel from infantry platoons to check obstacles for breaks and cover dead space between units. They should be prepared for possible contact by having a direct and indirect fire plan.

A minimum of two men should be used for each observation post. One soldier observes the area while the other provides local security, records information and sends reports to the section leader or Platoon Leader. OP personnel should rotate out at least every two hours for continuous operations.

Use dismounted infantry in observation posts (OPs) in depth forward of the FLOT to detect enemy infiltrators. Cover these OPs with BFVs or tanks to gain the advantage of thermals at night and long range reinforcing fires.

Most effective priority of work in the defense is normally to:

- Establish security.
- Analyze mission.
- Identify avenues of approach using IPB.
- Use IPB to determine where/how to kill the enemy
- Site TRPs and EAs.
- Site weapons, weapon systems, and units based on their TRPs/EAs.
- Site obstacles.
- Rehearse to include fire support and repositioning of forces to confirm plan.
- Dig in.
- Emplace obstacles.
- Rehearse buttoned up in MOPP 4 and at night.
- Register indirect fires.

Commanders and FSOs should work together to determine the best location for observers. They share responsibility for positioning them where they can see the battlefield and contribute to the operation's success. The FO must select observation posts and movement routes to support the maneuver commander's scheme of maneuver.

Since infantry can dig themselves in, normally the infantry works on digging in before assisting the engineers emplace mines. The engineer soldiers normally focus entirely on obstacles. Once the unit completes crew served positions with overhead cover they reinforce the engineer soldiers emplacing obstacles to the maximum extent possible.

The NCO must ensure range cards and sector sketches are done to standard and at every opportunity.

CCF 6 - Engage Enemy with Direct Fire and Maneuver

At any level, fire support participants in the maneuver commander's rehearsal should include all members of the fire support cell, and all subordinate fire support elements.

As a minimum, rehearse the following:

- Fire support plan.
- Target acquisition plan.
- Communications-electronics plan.

FO's and FSO's must verify obstacle locations and plan fires on or around them.

The FSO and engineer must integrate obstacles with the fire plan so the unit can attack enemy forces breaching or attempting to bypass friendly obstacles.

Terrain: The enemy can see as far as you can. Inspect your position from an enemy point of view.

Clear identification of engagement areas is necessary to facilitate the massing and distribution of fires. In the absence of identifiable terrain, target reference points (TRPs) can be created.

Tactical commanders should personally direct the synchronization of engagement areas. Obstacles should be positioned, indirect fires adjusted, and direct fires rehearsed under the personal supervision of the commander. The commander must take his unit out and actually time them performing certain actions to his standard so they understand his intent and he knows exactly how long they need to reach his goal. The unit must practice moving, digging, and fighting, and the planners must know the planning factors for that specific unit.

C19. Co/Tm Conducts Rehearsals

Individual and Small Unit Execution

Skillful execution of fundamental individual and small unit tasks is a prerequisite for mission accomplishment.

There are very few absolute rules — only principles which are easy to understand on the blackboard but tough to execute under the infinite variety of possible METT-T conditions. A great deal of practice is required.

Breaching procedures must be ruthlessly drilled.

Fire commands, target acquisition, and land navigation were practiced during movement.

Rehearsals: Ensure that all know the commander's intent and rehearse battle drills, so that actions are understood even in the absence of good communications.

Rehearsals at all levels are key to ensuring understanding of the concept of operation, verifying specific responsibilities, timing of actions, and backup procedures to help synchronize unit operations. At all levels, the commander/unit leader should conduct the rehearsal. Rehearsals should be as complete as allowed by available time. In time-constrained situations, the rehearsal can be abbreviated to focus on only the most critical portions of the operation, as prioritized by the commander. Don't get locked into a chronological mind-set!! If total time available is unknown or open-ended, prioritize.

CCF 6 - Engage Enemy with Direct Fire and Maneuver

Rehearse actions on objective then movement to objective then occupation of attack positions.

Primary causes of fratricide are:

- Situational Awareness:
 - Inadequate Fire and Maneuver Control.
 - Direct Fire Control Failures.
 - Land Navigation Failures.
 - Reporting, Crosstalk, and Battle Tracking Failures.
 - Known Battlefield Hazards.
- Positive Identification: Combat Identification Failures.
- Other: Weapons Errors.

C20. Co/Tm Commander and FSO Participate in the TF Rehearsals

Scout Platoon Execution

S18. Scout Platoon Maneuvers to Reconnaissance Objectives

Finding and neutralizing obstacles is a critical task which should be performed in advance of the attack. This requires detailed reconnaissance, distinctive breach marking schemes, and continuous security at the breach until the main body arrives.

Actions on Contact

Deploy. On contact with enemy fire or obstacles the unit deploys in anticipation of heavy enemy fires. The destruction of a vehicle or detection/detonation of a mine does not indicate that the unit encountered a minefield or enemy position.

Report. Report the initial event just as it happens. Report the presence of a minefield only after verifying the presence of several mines. If the enemy fire is heavy, units may be incapable of verifying the presence of a minefield.

Develop the Situation. The lead element deploys in accordance with battle drills and develops the situation. Enemy vehicles, obstacles, and covered/concealed routes are PIR. The vehicles and protective obstacles define the enemy position.

