



DEPARTMENT OF THE ARMY
DEPARTMENT OF MILITARY SCIENCE
SETON HALL UNIVERSITY
400 SOUTH ORANGE AVENUE
SOUTH ORANGE, NEW JERSEY 07079-2681

ATCC-BBN-JSH

10 December 2015

MEMORANDUM FOR DISTRIBUTION

SUBJECT: Pirate Battalion Army ROTC Tactical Standing Operating Procedures (TACSOP)

1. Purpose. To prescribe guidance for the conduct of tactical operations. Specifically, this TACSOP standardizes operational routines, procedures and reports executed by the Pirate Battalion.
2. Scope. The provisions of this Standing Operating Procedures (SOP) apply to the Pirate Battalion at the company, platoon, squad and individual level.
3. Supporting Documents. This TACSOP incorporates all current provisions of FMs, TMs and Army regulations.
4. Responsibility. The Pirate Battalion Cadre S3 is the proponent for this TACSOP. The Pirate Battalion Cadet XO is the proponent for the TACSOP at the battalion Cadet level. Submit recommended changes to the Pirate Battalion Cadet XO for approval by the Pirate Battalion Cadre S3.
5. POC for this memorandum is CPT Denton at (973)313-6256 or Zachary.denton@shu.edu.
6. Pirate Battalion Army ROTC – “Can DO, Never Quit”.

TRINIDAD GONZALEZ, JR.
LTC, EN
Professor of Military Science

CHAPTER 1 – COMPANY/PLT/SQUAD - MISSION ESSENTIAL TASK LIST CROSSWALK (METL)	Page
TASK: CONDUCT OFFENSIVE OPERATIONS – RAID (07-2-9008)	1-1-1-3
TASK: CONDUCT AN AIR ASSAULT (07-02-1495)	1-4
TASK: CONDUCT DEFENSIVE OPERATIONS- DEFENSIVE POSITIONS	1-5,1-6
TASK: CONDUCT DEFENSIVE OPERATIONS – REACT TO AMBUSH (Near and Far)-(07-2-9003)	1-7

CHAPTER 2 – BATTLE DRILLS	Page
TASK: PLATOON ATTACK	2-1
TASK: SQUAD ATTACK	2-2,2-3
TASK: BREAK CONTACT (07-3-D9505)	2-3
TASK: ESTABLISH SECURITY AT A HALT (07-3-D9508)	2-4
TASK: REACT TO ABMBUSH (Far) (07-3-D9503)	2-4
TASK: REACT TO AMBUSH (Near) (07-3-D9502)	2-5
TASK: REACT TO CONTACT (Visual, IED, Direct Fire) (07-3-D9501)	2-6
TASK: REACT TO INDIRECT FIRE (07-3-D9504)	2-7
TASK: CONDUCT THE 5 C’S (05-3-D0016)	2-7
TASK: IDENTIFY VISUAL INDICATORS OF AN IMPROVISED EXPLOSIVE DEVICE (IED) (052-192-1271)	2-8

CHAPTER 3 - MISSION COMMAND	Page
SECTION 1 – WARFIGHTING FUNCTIONS	3-1
SECTION 2 – MISSION COMMAND	3-1,+3-2
SECTION 3 – TACTICAL DECISIONMAKING	3-3 – 3-5
3-1. Tactical decision making diagram	3-3
3-2. Army problem solving process	3-3
3-3. 8 Step Training Model	3-4
3-4. the military decision making process (MDMP)	3-4
3-5. MDMP Process Model	3-5
SECTION 4 – ORDERS	3-7
4-1. Orders Group	3-7
4-2. Warning Order	3-7
4-3. Fragmentary Order (FRAGO)	3-7
4-4. Operations Order	3-7
4-5. Squad Operations Order	3-7
4-6. Sample Opord Format	3-8, 3-9

Chapter 4 – OPERATIONS	Page
SECTION 1. COMBAT INTELLIGENCE.	4-1
a. Reporting	4-1
b. Field Sketching	4-1
c. Captured Documents	4-1
d. Prisoners	4-1

Chapter 5 – TACTICS	Page
SECTION 1 – INFANTRY SQUAD	5-1
SECTION 2 –INFANTRY FIRE TEAM	5-1
SECTION 3 INFANTRY PLATOON	5-2
SECTION 4 –MOVEMENT	5-2
4-1. Definition of Formations.	5-2
4-2. Movement Techniques.	5-3, 5-4
4-3. Danger Areas.	5-4, 5-5
SECTION 5. PATROLLING	5-5
5-1. Principles of Patrolling.	5-5
5-2. Patrol Planning Considerations.	5-6–5-7
a. Task Organization	5-5-5-6
b. Initial Planning and Coordination.	5-6
c. Complete the Plan.	5-6
Contingency Plans	5-7
Rally points.	5-7
Objective Rally Point (ORP)	5-7
Occupation of the ORP by Force	5-7
Leader’s Reconnaissance of the Objective.	5-7
5-3. TYPES OF PATROLS.	5-7
a. RECONNAISSANCE PATROLS	5-7 – 5-9
-Area Recon	5-8

-Zone Recon	5-9
b. COMBAT PATROLS	5-9 – 5-11
-Hasty Ambush	5-10
-Deliberate (Point/Area) Ambush/Raid	5-10
SECTION 6. ORP AND PATROL BASE CONSIDERATIONS	5-11
a. Cover and Concealment.	5-11
b. Observation Posts	5-11
c. Stand to.	5-11
d. Noise, light and litter discipline.	5-11
SECTION 7. PATROL BASE / ASSEMBLY AREA PLANNING, ACTIVITIES & RESPONSIBILITIES	5-12
SECTION 8. PATROL BASE.	5-12
a. Occupation	5-12
b. Passive (Clandestine) Patrol Base	5-12
c. Priorities of Work	5-12-5-13

CHAPTER 6 – RISK MANAGEMENT	Page
SECTION 1 – PRINCIPLES OF RISK MANAGEMENT	6-1
1-1. Principles of Risk Management	6-1
1-2. Deliberate Risk Management	6-1
1-3. Real-Time Risk Management	6-1
1-4. 5 Steps of Risk Management	6-1-6-3

Section 2. Documenting Deliberate Risk Management Assessment (DRAW)	6-4
---	-----

Chapter 7 – Packing list	Page
SECTION 1. CARRIED OR WORN	7-1
SECTION 2. RUCK SACK	7-1
SECTION 3. A BAG	7-2
SECTION 4. ASSAULT PACK	7-2
SECTION 5. B Bag	7-2

Annex A
Radio Call Signs SOP

Annex B
PCC's/PCI's

Annex C
ORDERS BRIEFING SEQUENCE

Annex D
BACKBRIEF FORMATS

Annex E
REHEARSAL OF CONCEPTS SEQUENCE

Annex F
RECONNAISSANCE & SURVEILLANCE (R&S) REHEARSAL SEQUENCE

Annex G
COMBAT SERVICE SUPPORT (CSS) REHEARSAL SEQUENCE

Annex H
STANDARD MAPBOARDS & OPS GRAPHICS

CHAPTER 1 – COMPANY/PLT/SQUAD - MISSION ESSENTIAL TASK LIST CROSSWALK (METL)

REFERENCES

The Infantry Rifle Platoon and Squad (FM 3-21.8)

Battle Drills for the Infantry Rifle PLT & SQD (ARTEP 7-8D)

The SBCT Infantry Rifle Platoon and Squad (FM 3-21.9)

Warrior Leader Skills Level 2 -4 (STP 21-24, SMCT)

The Infantry Rifle Co. Collective Task Publication (TC 3-21.10)

1-1

Pirate BN Mission Essential Task List		
Company MET		
ART 7.1 Conduct Offensive Tasks		
Platoon Collective Task	Squad Level Task	Individual
A) TN: 07-2-9008 Conduct a Raid	1A) 07-2-3000 Conduct Support by Fire	1A1) 171-COM-4080 Send a Spot Report (SPOTREP)
	2A) 071-326-5605 Control Movement of a Fire Team	1A2) 071-COM-0513 Select Hasty Fighting Positions
	3A) 05-3-1220 Conduct Fire and Maneuver Operations	1A3) Engage Targets with an M16-Series Rifle/M4-Series Carbine (071-COM-0030)
	4A) 07-3-9013 Conduct Action on Contact	1A4) Perform a Function Check on an M16-Series Rifle/M4-Series Carbine (071-COM-0029)
		1A5) 171-121-4051 Prepare a Situation Report (SITREP)
		1A6) 071-COM-0501 Move as a Member of a Team
		1A7) 071-COM-0510 React to Indirect Fire while Dismounted
		1A8) 052-COM-3261 React to an Improvised Explosive Device (IED) Attack (UNCLASSIFIED / FOR OFFICIAL USE ONLY) (U/FOUO)
		1A9) 191-377-4254 Search a detainee
B) ART 7.1.2 Conduct an Attack Task Number 07-2-9001	1B) 07-2-3000 Conduct Support by Fire	1B1) 171-COM-4080 Send a Spot Report (SPOTREP)
	2B) 071-326-5605 Control Movement of a Fire Team	1B2) 071-COM-0513 Select Hasty Fighting Positions
	3B) 05-3-1220 Conduct Fire and Maneuver Operations	1B3) Engage Targets with an M16-Series Rifle/M4-Series Carbine (071-COM-0030)
	4B) 07-3-9013 Conduct Action on Contact	1B4) Perform a Function Check on an M16-Series Rifle/M4-Series Carbine (071-COM-0029)
		1B5) 171-121-4051 Prepare a Situation Report (SITREP)
		1B6) 071-COM-0501 Move as a Member of a Team
		1B7) 071-COM-0510 React to Indirect Fire while Dismounted
		1B8) 052-COM-3261 React to an Improvised Explosive Device (IED) Attack (UNCLASSIFIED / FOR OFFICIAL USE ONLY) (U/FOUO)
		1B9) 191-377-4254 Search a detainee
C) ART Conduct an Ambush	1C) 07-2-3000 Conduct Support by Fire	1C1) 171-COM-4080 Send a Spot Report (SPOTREP)
	1C2) 071-326-5605 Control Movement of a Fire Team	1C2) 071-COM-0513 Select Hasty Fighting Positions
	1C3) 05-3-1220 Conduct Fire and Maneuver Operations	1C3) Engage Targets with an M16-Series Rifle/M4-Series Carbine (071-COM-0030)
	1C4) 07-3-9013 Conduct Action on Contact	1C4) Perform a Function Check on an M16-Series Rifle/M4-Series Carbine (071-COM-0029)
		1C5) Prepare a Situation Report (SITREP)
		1C6) 071-COM-0501 Move as a Member of a Team
		1C7) 071-COM-0510 React to Indirect Fire while Dismounted
		1C8) 052-COM-3261 React to an Improvised Explosive Device (IED) Attack (UNCLASSIFIED / FOR OFFICIAL USE ONLY) (U/FOUO)
		1C9) 191-377-4254 Search a detainee

ART 1.2 Conduct Tactical Maneuver		
A) ART 1.2.3 Employ Combat Patrols	1A) 071-720-0006 Establish a Patrol Base or ORP	1A1) ART 1.2.10 Navigate From one point to another
	2A) 171-121-4024 Conduct a Dismounted Patrol	1A2) 071-326-0515 Select a Movement Route Using a Map
	3A) 07-3-D9501 React to Direct Fire Contact	1A3) 071-326-5610 Conduct Movement Techniques by a Squad
	4A) 07-3-D9504 React to Indirect Fire	
	5A) 05-3-D1703 React to an IED	
	6A) 171-620-0016 Conduct Route Reconnaissance at Company/Troop Level	
	7A) ART 1.2.6 Cross a Danger Area	
	8A) ART 1.2.2 Employ Combat Formations	
	9A) 171-123-4005 Conduct the Occupation of an Assembly Area (AA)	
	10A) 171-620-0059 Conduct Assembly Area Activities at Company/Troop Level	
ART 4.1 Provide Logistics Support		
A) ART 4.3 Provide Health Service Support	1A) 08-2-0003 Treat Casualties	1A1) 081-831-1026 Perform First Aid for an Open Chest Wound
	2A) 08-2-0004 Evacuate Casualties	1A2) 081-831-1008 Perform First Aid for Heat Injuries
		1A3) 081-831-1025 Perform First Aid for an Open Abdominal Wound
		1A4) 081-831-1033 Perform First Aid for an Open Head Wound 081-831-1034 Perform First Aid for a Suspected Fracture
		1A5) 081-831-0039 Treat a Casualty for a Cold Injury
		1A6) 081-831-1032 Perform First Aid for Bleeding of an Extremity
		1A7) 081-831-1058 Supervise Casualty Treatment and Evacuation
		1A8) 171-300-0068 Develop a Unit Level Casualty Evacuation Plan
		1A9) 08-2-0003 Treat Casualties
		1A10) 081-833-0283 Initiate a 9-Line Medevac Request
B) ART 4.1.3 Provide Supplies		
	1B) 10-2-4006 Provide Class I, II, III (Packaged), IV, VII and IX Supplies	1B1) Forecast classes of supply requirements
	2B) 63-6-2708 Distribute Class I, II, III(P), IV, V, VI, VII, IX, and Bottled Water	1B2) Conduct Resupply
5) ART 5.0 Mission Command		
A) ART 5.1.1 Plan Operations	1A) 71-2-5100 Conduct Troop Leading Procedures	1A1) 071-326-5503 Issue a Warning Order
		1A2) 071-326-5502 Issue a Fragmentary Order
		1A3) 171-610-0001 Perform a Map Reconnaissance
		1A4) 071-326-5626 Prepare an Operation Order (OPORD) at the Company, Platoon, or Squad Level
		1A5) 071-326-5505 Issue an Operation Order (OPORD) at the Company, Platoon, or Squad Level
		1A6) 171-121-4051 Prepare a Situation Report (SITREP)
		1A7) ART 6.9.1 Conduct Risk Management
B) ART 5.2.1 Conduct Command Post Operations to Support Tactical Operations		
	1B) Establish the Command Post	1B1) 113-571-1022 Perform Voice Communications
	2B) Maintain Continuity of Command	

CHAPTER 2 – Battle Drills

REFERENCES

Ranger Handbook

The Infantry Rifle Platoon and Squad (FM 3-21.8)

The SBCT Infantry Rifle Platoon and Squad (FM 3-21.9)

Warrior Ethos and Soldier Combat Skills (FM 3-21.75)