S19. Scout Platoon Leader Employs Command and Control Measures During Maneuver

S20. Scout Platoon Takes Actions on Contact

S21. Scout Platoon Maintains Contact with the Enemy

To effectively control forces, a commander must "SEE" the battle, i.e., he must know the positions, activities, and status of both enemy and friendly elements.

Commanders see by positioning themselves to physically observe as much as possible without becoming personally involved in the battle; by demanding fast, accurate, concise reports; and by having the CP provide processed information, partially from nets the commander cannot monitor; and through the use of scouts, OPs, and patrols.

CCF 6 - Engage Enemy with Direct Fire and Maneuver

Commanders must ingrain in the Scout Platoon that their primary job is "finding", not "fighting".

To avoid becoming decisively engaged the scouts must:

- Use indirect fire as their principal means of engagement.
- Use stealth and be elusive in gaining and maintaining contact.

A minimum of two men should be used for each observation post. One soldier observes the area while the other provides local security, records information and sends reports to the section leader or Platoon Leader. OP personnel should rotate out at least every two hours for continuous operations.

EXECUTION

Battalion/Task Force

9. Task Force Command Posts Acquire and Communicate Information and Maintain Status

Plans are modified as more is learned about the enemy.

10. Assess Situation; TF Commander Visualizes the Battlefield
11. Determine Actions; TF Commander Directs Changes to the Operation or Plan
12. TF Commander Directs and Leads Subordinate Forces
13. Task Force Consolidates and Reorganizes

Company/Team

- C21. Co/Tm Conducts Passage of Lines
- C22. Co/Tm Occupies an Attack Position
- C23. Co/Tm Conducts a Movement To Contact

Accurate and near real time loss reporting is essential both for prompt repair and for effective synchronization of available combat power. Timely information on overall status and an indication of significant losses are passed.

To effectively control forces, a commander must "SEE" the battle, i.e., he must know the positions, activities, and status of both enemy and friendly elements.

Commanders see by positioning themselves to physically observe as much as possible without becoming personally involved in the battle; by demanding fast, accurate, concise reports; and by having the CP provide processed information, partially from nets the commander cannot monitor; and through the use of scouts, OPs, and patrols.

Actions on Contact

CCF 6 - Engage Enemy with Direct Fire and Maneuver

Deploy. On contact with enemy fire or obstacles the unit deploys in anticipation of heavy enemy fires. The destruction of a vehicle or detection/detonation of a mine does not indicate that the unit encountered a minefield or enemy position.

Report. Report the initial event just as it happens. Report the presence of a minefield only after verifying the presence of several mines. If the enemy fire is heavy, units may be incapable of verifying the presence of a minefield.

Develop the Situation. The lead element deploys in accordance with battle drills and develops the situation. Enemy vehicles, obstacles, and covered/concealed routes are PIR. The vehicles and protective obstacles define the enemy position.

While bypassing an obstacle is the desirable course of action, think before you bypass. The bypass may lead into a fire sack or away from the weak point in the defense.

Observers and FSOs must maintain effective communications to deliver timely and accurate fires on the enemy.

C24. Co/Tm Conducts a Hasty Attack

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To effectively control forces, a commander must "SEE" the battle, i.e., he must know the positions, activities, and status of both enemy and friendly elements.

Commanders see by positioning themselves to physically observe as much as possible without becoming personally involved in the battle; by demanding fast, accurate, concise reports; and by having the CP provide processed information, partially from nets the commander cannot monitor; and through the use of scouts, OPs, and patrols.

Observers and FSOs must maintain effective communications to deliver timely and accurate fires on the enemy.

C25. Co/Tm Fixes the Enemy and Provides Support By Fire (SBF) or Attack By Fire (ABF) While the TF Maneuvers

Accurate and near real time loss reporting is essential both for prompt repair and for effective synchronization of available combat power. Timely information on overall status and an indication of significant losses are passed.

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Observers and FSOs must maintain effective communications to deliver timely and accurate fires on the enemy.

CCF 6 - Engage Enemy with Direct Fire and Maneuver

C26. Co/Tm Conducts an Assault During a Deliberate Attack

Accurate and near real time loss reporting is essential both for prompt repair and for effective synchronization of available combat power. Timely information on overall status and an indication of significant losses are passed.

To effectively control forces, a commander must "SEE" the battle, i.e., he must know the positions, activities, and status of both enemy and friendly elements.

Commanders see by positioning themselves to physically observe as much as possible without becoming personally involved in the battle; by demanding fast, accurate, concise reports; and by having the CP provide processed information, partially from nets the commander cannot monitor; and through the use of scouts, OPs, and patrols.

Internal fire control. For the assault unit on the objective, the following principles apply:

- Keep everyone oriented in the same direction.
- Command and control is paramount.
- Divide the objective using terrain features that are easily identifiable.
- Begin the assault with two platoons on line and the third platoon following in reserve.

Even in modern combat, soldiers will have to rely upon basic combat skills such as bayonet and hand to hand fighting to accomplish the mission.

You don't win the battle until you drive the enemy out of his hole and kill him.

Hand-held anti-tank weapons provide a mobile, flexible and effective direct fire weapon against enemy bunkers.

Observers and FSOs must maintain effective communications to deliver timely and accurate fires on the enemy.

C27. Co/Tm Establishes a Hasty Defense

Accurate and near real time loss reporting is essential both for prompt repair and for effective synchronization of available combat power. Timely information on overall status and an indication of significant losses are passed.

To effectively control forces, a commander must "SEE" the battle, i.e., he must know the positions, activities, and status of both enemy and friendly elements.

Commanders see by positioning themselves to physically observe as much as possible without becoming personally involved in the battle; by demanding fast, accurate, concise reports; and by having the CP provide processed information, partially from nets the commander cannot monitor; and through the use of scouts, OPs, and patrols.

Observers and FSOs must maintain effective communications to deliver timely and accurate fires on the enemy.

C28. Co/Tm Defends Positions

Accurate and near real time loss reporting is essential both for prompt repair and for effective synchronization of available combat power. Timely information on overall status and an indication of significant losses are passed.

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Observers and FSOs must maintain effective communications to deliver timely and accurate fires on the enemy.

C29. Co/Tm Conducts Security Missions

Accurate and near real time loss reporting is essential both for prompt repair and for effective synchronization of available combat power. Timely information on overall status and an indication of significant losses are passed.

To effectively control forces, a commander must "SEE" the battle, i.e., he must know the positions, activities, and status of both enemy and friendly elements.

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Observers and FSOs must maintain effective communications to deliver timely and accurate fires on the enemy.

C30. Co/Tm Conducts a Withdrawal

Accurate and near real time loss reporting is essential both for prompt repair and for effective synchronization of available combat power. Timely information on overall status and an indication of significant losses are passed.

To effectively control forces, a commander must "SEE" the battle, i.e., he must know the positions, activities, and status of both enemy and friendly elements.

Commanders see by positioning themselves to physically observe as much as possible without becoming personally involved in the battle; by demanding fast, accurate, concise reports; and by having the CP provide processed information, partially from nets the commander cannot monitor; and through the use of scouts, OPs, and patrols.

Observers and FSOs must maintain effective communications to deliver timely and accurate fires on the enemy.

C31. Co/Tm Performs as TF Reserve Operations

Accurate and near real time loss reporting is essential both for prompt repair and for effective synchronization of available combat power. Timely information on overall status and an indication of significant losses are passed.

To effectively control forces, a commander must "SEE" the battle, i.e., he must know the positions, activities, and status of both enemy and friendly elements.

CCF 6 - Engage Enemy with Direct Fire and Maneuver

Commanders see by positioning themselves to physically observe as much as possible without becoming personally involved in the battle; by demanding fast, accurate, concise reports; and by having the CP provide processed information, partially from nets the commander cannot monitor; and through the use of scouts, OPs, and patrols.

C32. Co/Tm Consolidates and Reorganizes

The company is responsible for collecting its dead. Body bags should be part of the unit basic load and included in load plans.

Scout Platoon Execution

S22 Scout Platoon Supports Execution of TF Offensive Operations

Since the Scout Platoon is not authorized a forward observer (FO), or a fire support team (FIST), the Scout Platoon Leader or sergeant must call for his own fires.

S23. Scout Platoon Executes a Screen

Since the Scout Platoon is not authorized a forward observer (FO), or a fire support team (FIST), the Scout Platoon Leader or sergeant must call for his own fires.

S24. Scout Platoon Consolidates and Reorganizes

CCF 6 - Engage Enemy with Direct Fire and Maneuver

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**CCF 6
CRITICAL TASKS AND OTHER LINKAGES**

The critical tasks listed below are aligned to CCF tasks they are implemented in. These critical tasks may be applicable to other CCF tasks, but have not been listed under those CCF tasks because they are not implemented in all cases. Additionally, although the critical tasks may be listed under the CCF task they are initiated with, they may be continued throughout all following CCF tasks.

<u>TASKS</u>	<u>OTHER LINKAGES</u>
PLANNING	
1. TF Issues WARNO	
2. Issue Security/R&S Orders	S2/BICC - Prepare intelligence taskings (01-3381.39-4002) - Conduct target development (01-3381.01-4017) - Prepare R&S plan (01-3381.06-4011) - Plan reconnaissance operations (01-3381.44-5001)
3. TF S2/S3 Issues the OPORD/FRAGO	S2/BICC - Prepare the Intelligence Estimate (01-3381.41-4004) - Prepare order of battle studies (01-3381.41-4015)
C1. Co/Tm Commander Receives and Analyzes the TF WARNO	
C2. Co/Tm Commander Prepares and Issues WARNOS	
C3. Co/Tm Commander Receives the TF OPORD	
S1. Scout Platoon Receives and Analyzes the TF WARNO	
S2. Scout Platoon Leader Prepares and Issues WARNOS	
S3. Scout Platoon Leader Receives and Analyzes the TF R&S Plan and OPORD	

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TASKS

- S4. Scout Platoon Leader Develops Courses of Action
- S5. Scout Platoon Leader Plans Reconnaissance Operations
- S6. Scout Platoon Leader Plans Security Operations
- S7. Scout Platoon Leader Compares Courses of Action; Makes a Tentative Plan
- S8. Scout Platoon Conducts Necessary Movement; Occupies Assembly Area
- S9. Scout Platoon Conducts Leaders' Reconnaissance
- S10. Scout Platoon Leader Completes the Plan
- S11. Scout Platoon Leader Issues the Order
- S12. Section Leaders Develop and Issue OPORDs