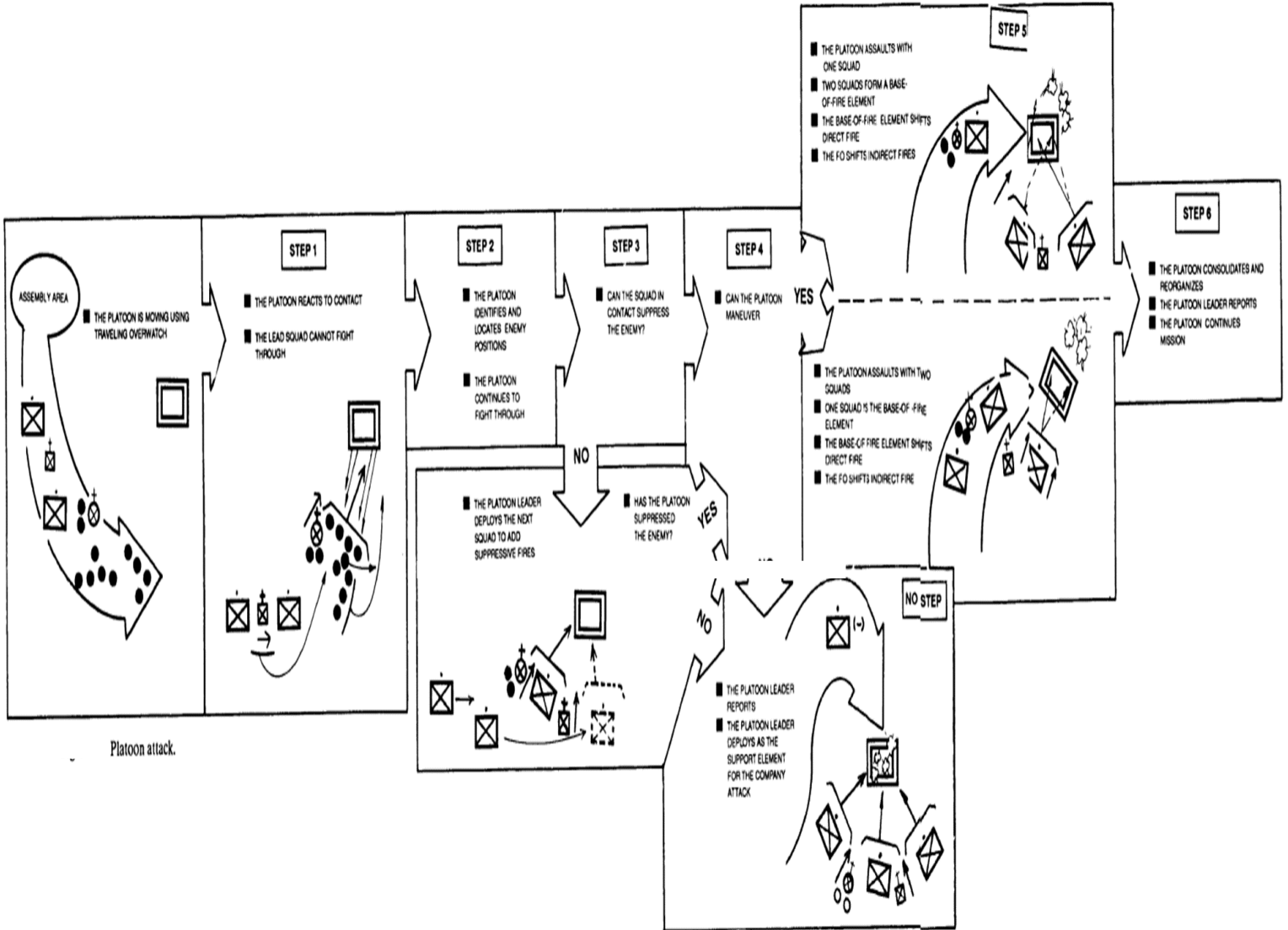
the Infantry Rifle Company CTP TC

STP 21-1-SMCT

STP 21-24-SMCT

TASK: PLATOON ATTACK

SITUATION: The platoon is moving as part of a larger force conducting a movement to contact or a hasty or deliberate attack.



TASK: SQUAD ATTACK

SITUATION: The squad is moving as part of the platoon conducting a movement to contact or a hasty or deliberate attack.

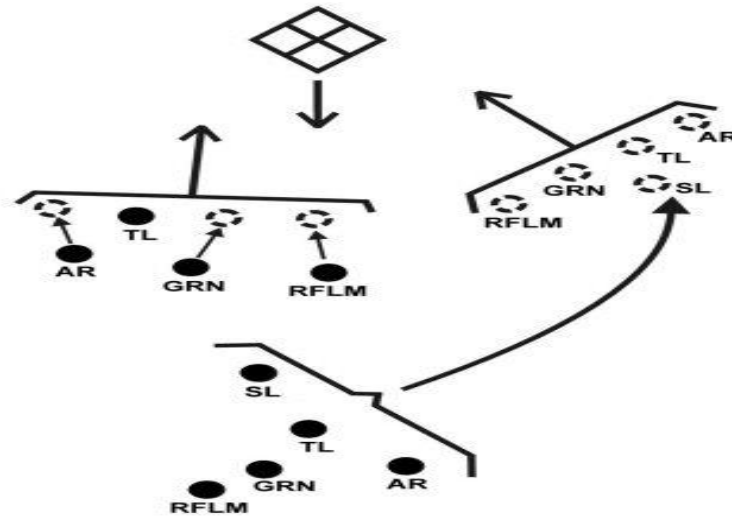


Figure 2-1. Squad Attack

TASK: Break Contact (07-3-D9505)

The unit returns fire. A leader identifies the enemy as a superior force, and makes the decision to break contact. The unit breaks contact using fire and movement. The unit continues to move until the enemy cannot observe or place effective fire on them. The unit leader reports the contact to higher headquarters.



Figure 2-2. Break contact (dismounted).

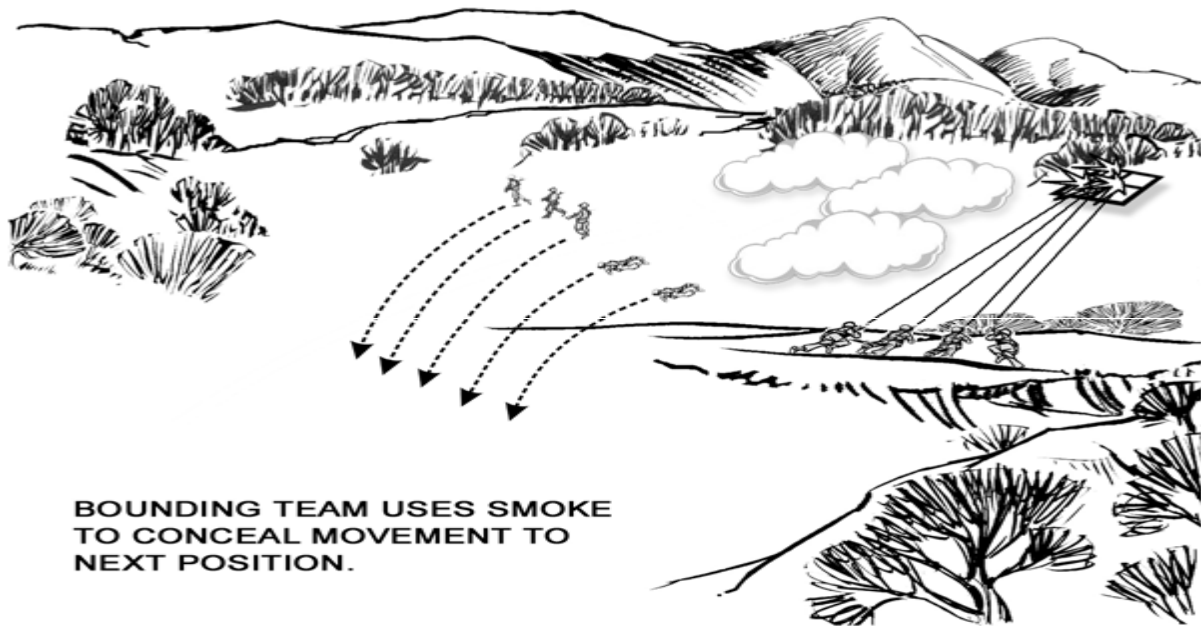


Figure 2-3. Break contact (dismounted) (continued).

g. The base-of-fire element moves to its next covered and concealed position. (Based on the terrain and volume and accuracy of the enemy's fire, the moving element may need to use fire and movement techniques). (See Figure 2-4)



Figure 2-4. Break contact (dismounted) (continued).

TASK: Establish Security at the Halt (07-3-D9508)

This drill begins when the unit to must halt and enemy contact is possible or the unit leader initiates drill by giving the order to "Halt." (Dismounted) - Soldiers stop movement and clear the area per unit SOP. (An example technique is the 5-25 meters; each Soldier immediately scans 5 meters around his position and then searches out to 25 meters based on the duration of the halt). Soldiers occupy covered and concealed positions, maintain dispersion and all-round security.

TASK: React to Ambush (Far) (07-3-D9503)

(Dismounted) - The unit immediately returns fire and occupies covered and or concealed positions. The unit moves out of the kill zone, locates the enemy position, and conducts fire and maneuver in order to destroy the enemy.

1. Dismounted - (See Figure 2-5)

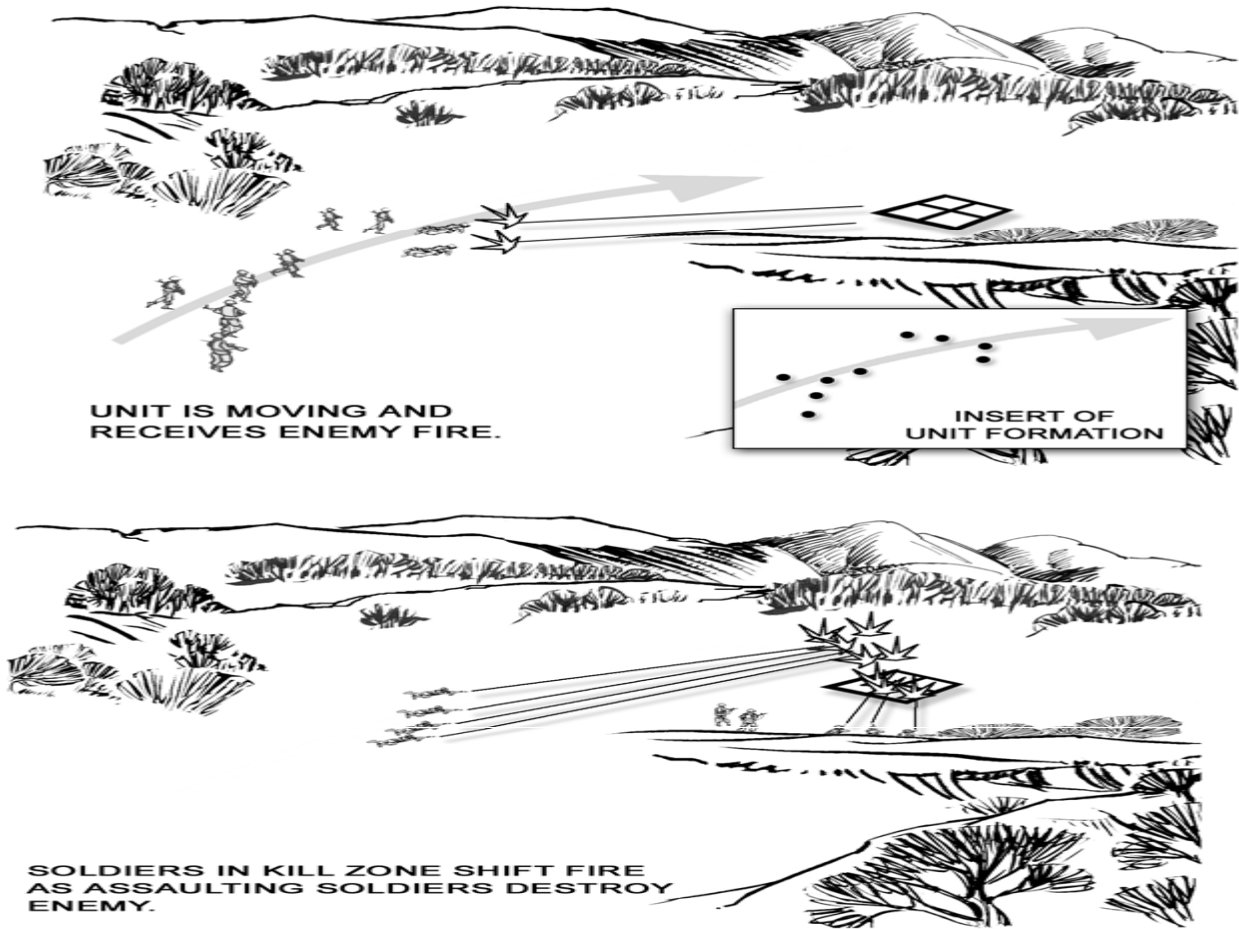


Figure 2-5. React to ambush (far) (dismounted) (continued)

TASK: React to Ambush (Near) (07-3-D9502)

(Dismounted) - Soldiers in the kill zone immediately return fire on known or suspected enemy positions and assault through the kill zone.