OTHER LINKAGES

Scout Platoon Leader

- Prepare Platoon or Company Combat Orders (04-3303.02-0014)
- Manage accident risk in unit operations (03-9003.02-0001)
- Prepare Platoon or Company Combat Orders (04-3303.02-0014)
- Perform a map reconnaissance (01-1250.00-0002)

Scout Platoon

- Perform tactical planning (17-3-1035)

Scout Platoon Leader

- Conduct the occupation of an assembly area (01-1241.00-0040)
- Supervise unit maintenance operations (01-4965.90-0001)
- Supervise PMCS (03-4966.90-0010)
- Perform wartime strength accounting (03-0170.01-1005)

Scout Platoon

- Perform a tactical road march (17-3-1012)
- Occupy an assembly area (17-3-1013)
- Use passive air defense measures (44-3-C001)

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TASKS

13. Scout Platoon Performs Logistical Operations

S14. Scout Platoon Leader Supervises Preparation

S15. Scout Platoon Conducts Pre-Combat Checks and Inspections

S16. Scout Platoon Conducts Rehearsals

S17. Scout Platoon Moves to and Establishes and Security Positions

OTHER LINKAGES

Scout Platoon

- Perform resupply operations (17-3-1030)
- Perform platoon maintenance operations (17-3-1032)
- Perform field sanitation operations (08-3-C023)

NCOs

- Supervise PMCS (091-309-0710)

Scout Platoon Leader

- Prepare for NBC attack (04-5030.00-2017)

Scout Platoon

- Employ OPSEC (17-3-1037)
- Prepare for tactical operations (17-3-1040)
- Prepare for a chemical attack (03-3-C011)

Scout Platoon

- Perform precombat checks (17-3-1033)

NCOs

- Inspect personnel/equipment (071-328-5301)

Scout Platoon

- Perform rehearsals (17-3-1034)

Scout Platoon

- Produce a platoon fire plan (17-3-1032)
- Execute a dismounted patrol (17-3-1024)
- Establish an observation post (17-3-1039)

NCOs

- Supervise construction of a fighting position (071-326-5704)
- Establish an observation post (071-326-5705)
- Coordinate with an adjacent platoon (071-326-5775)

CCF 6 - Engage Enemy with Direct Fire and Maneuver

TASKS

OTHER LINKAGES

PREPARATION

4. Task Force Command Posts Acquire and Communicate Information and Maintain Status	S2/BICC - Conduct all-source intelligence analysis (01-3381.41-4014) - Analyze intelligence and combat information (01-3381.39-4004) - Disseminate intelligence and combat information (01-3381.39-4005) - Brief and debrief reconnaissance and surveillance assets (01-3381.06-4012) - Direct asset management (01-3381.06-5001) - Direct analysis and dissemination of information (01-3381.41-5002) - Direct collection management operations (01-3381.44-5002)
5. Assess Situation; TF Commander Visualizes the Battlefield	
6. Determine Actions; TF Commander Directs Changes to the Operation or Plan	
7. TF Commander Directs and Leads Subordinate Forces	
8. Task Force Command Posts Locate Where They Can Control the Preparation for and Transition to Battle	
C4. Co/Tm Commander Makes an Estimate of the Situation	Officers - Prepare Platoon or Company Combat Orders (04-3303.02-0014)
C5. Co/Tm Commander Develops Courses of Action	Officers - Manage accident risk in unit operations (03-9003.02-0001) Armor Co/Tm Commanders - Plan the IPB (01-3353.02-0090) - Plan the use of CS assets at company level (01-1243.00-0019) - Plan and direct occupation and defense of a BP at company level (01-1242.00-0026) - Plan and direct a battle handover/ passage of lines at company level (01-1243.00-0014)

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TASKS

OTHER LINKAGES

- Plan and direct a bypass at company level (01-1241.00-0029)
- Plan and direct a hasty breach at company level (01-1243.00-0016)
- Plan and direct a movement to contact at company level (01-1241.00-0019)
- Plan and direct a hasty attack at company level (01-1241.00-0008)
- Plan and direct a deliberate attack at company level (01-1241.00-0014)
- Plan and direct a hasty defense at company level (01-1242.00-0012)
- Plan and direct a defense in sector at company level (01-1242.00-0003)
- Plan and direct a strongpoint defense at company level (01-1242.00-0005)
- Plan and direct a delay at company level (01-1246.00-0001)
- Plan and direct a withdrawal at company level (01-1246.00-0010)
- Plan and direct a counterattack at company level (01-1242.00-0022)
- Plan and direct a relief in place at company level (01-1243.00-0007)

Infantry Co/Tm Commanders

- Plan fire support employment (04-3313.03-0002)

Co/Tm FSO

- Plan FA fire support of maneuver units (01-2999.94-0100)
- Coordinate fire support for a maneuver unit (01-2999.93-0001)

C6. Co/Tm Commander Plans Offensive Operations

C7. Co/Tm Commander Plans Defensive Operations

C8. Co/Tm Commander Analyzes Courses of Action; Makes a Tentative Plan

C9. Co/Tm Conducts Movement; Occupies Assembly Area

Officers

- Implement operations security (03-3711.12-0001)
- Implement MOPP (04-5030.00-2013)

CCF 6 - Engage Enemy with Direct Fire and Maneuver

TASKS

OTHER LINKAGES

	Armor Co/Tm Commanders - Plan and direct assembly area activities at company level (01-1240.00-0023) Armor Platoon Leaders - Conduct the occupation of an assembly area (01-1241.00-0040) Infantry Platoon Leaders - Conduct occupation of an assembly area (04-3312.02-0007) Tank Platoon - Perform assembly area activities (17-3-0200) - Execute a staggered column formation (17-3-0204) - Conduct a tactical road march (17-3-0212) BFV Platoon - Occupy assembly area (7-3-4022) - Conduct tactical road march (7-3-4035) - Maintain OPSEC (7-3/4-4057)
C10. Co/Tm Conducts Leaders' Reconnaissance	
C11. Co/Tm Commander Completes the Plan	
C12. Co/Tm Commander Issues the OPORD	
C13. Platoon Leaders Develop and Issue OPORD	Officers - Prepare Platoon or Company Combat Orders (04-3303.02-0014) - Perform a map reconnaissance (01-1250.00-0002) Infantry Platoon Leaders - Conduct fire support employment (04-3313.02-0001) Tank Platoon - Perform tactical planning (17-3-0100) BFV Platoon - Plan and control combat operations (7-3/4-4056)
C14. Co/Tm Conducts Logistical Operations	Officers - Supervise unit maintenance operations (01-4965.90-0001)

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TASKS

OTHER LINKAGES

C15. Co/Tm Commander Supervises
Co/Tm Preparation

- Supervise PMCS (03-4966.90-0010)
- Perform wartime strength accounting (03-0170.01-1005)

Armor Co/Tm Commanders

- Plan and direct CSS operations at company level (03-1270.00-0002)

Tank Platoon

- Perform resupply operations (17-3-0601)
- Perform maintenance operations (17-3-0603)
- Perform field sanitation operations (08-3-C023)

BFV Platoon

- Sustain (7-3/4-4060)

NCOs

- Supervise PMCS (091-309-0710)

Officers

- Prepare for NBC attack (04-5030.00-2017)

Tank Platoon

- Prepare for a chemical attack (03-3-C011)

BFV Platoon

- Prepare for chemical attack (7-3/4-4051)

C16. Co/Tm Conducts Pre-combat Checks
and Inspections

Infantry Platoon Leaders

- Conduct preparation for combat (04-3317.02-0001)

Tank Platoon

- Prepare for tactical operations (17-3-0101)
- Perform precombat checks (17-3-0102)

BFV Platoon

- Prepare for combat (7-3/4-4046)

NCOs

- Inspect personnel/equipment (071-328-5301)

CCF 6 - Engage Enemy with Direct Fire and Maneuver

<u>TASKS</u>	<u>OTHER LINKAGES</u>
C17. Co/Tm Completes Moves to Posture for Battle	
C18. Co/Tm Prepares Defensive Positions	Officers - Supervise construction of obstacles (01-1940.00-1001) - Defend a company position (01-3301.02-0011) Armor Platoon Leaders - Conduct the occupation and defense of a BP at platoon level (01-1242.00-0001) Tank Platoon - Produce a platoon fire plan (17-3-0104) - Employ camouflage and counter-surveillance measures (17-3-0301) - Establish an observation post (17-3-0302) BFV Platoon - Reconnaissance and security (7-3/4-4059) NCOs - Supervise construction of a fighting position (071-326-5704) - Establish an observation post (071-326-5705) - Coordinate with an adjacent platoon (071-326-5775)
C19. Co/Tm Conducts Rehearsals	Tank Platoon - Conduct rehearsal for a mission (17-3-0216)
C20. Co/Tm Commander and FSO Participate in the TF Rehearsals	
S18. Scout Platoon Maneuvers to Reconnaissance Objectives	Scout Platoon Leader - Classify ford crossing sites (01-1980.00-0019) - Classify tunnels, underpasses, and similar obstructions (01-1960.21-1002) - Conduct a reconnaissance patrol (03-3164.00-0005) - Conduct a zone reconnaissance (01-1241.00-0035) - Conduct an area reconnaissance (01-1241.00-0036)

CCF 6 - Engage Enemy with Direct Fire and Maneuver

TASKS

OTHER LINKAGES

	Scout Platoon - Perform a passage of lines (17-3-1014) - Assist a passage of lines (17-3-1015) - Conduct tactical movement (17-3-1016) - Perform a route reconnaissance (17-3-1017) - Perform a zone reconnaissance (17-3-1018) - Perform an area reconnaissance (17-3-1019) - Reconnoiter an obstacle and a bypass (17-3-1020) - Cross a chemically contaminated area (03-3-C034) NCOs - Conduct movement techniques by a platoon (071-326-5775) - Conduct a breach of a minefield (051-192-3060)
S19. Platoon Leader Employs Command and Control Measures During Maneuver	Scout Platoon Leader - Navigate with a compass and map (04-3303.02-0040) - Navigate while mounted (04-3303.02-0037) Scout Platoon - Employ command and control measures (17-3-1036)
S20. Scout Platoon Takes Actions on Contact	Scout Platoon Leader - Conduct actions on contact at platoon level (01-1241.00-0002) Scout Platoon - Execute actions on contact (17-3-1021) - Take active air defense measures (44-3-C002)
S21. Scout Platoon Maintains Contact with the Enemy	Scout Platoon - Emplace and retrieve a hasty protective minefield (17-3-1026)