1. Dismounted - (See Figure 2-6)

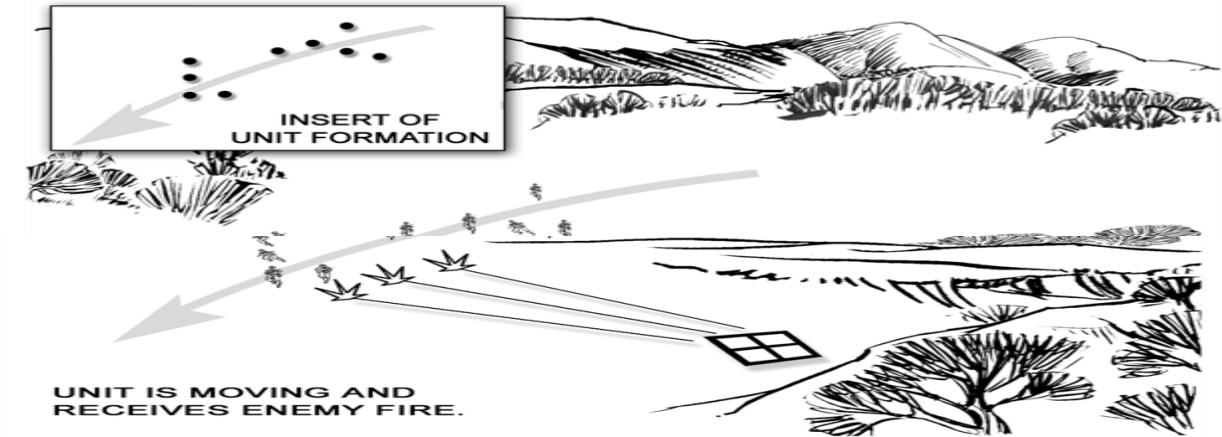


Figure 2-6. React to ambush (near) (dismounted)

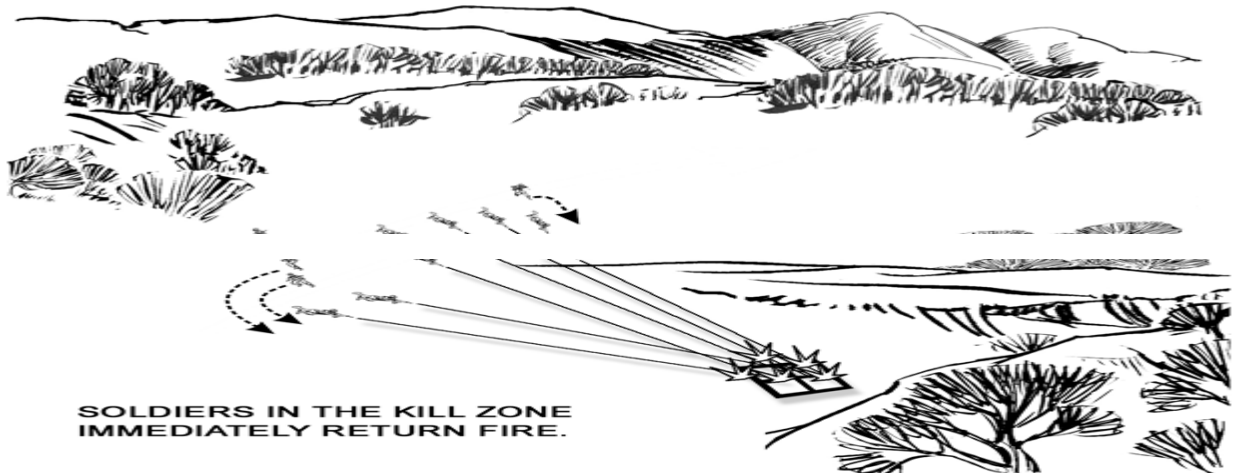
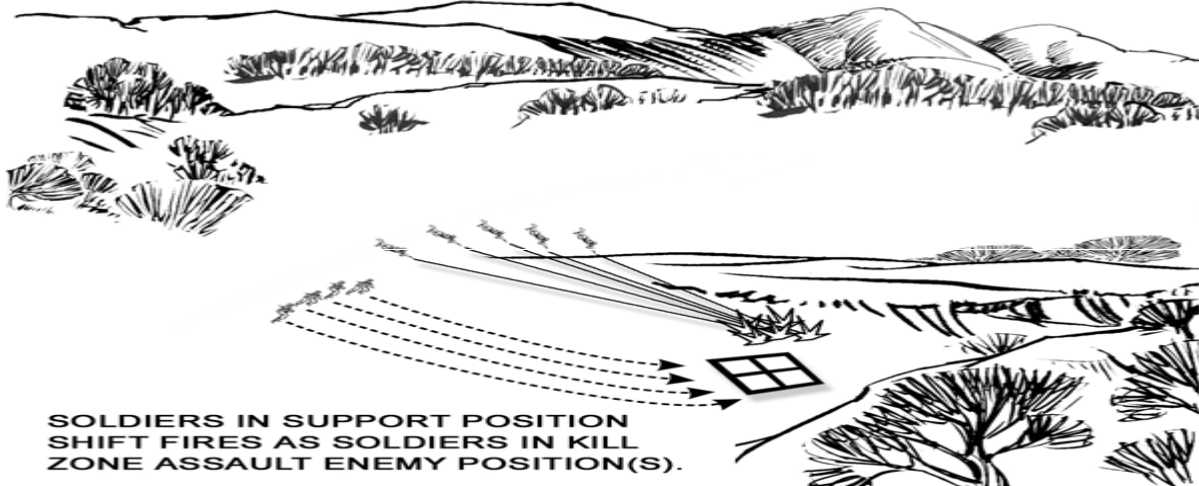


Figure 2-6.1. React to ambush (near) (dismounted) (continued)



TASK: React to Contact (Visual, IED, Direct Fire) (07-3-D9501)

Visual (Dismounted) - The unit destroys the enemy with a hasty ambush or an immediate assault through the enemy position.

IED (Dismounted) - The unit takes immediate action by using the 5-Cs procedure (confirm, clear, check, cordon, and control).

Direct Fire (Dismounted) - The unit immediately returns "well-aimed" fire and seeks cover. The unit leader reports the contact to higher headquarters.

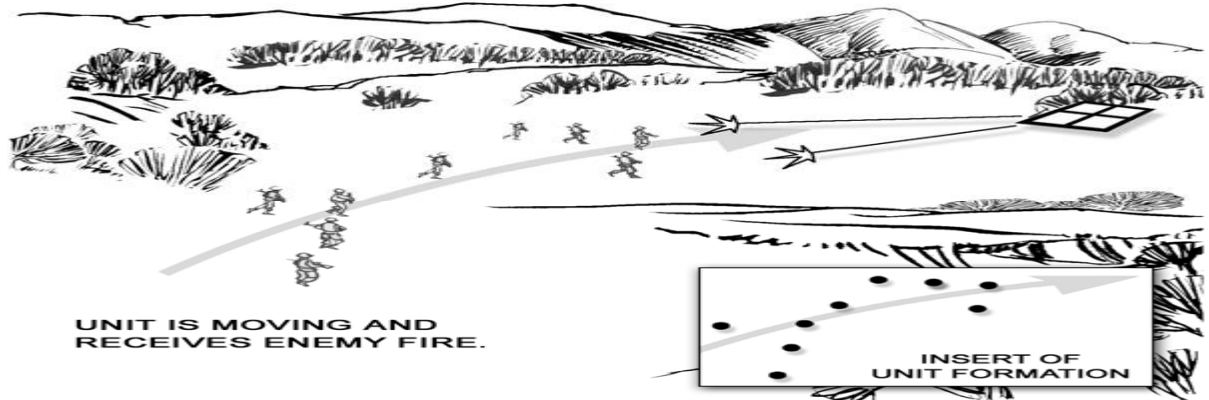


Figure 2-7. React to contact, direct fire (dismounted)

a. Soldiers under direct fire immediately return fire and seek the nearest covered positions. Calls out distance and direction of direct fire. (See Figure 2-7.1)

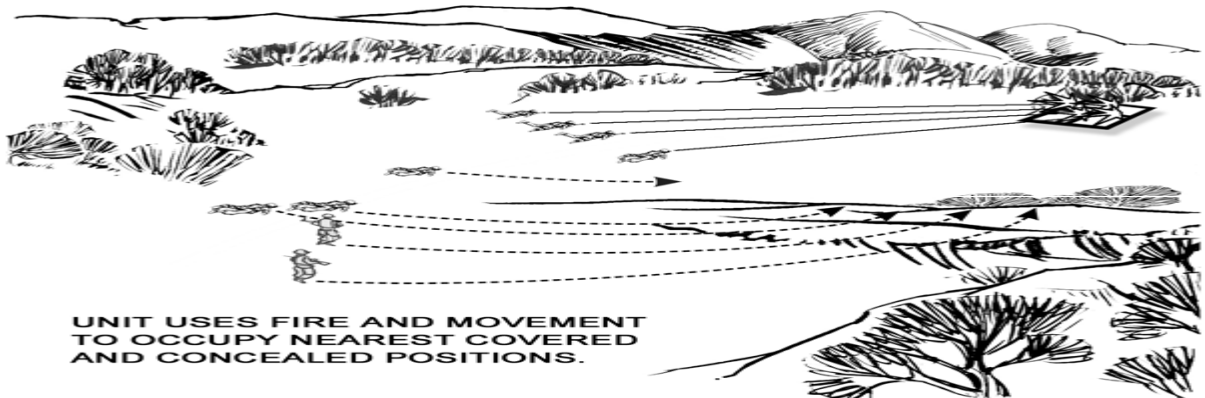


Figure 2-7.1. React to contact, direct fire (dismounted) (continued)



Figure 2-7.2. React to contact, direct fire (dismounted)(continued)

TASK: React to Indirect Fire (07-3-D9504)

(Dismounted) - Soldiers immediately seek the best available cover.

1. Dismounted -
 - a. Any Soldier announces, "Incoming!"
 - b. Soldiers immediately assume the prone position or move to immediate available cover during initial impacts by announces Distances and Direction (using the clock as direction).
 - c. The unit leader orders the unit to move to a rally point by giving a direction and distance.
 - d. After the impacts, Soldiers move rapidly in the direction and distance to the designated rally point.
 - e. The unit leader reports the contact to higher headquarters.

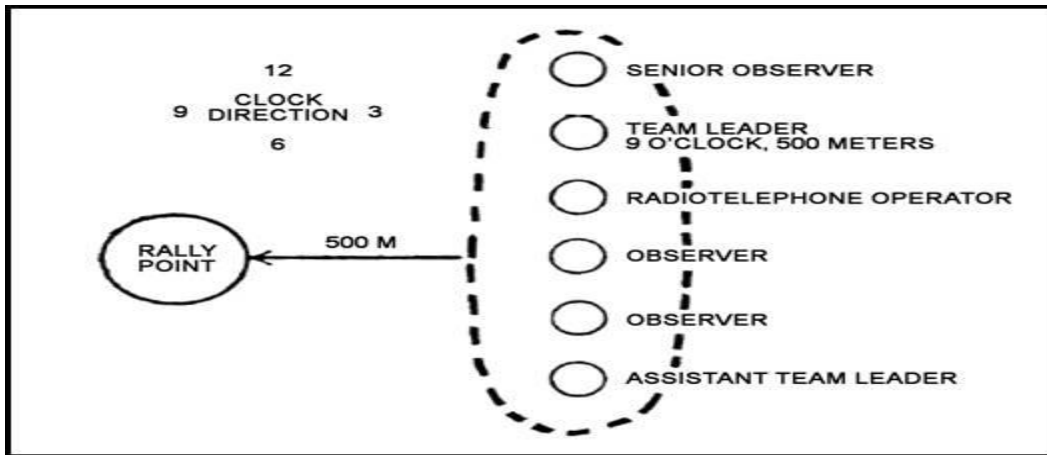


Figure 2-8. React to Indirect Fire

TASK: Conduct the 5C's (05-3-D0016)

The element conducts the 5Cs (confirm, clear, cordon, check, control) correctly, ensuring the area is clear of any nonessential personnel, secondary or tertiary IEDs have been confirmed and identified, a cordon has been established, and personnel access to the area is under control.

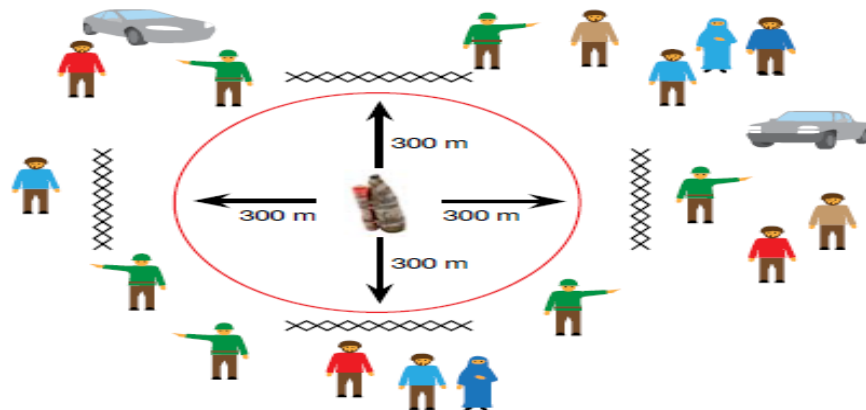
TASK STEPS AND PERFORMANCE MEASURES

NOTE: Conduct the 5C's; these are not order specific and can be done concurrently.

1. Confirms there is a requirement for explosive ordnance disposal (EOD) when encountering a suspected or known IED.
2. Clears all personnel from the area to a tactically safe position and distance from the potential IED.
3. Cordons the area.
4. Checks the immediate area for secondary/tertiary devices around the incident control point (ICP) and cordon using the 0/5/25 meter checks.
5. Controls the area inside the cordon to ensure only authorized access.

Cordon - Confirm - Control

Keep anyone out of the area! Inform your superiors!



TASK: Identify Visual Indicators of an Improvised Explosive Device (IED) (052-192-1271)

NOTE: THE FIRST INDICATION OF AN IED IS A CHANGE IN THE ENVIRONMENT, SOMETHING THAT IS THERE NOW THAT WAS NOT THERE EARLIER. DISTURBED PATCHES IN THE ROAD, FRESH PILES OF DIRT, NEWLY ERECTED SIGNS, ABANDONED VEHICLES, AND GARBAGE OR DEBRIS PILES ARE SOME OF THE INDICATIONS THAT AN IED IS IN THE AREA.

1. Identify what constitutes an IED threat.

- a. History of previous attacks.
- b. Decrease in normal traffic/pedestrian flow.
- c. Environmental changes.
 - (1) Holes filled in.
 - (2) Curbs repaired.
 - (3) New pieces of concrete along a road.
 - (4) New signs along a route.
 - (5) Trash along the route that was not there previously.
 - (6) Dead animals along the route.
- d. Telltale signs of IEDs.
 - (1) Exposed ordnance.
 - (2) Detonating cord (DETCORD).
 - (3) Markers.
 - (4) Antennas.
 - (5) Wires.

2. Identify types of IED-initiating systems.

- a. Radio-controlled improvised explosive device (RCIED).
 - (1) Car alarm systems (key fobs).
 - (2) Wireless doorbell transmitters.
 - (3) Radio-controlled toys.
 - (4) Telephones (cordless or cellular).
- b. Command-wired improvised explosive device (CWIED).
 - (1) Electrical initiation system.
 - (2) Nonelectrical initiation system.
- c. Victim-operated improvised explosive device (VOIED).
- d. Timed IED.
 - (1) Mechanical washing machine timer.
 - (2) Electronic timer.