CCF 6 - Engage Enemy with Direct Fire and Maneuver

TASKS

OTHER LINKAGES

EXECUTION

9. Task Force Command Posts Acquire and Communicate Information and Maintain Status
10. Assess Situation; TF Commander Visualizes the Battlefield
11. Determines Actions; TF Commander Directs Changes to the Operation or Plan
12. TF Commander Directs and Leads Subordinate Forces
13. Task Force Consolidates and Reorganizes

C21. Co/Tm Conducts Passage of Lines

Infantry Co/Tm Commanders

- Conduct a passage of lines by a company (04-3312.03-0021)

Infantry Platoon Leaders

- Conduct a passage of lines by a platoon (04-3312.02-0010)

Tank Platoon

- Employ command and control measures (17-3-0105)
- Execute a column formation (17-3-0203)
- Assist a passage of lines (17-3-0214)
- Perform a passage of lines (17-3-0215)

BFV Platoon

- Secure at halt (7-3-4027)
- Conduct passage of lines (7-3/4-4040)

C22. Co/Tm Occupies an Attack Position

Tank Platoon

- Execute a wedge formation (17-3-0205)
- Execute a vee formation (17-3-0206)
- Execute an echelon formation (17-3-0208)

C23. Co/Tm Conducts a Movement to Contact

Officers

- Navigate with a compass and map (04-3303.02-0040)
- Navigate while mounted (04-3303.02-0037)

CCF 6 - Engage Enemy with Direct Fire and Maneuver

TASKS

OTHER LINKAGES

Armor Co/Tm Commanders

- Direct actions on contact at company level (01-1241.00-0027)

Infantry Co/Tm Commanders

- Conduct actions on contact (04-3312.03-0016)

Armor Platoon Leaders

- Conduct actions on contact at platoon level (01-1241.00-0002)
- Control techniques of movement (01-1241.00-0031)
- Conduct an armor hasty breach of a minefield (01-1241.00-0038)
- Lead an armor platoon in a unit movement to contact (01-1241.00-0006)

Infantry Platoon Leaders

- Conduct tactical movement (04-3312.02-0008)
- Conduct obstacle breaching (04-3315.02-0001)
- Conduct crossing a chemical contaminated area (04-3315.02-0003)

Tank Platoon

- Execute traveling (17-3-0209)
- Execute traveling overwatch (17-3-0210)
- Execute bounding overwatch (17-3-0211)
- Perform platoon fire and maneuver (17-3-0217)
- Execute actions on contact (17-3-0221)
- Cross a chemically contaminated area (03-3-C034)

BFV Platoon

- Platoon combat drill (7-3-4002)
- React to indirect fire (7-3/4-4023)
- Move mounted (7-3-4024)
- Execute action right or left (7-3-4031)
- Report (7-3/4-4058)

NCOs

- Conduct movement techniques by a platoon (071-326-5775)

CCF 6 - Engage Enemy with Direct Fire and Maneuver

TASKS

C24. Co/Tm Conducts a Hasty Attack

C25. Co/Tm Fixes the Enemy and Provides Support By Fire (SBF) or Attack By Fire (ABF) While the TF Maneuvers Against the Enemy

C26. Co/Tm Conducts an Assault During a Deliberate Attack

OTHER LINKAGES

Armor Platoon Leader

- Conduct a hasty attack (01-1240.00-0030)

Tank Platoon

- Execute a line formation (17-3-0207)

BFV Platoon

- Hasty Dismount (7-3/4-4003)
- React to direct fire/ATGM (7-3/4-4010)
- React to ambush (7-3/4-4011)
- Change formation mounted (7-3-4026)

Infantry Co/Tm Commanders

- Conduct company overwatch and SBF (04-3312.03-0018)

Infantry Platoon Leaders

- Conduct platoon overwatch and support by fire (04-3312.02-0002)

Tank Platoon

- Perform an attack by fire (17-3-0219)

BFV Platoon

- Support by fire (7-3-4007)

Infantry Co/Tm Commanders

- Conduct assault by a company, mounted and dismounted (04-3312.03-0017)

Armor Platoon Leaders

- Conduct a deliberate attack (01-1241.00-0037)

Infantry Platoon Leaders

- Conduct assault by a platoon, mounted and dismounted (04-3312.02-0001)
- Conduct knocking out a bunker (04-3312.02-0004)
- Conduct clearing a trench line (04-3312.02-0005)

Tank Platoon

- Assault an enemy position (17-3-0220)
- Take actions at an obstacle (17-3-0401)

BFV Platoon

- React to contact dismounted (7-3/4-4004)

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TASKS

OTHER LINKAGES

C27. Co/Tm Establishes a Hasty Defense

- Conduct fire and movement (7-3-4006)
- Knock out bunker (7-3-4012)
- Assault mounted (7-3-4013)
- Breach obstacle (7-3-4014)
- Clear trench line (7-3-4015)
- Move dismounted (7-3/4-4025)

NCOs

- Conduct a breach of a minefield (051-192-3060)

Tank Platoon

- Conduct hasty occupation of a BP (17-3-0227)
- Construct a hasty obstacle (17-3-0403)
- Emplace a hasty protective minefield (17-3-0404)

BFV Platoon

- Establish hasty position (7-3/4-4017)
- Conduct antiarmor ambush (7-3/4-4018)
- Conduct hasty ambush (7-3/4-4019)
- Conduct point ambush (7-3-4020)
- Emplace hasty protective minefield (7-3-4063)

C28. Co/Tm Defends Positions

Officers

- Supervise unit response to chemical or biological attack (04-5030.00-2006)

Platoon Leaders

- Defend a platoon position (04-3301.02-0012)

Armor Platoon Leaders

- Direct platoon fires (01-1241.00-0032)

Infantry Platoon Leaders

- Conduct disengagement of a platoon (04-3312.02-0003)

Tank Platoon

- Occupy a platoon BP (17-3-0222)
- Displace to a subsequent BP (17-3-0223)
- React to an enemy dismounted attack (17-3-0224)
- Execute a platoon defensive mission (17-3-0225)
- Execute a prepared obstacle (17-3-0402)

CCF 6 - Engage Enemy with Direct Fire and Maneuver

TASKS

OTHER LINKAGES

	- Respond to a chemical attack (03-3-C015) - Take passive air defense measures (44-3-C002) - Take active air defense measures (44-3-C003)
	BFV Platoon - Disengage dismounted (7-3/4-4008) - Disengage mounted (7-3-4009) - Defend battle position (7-3-4021) - Acquire targets/distribute fire (7-3/4-4038) - React to air attack (7-3/4-4039) - Conduct screen/guard operations (7-3-4045) - React to chemical attack (7-3/4-4049)
	NCOs - Adjust indirect fire (061-283-6003) - Conduct a defense by a squad (071-430-0002) - Conduct a defense by a platoon (071-430-0006)
C29. Co/Tm Conducts Security Missions	Tank Platoon - Assist a relief in place (17-3-0226)
C30. Co/Tm Conducts a Withdrawal	Infantry Co/Tm Commanders - Conduct a withdrawal (04-3312.03-0019)
C31. Co/Tm Conducts TF Reserve Operations	Infantry Co/Tm Commanders - Conduct a relief in place (04-3312.03-0020)
	Armor Platoon Leaders - Conduct a relief in place at platoon level (01-1243.00-0004)
C32. Co/Tm Consolidates and Reorganizes	Officers - Process captured material (03-3711.13-0001) - Supervise NBC decontamination (04-5030.00-2020)
	Infantry Co/Tm Commanders - Conduct consolidation and reorganization of a company (04-3317.03-0003)

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TASKS

OTHER LINKAGES

Infantry Platoon Leaders

- Conduct consolidation and reorganization of a platoon (04-3317.02-0002)

Tank Platoon

- Perform consolidation and reorganization activities (12-3-C021)
- Process EPW (19-3-C004)
- Process captured documents and equipment (19-3-C005)
- Perform chemical decontamination (03-3-C016)
- Prepare and evacuate casualties (08-3-C019)

BFV Platoon

- Consolidate and reorganize (7-3/4-4048)

NCOs

- Report casualties (121-030-3534)
- Handle enemy personnel and equipment (191-377-5250)
- Consolidate a squad (071-430-0004)
- Reorganize a squad (071-430-0004)
- Consolidate a platoon (071-430-0007)
- Reorganize a platoon (071-430-0008)

S22. Scout Platoon Supports Execution of TF Offensive Operations

Scout Platoon

- Support a hasty attack (17-3-1022)

S23. Scout Platoon Executes a Screen

S2/GSR Platoon Leader

- Conduct a ground surveillance operation (01-3381.06-4010)

Scout Platoon Leader

- Conduct a screen operation (01-1241.00-0034)

Scout Platoon

- Conduct a screen (17-3-1023)
- Perform demolition guard force operations (17-3-1027)
- Respond to a chemical agent attack (03-3-C015)

S24. Scout Platoon Consolidates and Reorganizes

Scout Platoon

- Conduct a relief in place (17-3-1025)
- Process EPW (19-3-C004)
- Process captured documents and equipment (19-3-C005)

CCF 6 - Engage Enemy with Direct Fire and Maneuver

TASKS

OTHER LINKAGES

- Perform chemical decontamination (03-3-C016)
- Prepare and evacuate casualties (08-3-C019)

NCOs

- Report casualties (121-030-3534)
- Handle enemy personnel and equipment (191-377-5250)
- Consolidate a squad (071-430-0004)
- Reorganize a squad (071-430-0005)
- Consolidate a platoon (071-430-0007)
- Reorganize a platoon (071-430-0008)