3. Identify visual indicators of static IEDs.

- a. Changes in community patterns. Be alert to fewer people or vehicles in a normally busy area, open windows, and the absence of children playing.
- b. Colors that seem out of place. Look for noticeable items left by the enemy (for example, exposed red DETCORD or other parts of an IED). Look for contrasting colors (for example, freshly disturbed dirt [it will be darker in color] or concrete that does not match the surrounding areas).
- c. Markers by roadsides. Markers (for example, tires, rock piles, ribbon, or tape) may identify an IED location or serve as an aiming reference.
- d. Shapes that seem out of place. Take note of object outlines that seem out of place for the environment that you are in.
- e. Graffiti symbols or writings on buildings and walls. These might serve as warnings to local nationals (LNs) (interpreters are very helpful).
- f. Signs that are newly erected or out of place. Pay attention to newly erected placards and signs that might be concealing an IED or serve as warnings to locals and messages to insurgents.
- g. Activities such as the following:
 - (1) Vehicles following your convoy for a long distance and then pulling off the roadside.
 - (2) Obstacles in the roadway used to channel the convoy.
 - (3) Personnel on overpasses.
 - (4) Signals with flares or city lights being switched off/on as a convoy approaches.
 - (5) People videotaping ordinary activities or military movements.
 - (6) Presence of a news camera crew.
 - (7) PBIEDs waiting for mobile targets to follow (selecting worthy-to-attack targets).
- h. Concealment methods, such as the following:
 - (1) Dirt or gravel piles on the roadsides.
 - (2) Garbage piles.
 - (3) Trash or burlap bags.
 - (4) Culverts.
 - (5) Prior IED sites.
 - (6) Tires.
 - (7) Tree trunks.
 - (8) Light poles.
 - (9) Guard rails.
 - (10) Dead animals.
 - (11) Boxes.
 - (12) Vehicles (carts, cars, or trucks).
 - (13) Potholes or washed-out road areas.
 - (14) Mannequins/scarecrows on roads (simulating dead bodies) with artillery rounds inside.
 - (15) Traffic cones at construction areas.
 - (16) Children being used to deliver IEDs

CHAPTER 3 - MISSION COMMAND

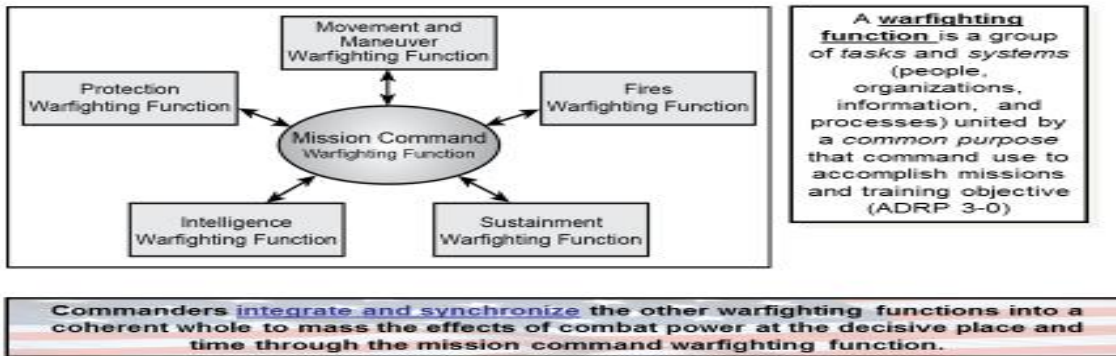
SECTION 1 –Warfighting Functions

1-1. To execute operations, commanders conceptualize capabilities in terms of combat power. Combat power has eight elements: leadership, information, mission command, movement and maneuver, intelligence, fires, sustainment, and protection. The Army collectively describes the last six elements as the warfighting functions. Commanders apply combat power through the warfighting functions using leadership and information.

1-2. The **mission command warfighting function** is the related tasks and systems that develop and integrate those activities enabling a commander to balance the art of command and the science of control in order to integrate the other warfighting functions. Commanders, assisted by their staffs, integrate numerous processes and activities within the headquarters and across the force as they exercise mission command.



Warfighting Functions



SECTION 2 – Mission Command

2-1. Mission command is the conduct of military operations through decentralized execution based upon mission orders for effective mission accomplishment. Successful mission command results from subordinate leaders at all echelons exercising disciplined initiative within the commander’s intent to accomplish missions. It requires an environment of trust and mutual understanding (FM 1-02). A fundamental tenet of mission command is the importance of people over technology and equipment. Mission command requires that leaders learn how to think rather than what to think. It recognizes that the subordinate is often the only person at the point of decision who can make an informed decision. Guided by the commander's intent, the mission, and the concept of the operation, the leader can make the right decision. A second fundamental tenet of mission command is that with the authority of freedom of action comes the subordinate’s leader’s responsibility to always accomplish his mission.



Exercise of Mission Command



Mission Command Philosophy





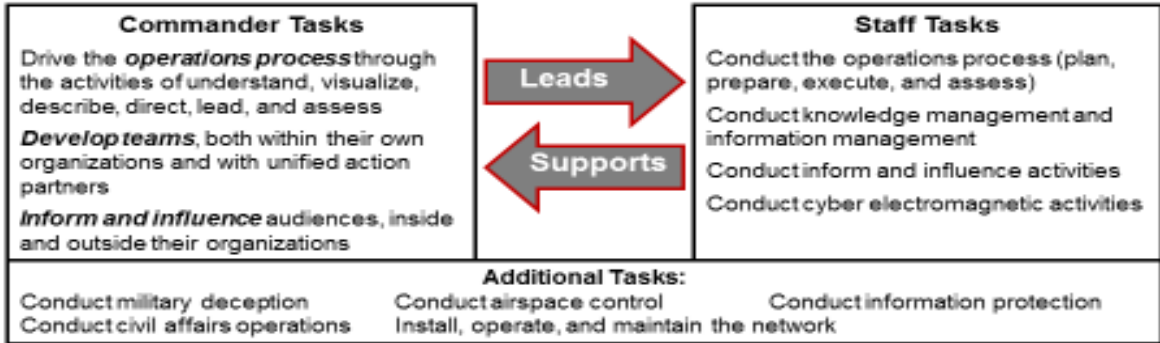
Exercise of Mission Command



Executed through the...

Mission Command Warfighting Functions
 The related tasks and systems that develop and integrate those activities enabling a commander to balance the art of command and the science of control in order to integrate the other warfighting functions.

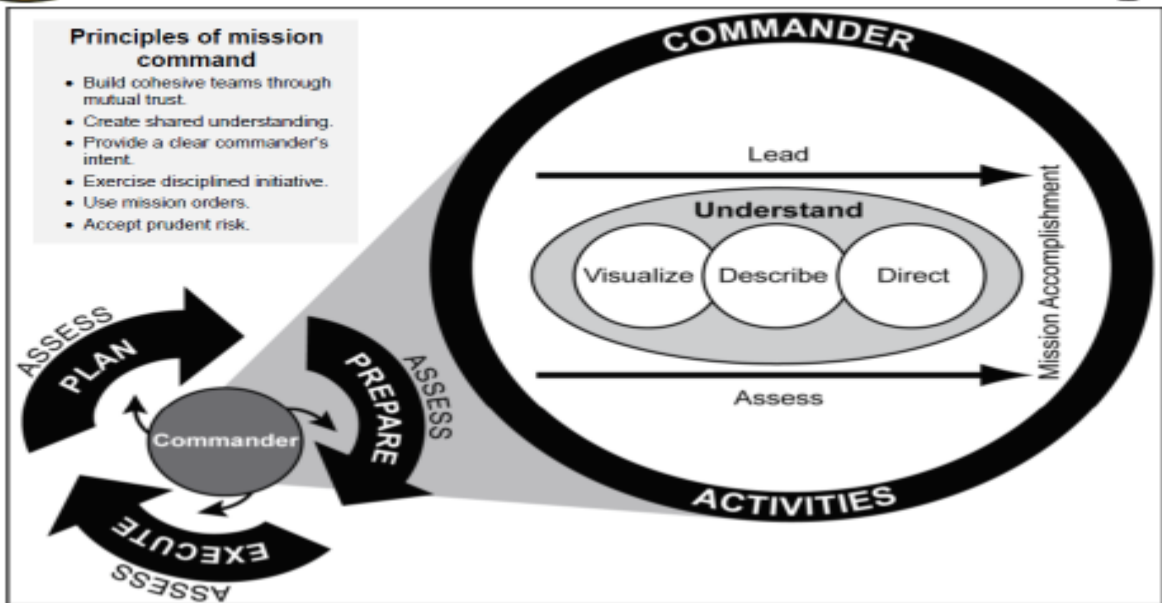
A series of mutually supported tasks...



Mission Command System
 Personnel Information systems Facilities and equipment
 Networks Process and procedures



Operations Process



SECTION 3 – TACTICAL DECISIONMAKING

3-1. Tactical decision making is one of the primary ways leaders influence subordinates to accomplish their mission. It is a process of the leader collecting information, employing a decision making process, and giving an order to subordinates (Figure 3-1).

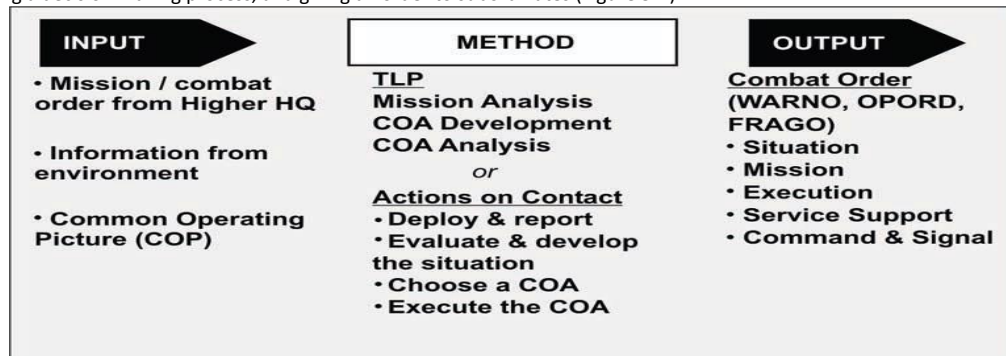


Figure 3-1. Tactical decision-making process.

3-2. TROOP LEADING PROCEDURES.

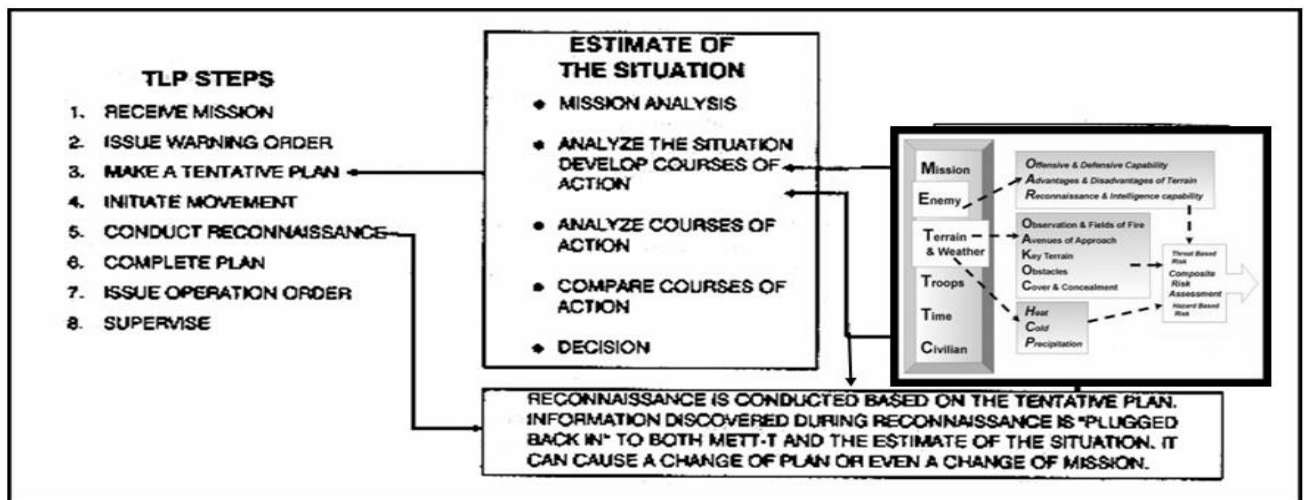
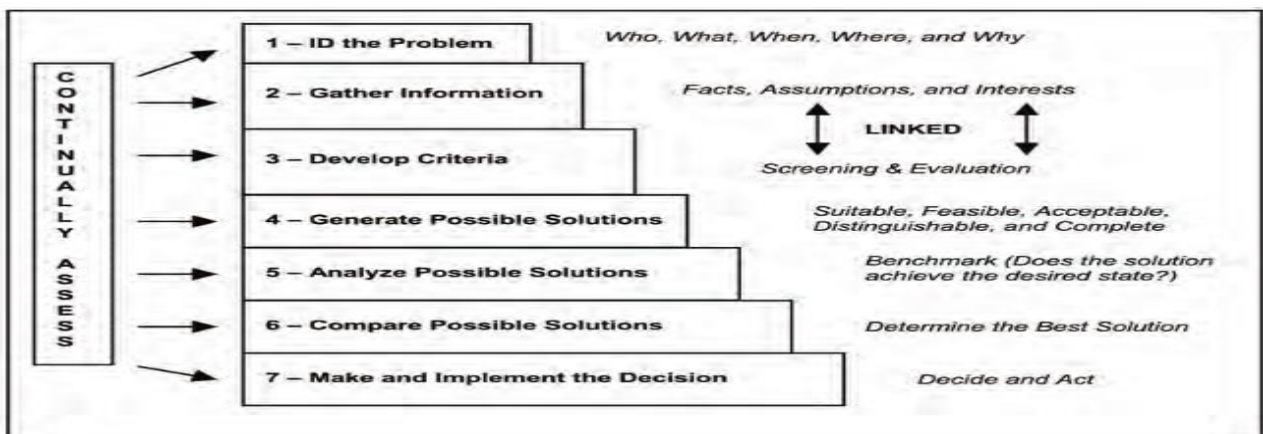