ENGAGE ENEMY WITH DIRECT FIRE AND MANEUVER

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ENDNOTES

1. The unit (TF, Co/Tm, platoon) will receive and issue several WOs and will execute this task as often as necessary.
2. Ibid.
3. Ibid.
4. Ibid.
5. There are four types of security operations: screen; guard; cover, and area security. Guard missions are not conducted below TF or Squadron levels; Cover missions are normally conducted by a reinforced separate brigade or cavalry regiment. Neither Guard or Cover missions are conducted by a battalion task force Scout Platoon; hence they are not included in this task analysis. (FM 17-98, Scout Platoon, p. 5-2)
6. The Co/Tm conducts MTC as part of a TF MTC or by itself. The MTC is conducted to gain and maintain contact with the enemy. (FM 71-1, Tank and Mechanized Infantry Company Team, p. 3-18)
7. The overwatch or SBF/ABF mission is given to the Co/Tm as part of a larger TF maneuver. The Co/Tm's responsibility as SBF/ABF is to fix the enemy so that he can be attacked by the TF. (FM 71-123, Tactics and Techniques for Combined Arms Heavy Forces: Armored Brigade, Battalion/Task Force, and Company/Team, p. 3-151)
8. The Co/Tm acts as the TF reserve during offensive operations. As TF reserve, the Co/Tm is prepared to conduct the following missions: (FM 71-1, Tank and Mechanized Infantry Company Team, p. 3-13)
 - a. Assume the mission of an attacking Co/Tm.
 - b. Attack the enemy from a different direction.
 - c. Support attacking Co/Tms by fire.
 - d. Clear a position that has been overrun or bypassed by attacking Co/Tms.
 - e. Provide flank security to the TF (e.g., guard, screen).
 - f. Protect or assist other TF units during consolidation on the objective.
 - g. Protect key intersections and bridges.
 - h. Block an enemy counterattack.
9. The Co/Tm is assigned to defend a BP to: (FM 71-1, Tank and Mechanized Infantry Company Team, p. 4-23)
 - a. Destroy an enemy force in an EA.
 - b. Block an avenue of approach.
 - c. Control key or decisive terrain.
 - d. Fix the enemy force to allow another unit to maneuver.

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10. The Co/Tm is assigned to defend in sector to: (FM 71-1, Tank and Mechanized Infantry Company Team, p. 4-26)
 - a. Prevent forces from passing the rear boundary of the sector.
 - b. Retain flank contact and provide security.
 - c. Ensure unity of effort within the TF scheme of maneuver.
11. The Co/Tm is given a strongpoint mission when it must retain the position, until ordered to withdraw. Strongpoint sacrifices the mobility of weapon systems, demand extensive engineer materials and equipment, and usually take a long time to complete. This mission requires the Co/Tm to accept the risk of high casualties. When the Co/Tm is given the strongpoint mission, it will accomplish one or more of the following: (FM 71-1, Tank and Mechanized Infantry Company Team, p. 4-28)
 - a. Hold key or decisive terrain critical to the TF scheme of maneuver.
 - b. Provide a pivot for the maneuver of friendly forces.
 - c. Block an avenue of approach.
 - d. Canalize the enemy into friendly EAs.
12. The Co/Tm acts as the TF Reserve during defensive operations. As TF reserve, the Co/Tm is prepared to conduct the following missions: (FM 71-1, Tank and Mechanized Infantry Company Team, p. 4-31)
 - a. Counterattack (by fire or by fire and maneuver) with all or part of the Co/Tm.
 - b. Defend a BP.
 - c. Reinforce another Co/Tm's BP, sector, or strongpoint.
 - d. Assume the mission of another Co/Tm.
 - e. Conduct a relief in place and accepts battle handover.
 - f. Assist other Co/Tms in a rearward passage of lines.
 - g. Overwatch the maneuver of other Co/Tms.
13. Co/Tm Commander uses the intelligence products provided by the TF S2 (e.g., SITEMP, event template, MCOO, etc.)
14. Ibid.
15. Method of assault is determined by METT-T; a dismounted assault is selected when there are obstacles and fields of fire but a dismounted approach is available. A mounted assault is selected when there is an ability to close quickly and enemy fires can be suppressed. A dismounted assault with tanks leading is selected when there are limited fields of fire for the enemy and no obstacles to movement; the enemy in this case has only small arms and hand-held AT weapons. (FM 71-1, Tank and Mechanized Infantry Company Team, p. 3-26)
16. The Co/Tm performs security operations in support of TF offensive operations. Security operations conducted by the Co/Tm are either Guard or Screen. (FM 71-123, Tactics and Techniques for Combined Arms Heavy Forces: Armored Brigade, Battalion/Task Force, and Company/Team, pp. 6-124 and 6-131)
 - a. Co/Tm Guard missions are:
 - 1) Advance Guard; see movement to contact, task C6f.

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- 2) Rear Guard; see delay, task C7g1.
- 3) Flank Guard.
 - a) Protects the main body from surprise and direct fire.
 - b) Protects the main body from premature deployment.
 - c) Provides reaction time, maneuver space, and protection of the TF main body.

b. Co/Tm Screen missions are conducted to:

- 1) Maintain surveillance of avenues of approach.
- 2) Provide early warning to TF main body of approaching enemy.
- 3) Impede and harass the enemy with supporting indirect fires.
- 4) Destroy enemy's reconnaissance elements within Co/Tm capability.

This task deals with the Co/Tm performing security operations on a flank of a moving TF. The Co/Tm's task in flank guard are similar to those as screen. The primary difference is that as a flank guard the Co/Tm maneuvers to engage the enemy main body; as a screen force the Co/Tm engages enemy reconnaissance only. The Co/Tm may be augmented with other TF assets.

17. Co/Tm Commander uses the intelligence products provided by the TF S2 (e.g., SITEMP, event template, MCOO, etc.)