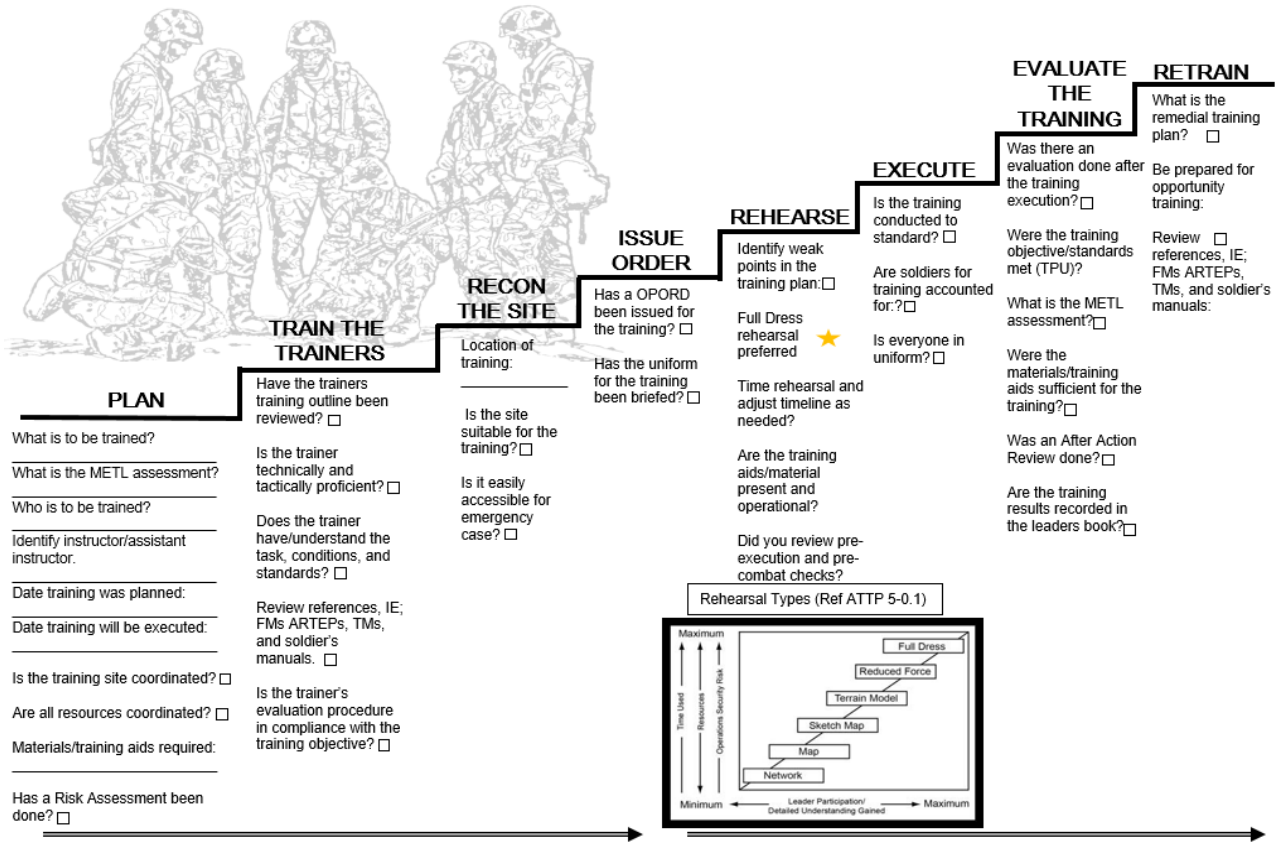
Figure 3-2. Tools of the tactician relationship

Note: Only the first 3 TLP steps are followed in order. The remaining 5 steps (4-8) can be done in any order.

3-3. **Army Problem Solving Process** - The ability to recognize and effectively solve problems is an essential skill for leaders (see FM 6-22). Not all problems require lengthy analysis. For simple problems, leaders often make quick decisions based on their experiences. However, for problems involving a variety of factors, leaders need a systematic problem-solving process. The objective of problem solving is not just to solve near-term problems, but to also do so in a way that forms the basis for long-term success. The Army’s approach to problem solving includes the following steps:



8 STEP TRAINING MODEL



3-4. The **military decision making process (MDMP)** is an iterative planning methodology that integrates the activities of the commander, staff, subordinate headquarters, and other partners to understand the situation and mission; develop and compare courses of action; decide on a course of action that best accomplishes the mission; and produce an operation plan or order for execution (FM 5-0). The military decision making process (MDMP) helps leaders apply thoroughness, clarity, sound judgment, logic, and professional knowledge to understand situations, develop options to solve problems, and reach decisions. This process helps commanders, staffs, and others think critically and creatively while planning.

MILITARY DECISION MAKING PROCESS MODEL

Key inputs	Steps	Key outputs
<ul style="list-style-type: none"> Higher headquarters' plan or order or a new mission anticipated by the commander 	<p>Step 1: Receipt of Mission</p>	<ul style="list-style-type: none"> Commander's initial guidance Initial allocation of time
Warning order		
<ul style="list-style-type: none"> Higher headquarters' plan or order Higher headquarters' knowledge and intelligence products Knowledge products from other organizations Design concept (if developed) 	<p>Step 2: Mission Analysis</p>	<ul style="list-style-type: none"> Problem statement Mission statement Initial commander's intent Initial planning guidance Initial CCIRs and EEFI Updated IPB and running estimates Assumptions
Warning order		
<ul style="list-style-type: none"> Mission statement Initial commander's intent, planning guidance, CCIRs, and EEFI Updated IPB and running estimates Assumptions 	<p>Step 3: Course of Action (COA) Development</p>	<ul style="list-style-type: none"> COA statements and sketches <ul style="list-style-type: none"> Tentative task organization Broad concept of operations Revised planning guidance Updated assumptions
<ul style="list-style-type: none"> Updated running estimates Revised planning guidance COA statements and sketches Updated assumptions 	<p>Step 4: COA Analysis (War Game)</p>	<ul style="list-style-type: none"> Refined COAs Potential decision points War-game results Initial assessment measures Updated assumptions
<ul style="list-style-type: none"> Updated running estimates Refined COAs Evaluation criteria War-game results Updated assumptions 	<p>Step 5: COA Comparison</p>	<ul style="list-style-type: none"> Evaluated COAs Recommended COAs Updated running estimates Updated assumptions
<ul style="list-style-type: none"> Updated running estimates Evaluated COAs Recommended COA Updated assumptions 	<p>Step 6: COA Approval</p>	<ul style="list-style-type: none"> Commander-selected COA and any modifications Refined commander's intent, CCIRs, and EEFI Updated assumptions
Warning order		
<ul style="list-style-type: none"> Commander-selected COA with any modifications Refined commander's intent, CCIRs, and EEFI Updated assumptions 	<p>Step 7: Orders Production</p>	<ul style="list-style-type: none"> Approved operation plan or order
<p>CCIR COA</p>	<p>commander's critical information requirement course of action</p>	<p>EEFI IPB</p> <p>essential element of friendly information intelligence preparation of the battlefield</p>

SECTION 4 – ORDERS

The PL may use subordinates to prepare para 1, 4, 5 and routes and fires for the ORDERS. It is acceptable for subordinates to brief the portions of the orders they prepare. Use of sketches and a terrain model are critical to allow rapid understanding of the operation. Rehearsals are critical as elements of the constrained planning model.

4-1. ORDERS GROUP

a. **Platoon (PLT) orders** – at a minimum, the following individuals will attend platoon orders:

- (1) Platoon leader
- (2) Platoon sergeant
- (3) Squad leaders
- (4) Platoon Forward Observer (FO)
- (5) PLT Medic
- (6) Attachment leaders

b. **Squad orders** – at a minimum, the following individuals will attend squad orders:

- (1) Squad leader
- (2) Team leaders

4-2. WARNING ORDERS. A sample annotated WARNORD format follows:

a. **Warning order (WARNOs do not have to follow a specific format, but the 5 paragraph OPORD format is a good guide).** Warning orders give subordinates advance notice of operations that are to come. A WARNING ORDER DOES NOT AUTHORIZE EXECUTION UNLESS SPECIFICALLY STATED.

1. SITUATION

a. **Enemy forces.** Include significant changes in enemy composition dispositions and courses of action. Information not available for inclusion in the initial WARNO can be included in subsequent warning orders.

b. **Friendly forces. (Optional)** Only address if essential to the WARNO.

- (1) Higher commander's mission.
- (2) Higher commander's intent.

c. **Attachments and detachments.** Initial task organization, only address major unit changes.

2. MISSION. Concise statement of the task and purpose (who, what, when, where, and (why). If not all information is known, state which parts of the mission statement are tentative. REPEAT 2X'S

3. EXECUTION**Intent:**

a. **Concept of operation.** Provide as much information as available. The concept should describe the employment of maneuver elements.

b. **Tasks to maneuver units.** Provide information on tasks to subordinate units for execution, movement to initiate, reconnaissance to initiate, or security to emplace. Identify special teams within squad and platoon.

c. **Tasks to combat support units.**

d. **Coordinating instructions.** Include any information available at the time of the issuance of the WARNO. Include the following:

- (1) Uniform and Equipment Common to All (changes in SOP e.g., drop rucks, drop or pick up helmets).
- (2) Time line.
- (3) CCIR (Commanders Critical Information Requirements).
- (4) Risk guidance.
- (5) Deception guidance.
- (6) Specific priorities, in order of completion.
- (7) Guidance on orders and rehearsals.
- (8) Orders group meeting (attendees, location, and time).
- (9) Earliest movement time and degree of notice.

4-3. Fragmentary order (FRAGO) - The format for a FRAGO is that portion of the current OPORD that has changed. If significant changes have occurred since the last Operations Order (OPORD), a new OPORD should be prepared.

4-4. OPERATIONS ORDER. An Operations Order (OPORD) is a directive issued by a leader to his subordinates in order to effect the coordinated execution of a

4-5. A sample OPORD format follows:

OPERATION ORDER __ (Number) __ (code name)

Plans and orders normally contain a code name and are numbered consecutively within a calendar year.

Time Zone Used throughout the Order: The time zone used throughout the order (including annexes and appendixes) is the time zone applicable to the operation. Operations across several time zones use ZULU time.

Task Organization: Describe the allocation of forces to support the commander's concept. Task organization may be shown in one of two places: preceding paragraph one, or in an annex, if the task organization is long and complicated.

1. Weather and Light Data and General Forecast:

High	Moonrise	Sunrise
Low	Moonset	Sunset
Wind Speed	Moon phase	
Wind Direction	% Illumination	

2. Terrain: Observations (Field of fire), Cover and Concealment, Obstacles, Key Terrain, and Avenues of Approach (OCOKA)

NOTE: Describe the effects on enemy and friendly forces for lines (1) and (2).

1. SITUATION

a. Enemy forces. The enemy situation in higher headquarters' OPORD (paragraph 1.a.) is the basis for this, but the leader refines this to provide the detail required by his subordinates.

1. Include the enemy's composition, disposition, and strength
2. Recent activities
3. Known/suspected locations and capabilities
4. Describe the enemy's most likely and most dangerous course of action

b. Friendly forces. This information is in paragraph 1b, 2 and 3 of higher headquarters' OPORD.

1. Include the mission, the commander's intent, and concept of operations for headquarters one and two levels up.
2. Locations of units to the left, right, front, and rear. State those units' task and purpose and how those units will influence your unit, particularly adjacent unit patrols.

c. Attachments and detachments. Do not repeat information already listed under Task Organization. Try to put all information in the Task Organization. However, when not in the Task Organization, list units that are attached or detached to the headquarters that issues the order. State when attachment or detachment is to be effective if different from when the OPORD is effective (such as on order, on Commitment of the reserve). Use the term "remains attached" when units will be or have been attached for some time.

2. MISSION. State the mission derived during the planning process. There are no subparagraphs in a mission statement. **Include the 5 W's: Who, What (task), Where, When, and Why (purpose). REPEAT 2X'S**

3. EXECUTION

a. Concept of the Operations. The concept of operations may be a single paragraph, may be divided into two or more subparagraphs or, if unusually lengthy, may be prepared as a separate annex. The concept of operations should be based on the Course of Action (COA) statement from the decision-making process and will designate the main effort. The concept statement should be concise and understandable and describe, in general terms, how the unit will accomplish its mission from start to finish.

-The concept describes—

- The employment of major maneuver elements in a scheme of maneuver.
- A plan of fire support or "scheme of fires" supporting the maneuver with fires.
- The integration of other major elements or systems within the operation. These include, for example, reconnaissance and security elements, intelligence assets, engineer assets, and air defense.
- Any be-prepared missions.

1. Maneuver. The maneuver paragraph addresses, in detail, the mechanics of the operations. Specifically address all subordinate units and attachments by name, giving each its mission in the form of a **task** and **purpose**. The main effort must be designated and all other Subordinates' missions must relate to the main effort. Actions on the objective will comprise the majority of this paragraph and therefore could address the plan for actions on the objective, engagement/disengagement criteria, an alternate plan in the event of compromise or unplanned movement of enemy forces, and a withdrawal plan.

2. Fires. Clarify scheme of fires to support the overall concept. This paragraph should state which maneuver unit is the main effort and has priority of fires, to include stating purpose of, priorities for, allocation of, and restrictions for fire support. A target list worksheet and overlay are referenced here, if applicable. Specific targets are discussed and pointed out on the terrain model (see chapter 3, Fire Support).

b. Tasks to maneuver units. Clearly state the missions or tasks for each maneuver unit that reports directly to the headquarters issuing the order. List units in the same sequence as in the task organization, including reserves. Use a separate subparagraph for each maneuver unit. Only state tasks that are necessary for comprehension, clarity, and emphasis. Place tactical tasks that affect two or more units in subparagraph 3d. **Platoon leaders task their subordinate squads. Those squads may be tasked to provide any of the following special teams: reconnaissance and security, assault, support, aid and litter, EPW and search, clearing, and demolitions.** Detailed instructions may also be given to platoon sergeant, Radio Telephone Operator's (RTO), compass man, and paceman.

c. Tasks to combat support (CS) units. Use these subparagraphs only as necessary. List CS units in subparagraphs in the same order as they appear in the task organization. Use CS subparagraphs to list only those specific tasks that CS units must accomplish and that are not specified or implied elsewhere. Include organization for combat, if not clear from task organization.

3-8

d. Coordinating instructions. *List only instructions applicable to two or more units and not routinely covered in unit SOPs.* This is always the last subparagraph in paragraph 3. Complex instructions should be referred to in an annex. Subparagraph d (1)-d (5) below are mandatory.

- (1) Time Schedule (rehearsals, back briefs, inspections and movement).
- (2) Commander's critical information requirements (CCIR)
 - (a) Priority intelligence requirements (PIR) – Intelligence required by the commander needed for planning and decision making.
 - (b) Essential elements of friendly information (EEFI). – Critical aspects of friendly operations that, if known by the enemy, would compromise, lead to failure, or limit success of the operation.
 - (c) Friendly force information requirements (FFIR). – Information the commander needs about friendly forces available for the operation. May include personnel status, ammunition status, and leadership capabilities.
- (3) Risk reduction control measures. These are measures unique to this operation and not included in unit SOPs and can include mission-oriented protective posture, operational exposure guidance, vehicle recognition signals, and fratricide prevention measures.
- (4) Rules of engagement (ROE).
- (5) Environmental considerations.
- (6) Force Protection
- (7) Movement Plan. Use terrain model and/or sketch. State azimuths, directions, and grid coordinates.
 - a. Order of Movement, formation, and movement technique
 - b. Actions at halts (long and short).
 - c. Routes.
 - d. Departure and Re-entry of friendly lines.
 - e. Rally points and actions at rally points (plan must include IRP, ORP, PF, and RRP and all other planned rally points to include grid location and terrain reference).
 - f. Actions at danger areas (general plan for unknown linear, small open areas and large open areas; specific plan for all known danger areas that unit will encounter along the route.

- 4. SERVICE SUPPORT** Address service support in the areas shown below as needed to clarify the service support concept. Subparagraphs can include:
- a. General: Reference the SOP's that govern the sustainment operations of the unit. Provide current and proposed company trains locations, casualty, and damaged equipment collection points and routes.
 - b. Materiel and Services.
 - (1) Supply
 - a. Class I – Rations Plan
 - b. Class V – Ammunition
 - c. Class VII – Major end items (weapons)
 - d. Class VIII – Medical
 - e. Class IX – Repair parts
 - f. Distribution Methods
 - (2) Transportation
 - (3) Services (Laundry and showers)
 - (4) Maintenance (weapons and equipment)
 - a. Medical evacuation and hospitalization. Method of evacuate ng dead and wounded, friendly and enemy personnel. Include priorities and location of CCP.
 - b. Personnel support. Method of handling EPW's and designation of the EPW collection point.

5. COMMAND AND SIGNAL

This paragraph states where command and control facilities and key leaders are located during the operation.

- a. Command.
 - (1) Location of the higher unit commander and Command Post (CP).
 - (2) Location of key personnel and Command Post (CP) during each phase of the operation.
 - (3) Succession of Command.
 - (4) Adjustments to the patrol Standard Operation Procedures (SOP).
- b. Signal.
 - (1) Signal Operating Instructions (SOI) index in effect.
 - (2) Methods of communication in priority.
 - (3) Pyrotechnics and signals, to include arm and hand signals.
 - (4) Code words.
 - (5) Challenge and password (used when behind friendly lines).
 - (6) Number Combination (used when forward of friendly lines).
 - (7) Running Password.
 - (8) Recognition signals (near/far and day/night).
- c. Special Instructions to Radio Telephone Operators (RTOs).

6. ISSUE ANNEXES.

OPERATION ORDER ANNEXES. Operation order annexes are necessary to complete the plan and to provide greater clarity and understanding during complex or critical aspects of the operation. Information issued in annex form include the: aerial resupply, truck movement, air assault, patrol base, small boat, link up, and stream crossing annexes. Annexes are prepared only if the subject is not addressed thoroughly enough in the OPORD; brevity remains the standard. Annexes are always issued after the operation order.

7. GIVE TIME HACK.

Chapter 4 - OPERATIONS

SECTION 1. COMBAT INTELLIGENCE. Gathering information is one of the most important aspects of conducting patrolling operations.

a. Reporting. All information must be quickly, completely, and accurately reported. Use the SALUTE report format for reporting and recording information.

1. SALUTE Report

SIZE – Seven Enemy Soldier

ACTIVITY – Traveling SW

LOCATION – GL123456

UNIT/UNIFORM – OD uniforms with red six-point star on left shoulder

TIME – 210200JAN99

EQUIPMENT – Carrying one machine gun and one rocket launcher

2. **SITREP** - (situation report) given IAW (In Accordance With) OPORD (What is the current situation status of your unit)

3. **ACE (Spot Report)** - normally, team leaders give ACE reports to the squad leader and the squad leaders give them to the platoon sergeant after contact with the enemy

a. Ammunition (Green = still 100% or close, Amber = low on ammo, Black = No Ammo)

b. Casualty (UP or # OF CASUALTIES)

c. Equipment (UP or NAME OF MISSING EQUIPMENT)

4. **Logistics** - team leaders and squad leaders report twice daily up the chain of command

5. **Sensitive item** - status reported by team leaders and squad leaders up the chain of command twice daily

6. **Personnel status** - team leaders and squad leaders report twice daily. Normally, reports are given at stand-to and before nightfall.

7. **AAR** - After Action Report

a. Key Points –

(1) Are conducted during or immediately after each event.

(2) Focus on intended training objectives.

(3) Focus on soldier, leader, and unit performance.

(4) Involve all participants in the discussion.

(5) Use open-ended questions.

(6) Are related to specific standards.

(7) Determine strengths and weaknesses.

(8) Link performance to subsequent training.

b. Format

(1) Introduction and rules.

(2) Review of training objectives.

(3) Commander's mission and intent (what was supposed to happen).

(4) Opposing force (OPFOR) commander's mission and intent (when appropriate).

(5) Relevant doctrine and tactics, techniques, and procedures (TTPs).

(6) Summary of recent events (what happened).

(7) Discussion of key issues (why it happened and how to improve).

(8) Discussion of optional issues.

(9) Discussion of force protection issues (discussed throughout).

(10) Closing comments (summary).

b. Field Sketching. When reporting information include a sketch, if possible. Limit the detail of the sketch to aspects of military importance such as targets, objectives, obstacles, sector limits, or troop dispositions and locations. The symbols used should be the standard Army symbols IAW FM 101-5-1. Notes should be used to explain the drawing, but they should not clutter the sketch. Personnel/weapons and/or equipment should not be used on the sketch, as it is a part of the "SALUTE" report.

c. Captured Documents. Documents are collected by the leader and turned in when he makes his reports. The documents should be marked as to time and place of capture.

d. Prisoners. If prisoners are captured during a patrolling operation, they should be treated IAW the Geneva Convention and handled by the 5-S rule:

(1) Search

(2) Silence

(3) Segregate

(4) Safeguard

(5) Speed to Rear

Chapter 5 – TACTICS

SECTION I – INFANTRY SQUAD

There are several variations of Infantry, but there is currently only one type of Infantry squad (Figure 5-1). Its primary role is a maneuver or base-of-fire element. While the platoon's task organization may change, the organization of the Infantry squad generally remains standard.

The Infantry squad is a model for all tactical task organizations. It is comprised of two fire teams and a squad leader. It is capable of establishing a base of fire, providing security for another element, or conducting fire and movement with one team providing a base of fire, while the other team moves to the next position of advantage or onto an objective. The squad leader has two subordinate leaders to lead the two teams, freeing him to control the entire squad.



Figure 5-1. Infantry squad.

SECTION 2 – INFANTRY FIRE TEAM

-The Infantry fire team is designed to fight as a team and is the fighting element within the Infantry platoon. Infantry platoons and squads succeed or fail based on the actions of their fire teams.

-The Infantry fire team is designed as a self-contained team (Figure 5-2). The automatic rifleman (AR) provides an internal base of fire with the ability to deliver sustained suppressive small arms fire on area targets. The rifleman provides accurate lethal direct fire for point targets. The grenadier provides high explosive (HE) indirect fires for both point and area targets. A team leader (TL) who provides C2 (Command & Control) through leadership by example (“Do as I do”) leads this team.



Figure 5-2. Infantry fire team.

RIFLEMAN

The rifleman provides the baseline standard for all Infantrymen and is an integral part of the fire team. He must be an expert in handling and employing his weapon.

GRENADIER

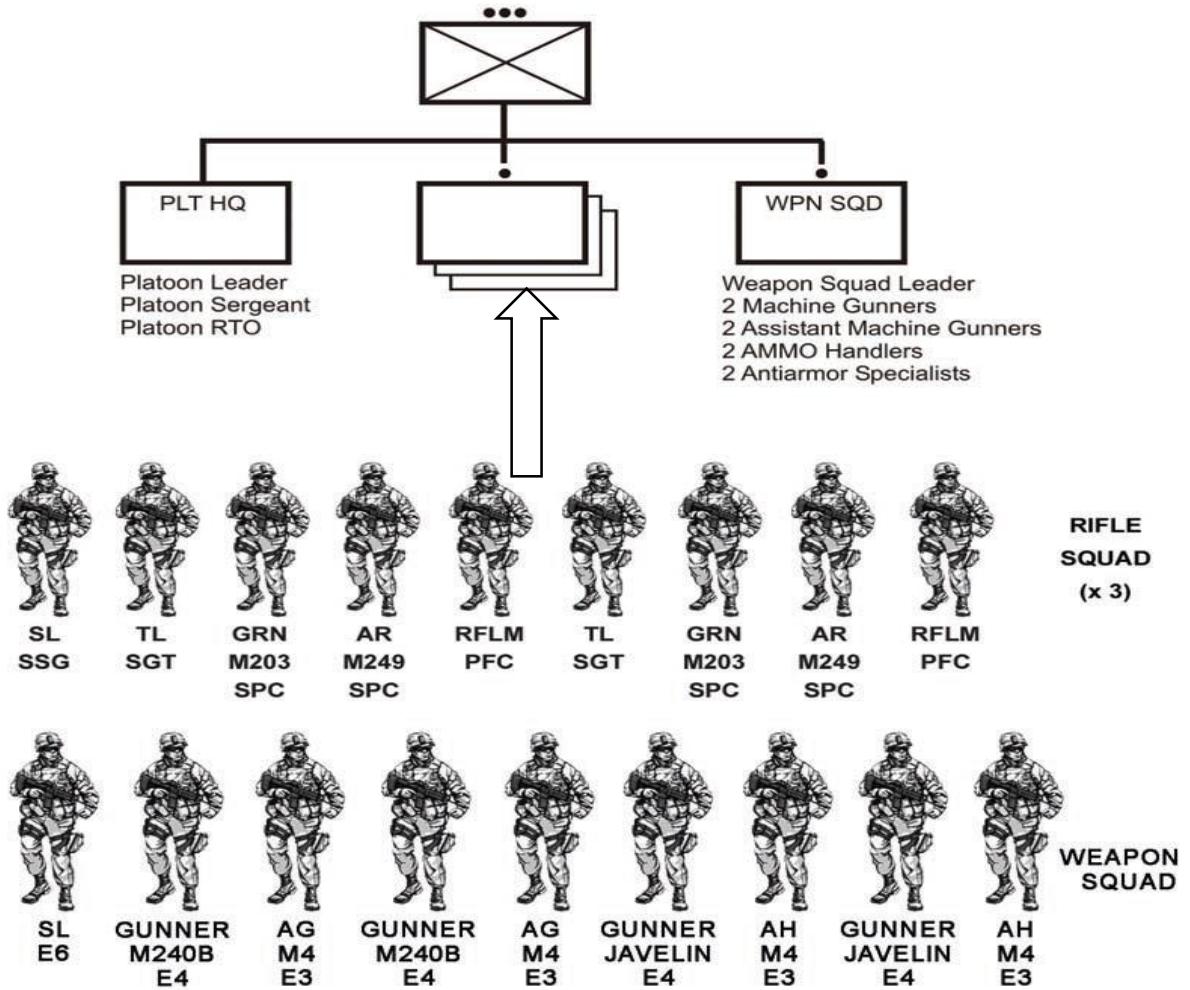
The grenadier is currently equipped with an M203 weapon system consisting of an M16/M4 rifle and an attached 40-mm grenade launcher. The grenadier provides the fire team with a high trajectory, high explosive capability out to 350 meters.

AUTOMATIC RIFLEMAN

The AR's primary weapon is currently the 5.56-mm M249 machine gun. The M249 provides the unit with a high volume of sustained suppressive and lethal fires for area targets. The automatic rifleman employs the M249 machine gun to suppress enemy infantry and bunkers, destroy enemy automatic rifle and antitank teams, and enable the movement of other teams and squads.

SECTION 3. INFANTRY PLATOON

RIFLE PLATOON ORGANIZATION



SECTION 4 – MOVEMENT

4-1. **Definition of Formations.** Formations are arrangements of elements and soldiers in relation to each other. Squads use formations for control based on a METT-TC analysis. Leaders are where they can best control formations." All soldiers in the team must be able to see their leader (see figure 5-3).



Figure 5-3: FORMATIONS

5-2

4-2. Movement Techniques. A movement technique is the manner a unit uses to traverse terrain. There are three movement techniques: traveling, traveling overwatch, and bounding overwatch.

a. Movement techniques.

- (1) The traveling is used when enemy contact is not likely but speed is necessary.
- (2) The traveling overwatch is used when enemy contact is possible.
- (3) The bounding overwatch is used when enemy contact is likely, or when crossing a danger area.

b. Traveling. In the traveling technique, the distance between individuals is about 10 meters with 20 meters between squads. It has the following characteristics:

- (1) More control than traveling overwatch but less than bounding overwatch.
- (2) Minimum dispersion.
- (3) Maximum speed.
- (4) Minimum security.

c. Traveling Overwatch. The traveling overwatch technique is the basic movement technique.

- (1) The distance between individuals is about 20 meters, between teams about 50 meters.
- (2) In platoon traveling overwatch, the lead squad must be far enough ahead of the rest of the platoon to detect or engage any enemy before the enemy observes or fires on the main body. However, it must be close enough to be supported by the platoon's small arm's fires. This is normally between 50 to 100 meters, depending on terrain, vegetation, and light and weather conditions.
- (3) In a column formation, only the lead squad should use the traveling overwatch; however, if greater dispersion is desired, all squads may use it.
- (4) Traveling overwatch has the following characteristics:
 - Good control
 - Good dispersion
 - Good speed
 - Good security forward

d. Bounding Overwatch (Figure 4-4).

- (1) In the bounding overwatch technique, the distance between men remains approximately 20 meters. The distance between teams and squads varies.
- (2) The squad or platoon has a bounding element and an overwatch element. The bounding element moves while the overwatch element occupies an overwatch position that can cover the route of the bounding element by fire. Each bound is within supporting range of the overwatch element.

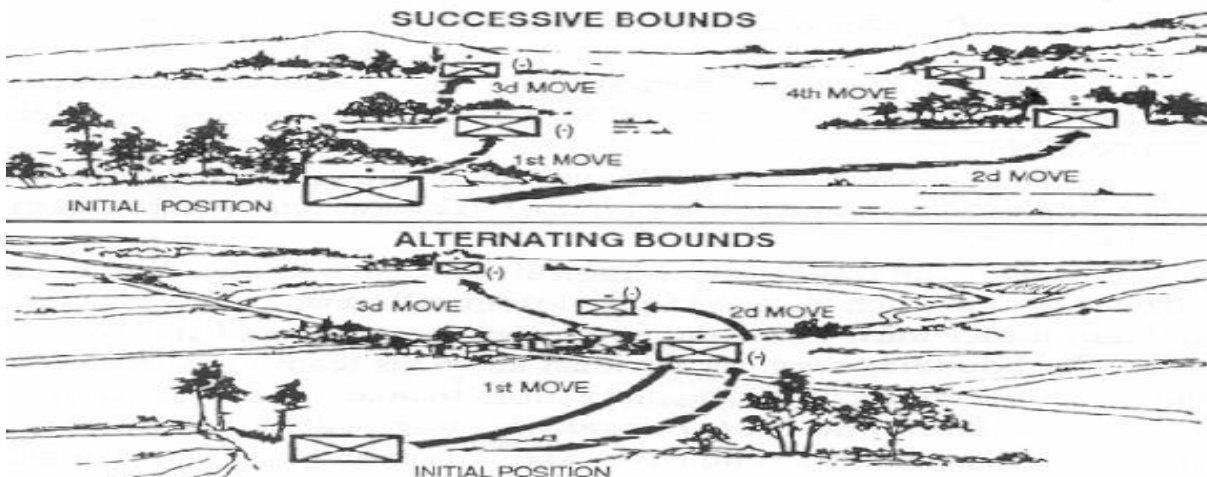


Figure 5-4. Squad Bounding Overwatch

- (3) The length of a bound depends on the terrain, visibility, and control.
- (4) Before a bound, the leader gives the following instructions to his subordinates:
 - Direction of the enemy if known
 - Position of overwatch elements
 - Next overwatch position
 - Route of the bounding element
 - What to do after the bounding element reaches the next position
 - How the elements receive follow-on orders
- (5) The characteristics of bounding overwatch are:
 - Maximum control
 - Maximum dispersion
 - Minimum speed
 - Maximum security

5-3

g. Platoon Bounding Overwatch (Figure 5-5).

(1) Method One. When platoons use bounding overwatch, one squad bounds and one squad overwatches; the third squad awaits orders. Forward observers stay with the overwatching squad to call for fire. Platoon leaders normally stay with the overwatching squad who use machine guns and attached weapons to support the bounding squad.

(2) Method Two. Another way is to have one squad use bounding overwatch and have the other two squads use traveling or traveling overwatch technique :

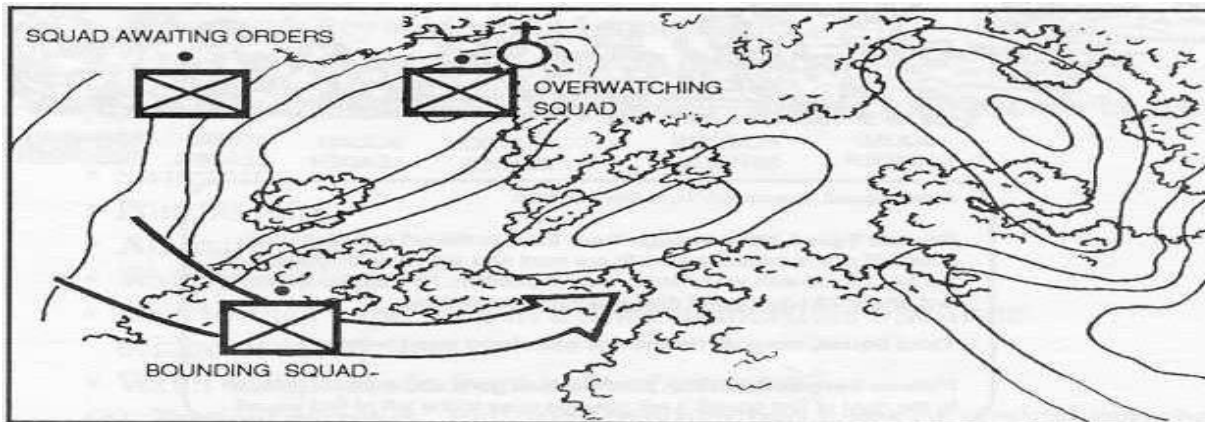


Figure 5-5. Platoon Bounding Overwatch

- (3) Movement Considerations. When deciding where to move the bounding element, consider:
 - Where the enemy is likely to be
 - The mission
 - The routes to the next overwatch position
 - The weapons ranges of the overwatching unit
 - The responsiveness of the rest of the unit
 - The fields of fire at the next overwatch position

4-3. DANGER AREAS. A danger area is any place on a unit's route where the leader's estimate process tells him his unit may be exposed to enemy observation or fire. Some examples of danger areas are open areas, roads and trails, native villages, enemy positions, and obstacles such as minefields, streams, and wire obstacles. Avoid danger areas whenever possible.

a. Fundamentals:

- (1) Designate near and far side rally points
- (2) Secure near side, left and right flank, and rear security
- (3) Recon and secure the far side
- (4) Cross the danger area
- (5) Plan for fires (when possible)

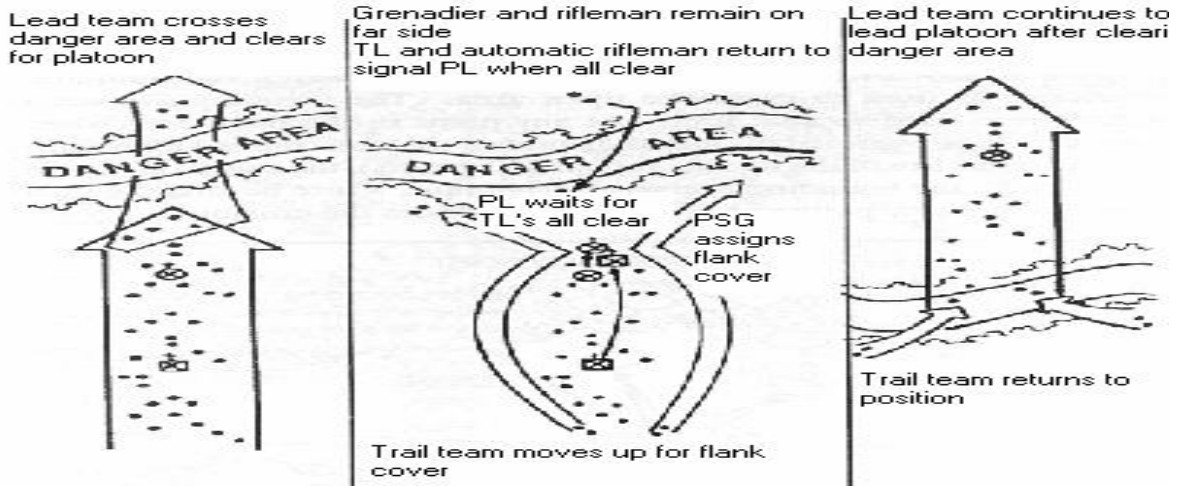


Figure 5-6. Linear Danger Area

5-4

(2) Linear Danger Area (LDA) crossing for a platoon:

Sequence—

- A and B teams of lead squad occupy overwatch positions
- Second squad crosses, and continues on azimuth
- PL (Platoon Leader) crosses with RTO (Radio Telephone Operator), FO (Forward Observer), SL (Squad Leader), and 2 gun teams
- Third squad crosses in movement, link-up with 1st squad
- PSG (Platoon Sargent) crosses with medic and gun team
- Security squad crosses, link-up with 2nd squad
- With the new order of movement (formerly 2nd squad in movement now leading and the former 1st squad in movement in trail) the platoon continues movement on azimuth.

(3) Danger Areas (Small/Open/series): A series of danger areas is two or more danger areas within an area that can be either observed or covered by fire.

- Double linear danger area (use linear danger area technique and cross as one LDA)
- Linear/small open danger area (use by-pass/contour technique. Figure 5-7)
- Linear/large open danger area (use platoon wedge in crossing)

Note: A series of danger areas is crossed using the technique which provides the most security.

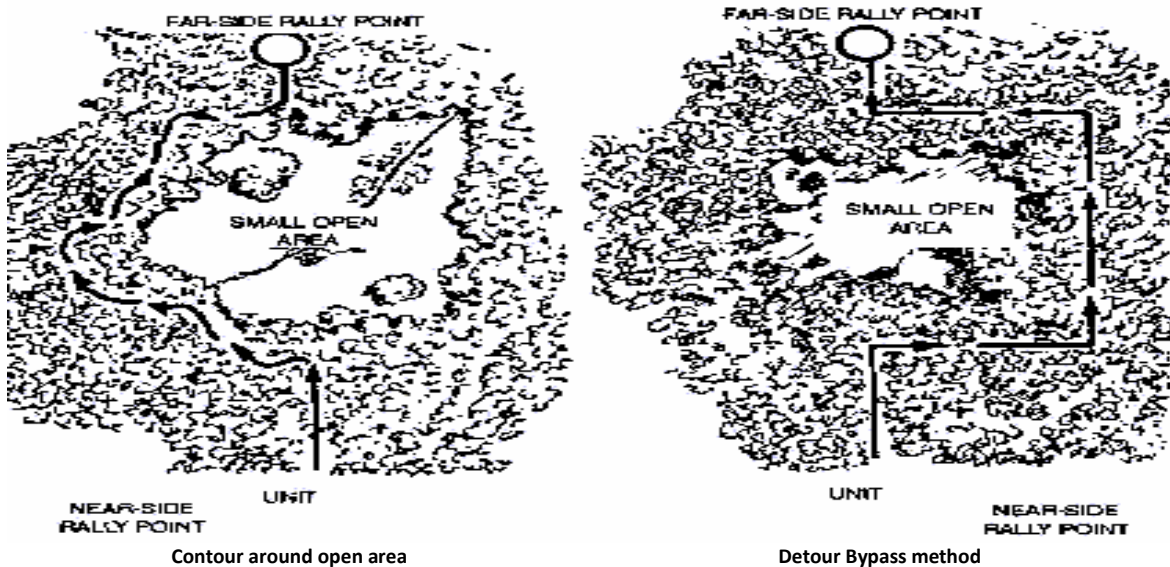


Figure 5-7. Small Open Area

SECTION 5. PATROLLING

Patrols are missions to gather information or to conduct combat operations. Infantry platoons and squads primarily conduct two types of patrols: reconnaissance, and combat.

5-1. PRINCIPLES OF PATROLLING. All patrols are governed by five principles.

- a. **Planning.** Quickly make a simple plan and effectively communicate it to the lowest level. A great plan that takes forever to complete and is poorly disseminated isn't a great plan. Plan and prepare to a realistic standard, and rehearse everything.
- b. **Reconnaissance.** Your responsibility as a Cadet leader is to confirm what you think you know, and to find out what you don't.
- c. **Security.** Preserve your force as a whole, and your recon assets in particular. Every Soldier and every rifle counts; anyone could be the difference between victory and defeat.
- d. **Control.** Clear concept of the operation and commander's intent, coupled with disciplined communications, to bring every man and weapon you have available to overwhelm your enemy at the decisive point.
- e. **Common Sense.** Do what you're supposed to do, without someone having to tell you, despite your own personal discomfort or fear.

5-2. PATROL PLANNING CONSIDERATIONS.

a. **Task Organization.** The leader must plan carefully to ensure that he has identified and assigned all required tasks in the most efficient way. **Elements and teams for platoons conducting patrols include the following:**

(1) Elements common to all patrols.

- (a) **Headquarters Element.** The headquarters consists of the platoon leader (PL), RTO, and platoon sergeant (PSG). It may consist of any attachments that the PL decides that he or the PSG must control directly.
- (b) **Aid and Litter Team.** Aid and litter teams are responsible for buddy aid and evacuating casualties.
- (c) **Enemy Prisoner of War (EPW) Team.** EPW teams are responsible for controlling enemy prisoners IAW the five S's and the leader's guidance.
- (d) **Surveillance Team.** The surveillance team keeps watch on the objective from the time that the leader's reconnaissance ends until the unit deploys for actions on the objective. They then rejoin their parent element.
- (e) **Enroute Recorder.** The enroute recorder records all information collected during the mission.

5-5

- (f) **Compass Man.** The compass man assists in navigation by ensuring the patrol remains on course at all times. Instructions to the compass man must include initial and subsequent azimuths. The platoon or squad leader should also designate an alternate compass man.
- (g) **Point/Pace Man.** As required, the PL designates a point man and a pace man for the patrol. The pace man aids in navigation by keeping an accurate count of distance traveled. The point man selects the actual route through the terrain, guided by the compass man or team leader. In addition the point man also provides frontal security.

(2) Common elements of Combat Patrols.

- (a) **Assault Element.** The assault element seizes and secures the objective and protects special teams as they complete their assigned actions on the objective.
- (b) **Security Element.** The security element provides security at danger areas, secures the ORP (Objective Rally Point), isolates the objective, and supports the withdrawal of the rest of the platoon once actions on the objective are complete. The security element may have separate security teams, each with an assigned task or sequence of tasks.
- (c) **Support Element.** The support element provides direct and indirect fire support for the unit.
- (d) **Demolition Team.** Demolition teams are responsible for preparing and detonating the charges to destroy designated equipment, vehicles, or facilities on the objective.
- (e) **Search Team.** The assault element may provide two-man (buddy teams) or four-man (fire team) search teams to search bunkers, buildings, or tunnels on the objective. These teams will search the objective or kill zone for casualties, documents, or equipment. EPW (Enemy Prisoners of War) Teams may double as Search Teams.
- (f) **Breach Element.** The breach team conducts initial breaches as required in order to allow the patrol to enter an objective.

(3) Elements common to Reconnaissance patrols.

- (a) **Reconnaissance Team.** Reconnaissance teams reconnoiter the objective area once the security teams are in position. Normally these are two-man teams (buddy teams) to reduce the possibility of detection.
- (b) **Reconnaissance and Security Teams (R&S).** R&S teams are normally used in a zone reconnaissance, but may be useful in any situation when it is impractical to separate the responsibilities for reconnaissance and security.
- (c) **Security Element.** When the responsibilities of reconnaissance and security are separate, the security element provides security at danger areas, secures the ORP (Objective Rally Point), isolates the objective, and supports the withdrawal of the rest of the platoon once the recon is complete. The security element may have separate security teams, each with an assigned task or sequence of tasks.

b. **Initial Planning and Coordination.** Leaders plan and prepare for patrols using the troop-leading procedures and the estimate of the situation. Through an Estimate of the Situation, leaders identify required actions on the objective (mission analysis) and plan backward to departure from friendly lines and forward to reentry of friendly lines.

- (1) **Coordination with Higher Headquarters.** Includes Intelligence, Operations, and Fire Support Coordination, Coordination Checklists. This initial coordination is an integral part of Step 3 of Troop-Leading Procedures, Make a Tentative Plan.
- (2) **Coordination with Forward Units.** The leader coordinates with the unit through which his platoon or squad will conduct its forward and rearward passage of lines, Coordination Checklists.
- (3) **Coordination with Adjacent Units.** The leader also coordinates his unit's patrol activities with the leaders of other units that will be patrolling in adjacent areas at the same time, Coordination Checklists.

c. **Complete the Plan.** As the PL (Platoon Leader) completes his plan he considers the following:

- (1) **Essential and supporting tasks.** The PL ensures that he has assigned all essential tasks to be performed on the objective, at rally points, at danger areas, at security or surveillance locations, along the route(s), and at passage lanes. These make up the maneuver and tasks to subordinate units sub-paragraphs of the Execution paragraph.

(2) Key travel and execution times. The leader estimates time requirements for movement to the objective, leader's reconnaissance of the objective, establishment of security and surveillance, completion of all assigned tasks on the objective, and passage through friendly lines.

(3) Primary and alternate routes. The leader selects primary and alternate routes to and from the objective. The return routes should differ from the routes to the objective. The PL (Platoon Leader) may delegate route selection to a subordinate, but is ultimately responsible for the routes selected.

(4) Signals. The leader should consider the use of special signals. These include hand-and-arm signals, flares, voice, whistles, radios, and infrared equipment. All signals must be rehearsed so that all soldiers know their meaning.

(5) Challenge and password forward of friendly lines.

(a) Odd-number system. The leader specifies an odd number. The challenge can be any number less than the specified number. The password will be the number that must be added to it to equal the specified number. (Example: the number is 7; the challenge is 3, and the password is 4)

(b) Running Password. SOIs (Signal Operating Instructions) may also designate a running password. This code word alerts a unit that friendly soldiers are approaching in a less than organized manner and possibly under pressure. This may also be used to get soldiers quickly through a compromised passage of friendly lines. The number of soldiers approaching ("Cadet five") follows the running password.

(6) Location of leaders. The PL (Platoon Leader) considers where he and the PSG (Platoon Sergeant) and other key leaders are located for each phase of the patrol mission. The PL positions himself where he can best control the actions of the patrol. The PSG is normally with the following elements for each type of patrol:

- On an ambush, he normally controls the support element.
- On a raid, he normally controls the CCP (Contingency Command Post).
- On an area reconnaissance, he normally stays in the ORP (Objective Rally Point).
- On a zone reconnaissance, he normally moves with the reconnaissance element that establishes the link-up point.

(7) Actions on enemy contact. Unless required by the mission, the unit avoids enemy contact. The leader's plan must address actions on chance contact at each phase of the patrol mission. The unit's ability to continue will depend on how early contact is made, whether the platoon is able to break contact successfully, and whether the unit receives any casualties as a result of the contact. The plan must address the handling of seriously wounded soldiers and KIAs. The plan must also address the handling of prisoners who are captured as a result of chance contact and are not part of the planned mission.

5-6

(8) Contingency Plans. Each time the leader departs the patrol main body, he must issue a five-point contingency plan to the leader left in charge of the unit. The contingency plan is described by the acronym **GOTWA**, and includes:

- **G:** Where the leader is **GOING**.
- **O: OTHERS** he is taking with him.
- **T: TIME** he plans to be gone.
- **W: WHAT** to do if the leader does not return in time.
- **A:** The unit's and the leader's **ACTIONS** on chance contact while the leader is gone.

(9) Rally points.

(a) Criteria. Rally points must be:

- Easy to find;
- Have no recent signs of enemy activity.
- Have cover and concealment;
- Be away from natural lines of drift and high speed avenues of approach.
- Be defensible for short periods of time.

(b) Types of rally points. The most common types of rally points are initial, enroute, objective, reentry, and near-and-far-side rally points.

(10) Objective Rally Point (ORP). The ORP is a point out of sight, sound, and small arms range of the objective area. It is normally located in the direction that the platoon plans to move after completion of actions on the objective. The ORP is tentative until the objective is pinpointed.

(a) Occupation of the ORP (Figure 5-8).

(2) Actions in the ORP. The unit prepares for the mission in the ORP.

(a) Actions at the ORP typically include:

- Leaders Recon of the Objective.
- Pinpoint location.
- Issuing a FRAGO (Fragmentary Order), if needed.
- Making final preparations before continuing operations; for example, recamouflaging, preparing demolitions, lining up rucksacks for quick recover. Preparing EPW bindings, first aid kits, litters, and inspecting weapons.
- Accounting for soldiers and equipment after actions at the objective are complete.
- Reestablishing the chain of command after actions at the objective are complete.
- Disseminating information from reconnaissance, if contact was not made

(b).Occupation of the ORP by force- This method is in most cases only used when you are short on time to meet a mission hit time. The only recon done is a map recon by the patrol leader. When the designated location is reached the leader calls the Patrol to a halt. The Patrol leader will then assure that the location suits the needs for an ORP. If it does the Patrol will push security out and begin final preparations to recon the objective. If it is not a suitable location he or she will adjust the location due to proximity to the objective and the surrounding terrain until it does.

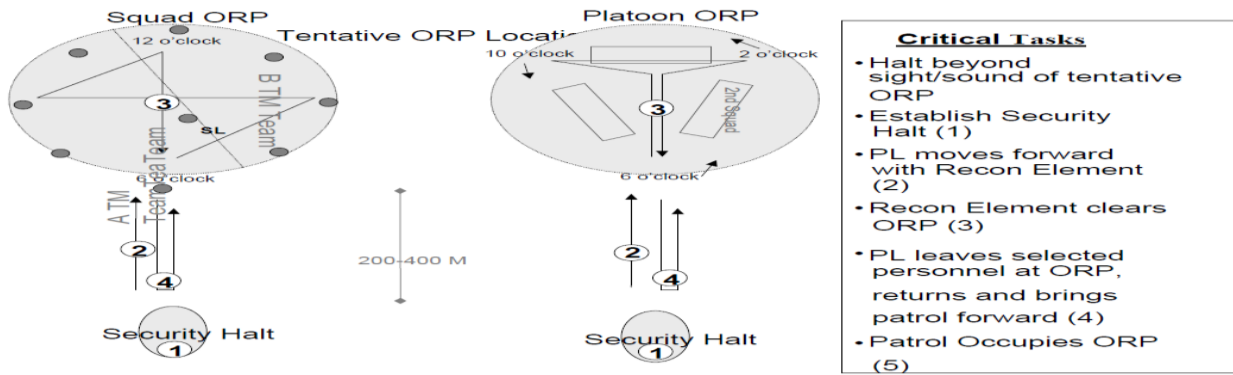


Figure 5-8. Occupation of the ORP

(11) Leader's Reconnaissance of the Objective. The plan must include a leader's reconnaissance of the objective once the platoon or squad establishes the ORP. Before departing the leader must issue a 5 point contingency plan. During his reconnaissance, the leader pinpoints the objective, selects reconnaissance, security, support, and assault positions for his elements, and adjusts his plan based on his observation of the objective. The leader must plan time to return to the ORP, complete his plan, disseminate information, issue orders and instructions, and allow his squads to make any additional preparations.

5-4. HAND AND ARM SIGNALS.



Cease Firing



Raise the arm vertically overhead, palm to the front and wave in large horizontal circles.

NOTE: Signal is normally followed

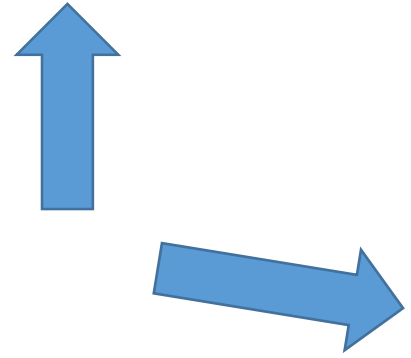
Assemble or Rally



Increase speed, double time or rush

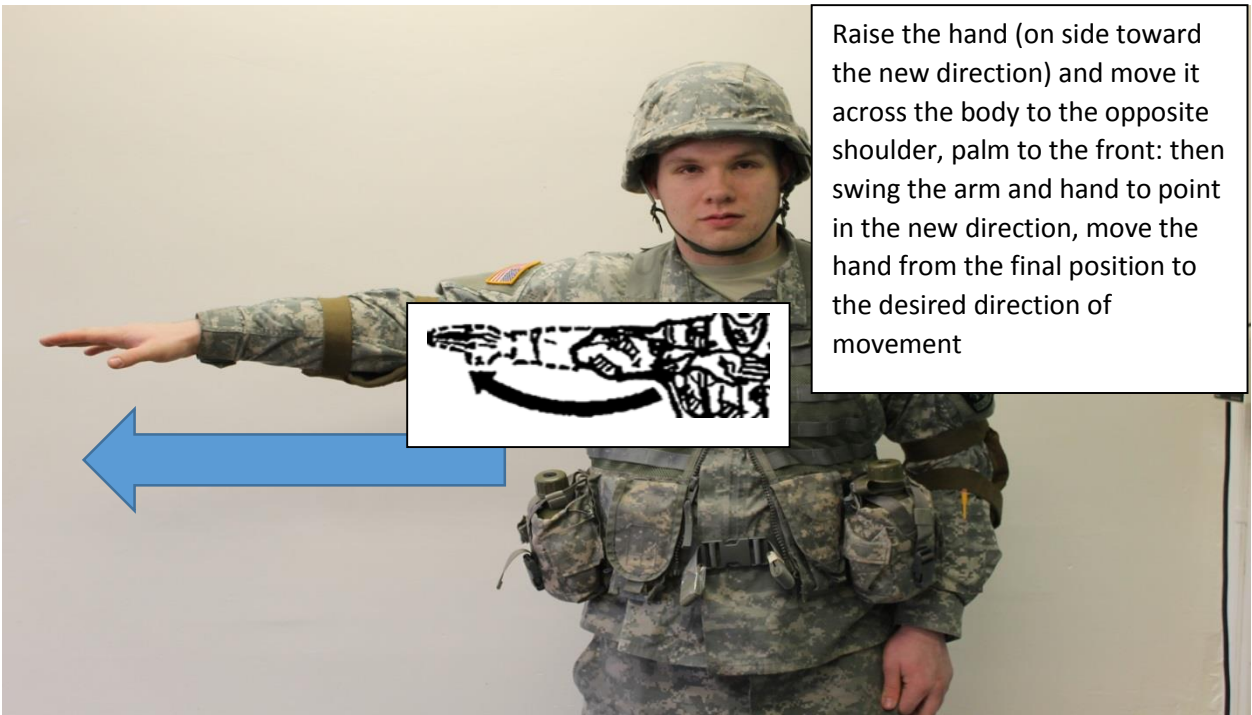
Point toward person(s) or unit(s): Beckon by holding the arm horizontally to the front and motioning toward the body

Join me, Follow me, or come forward



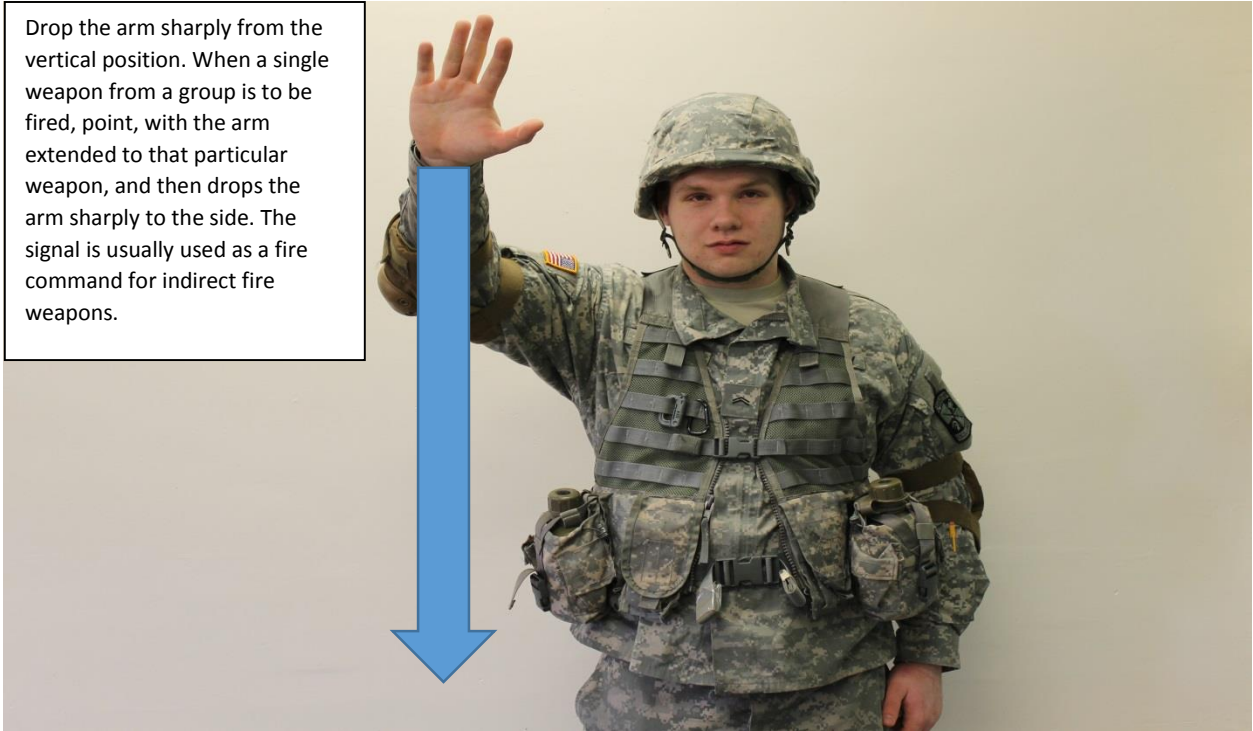


Advance or Move Out



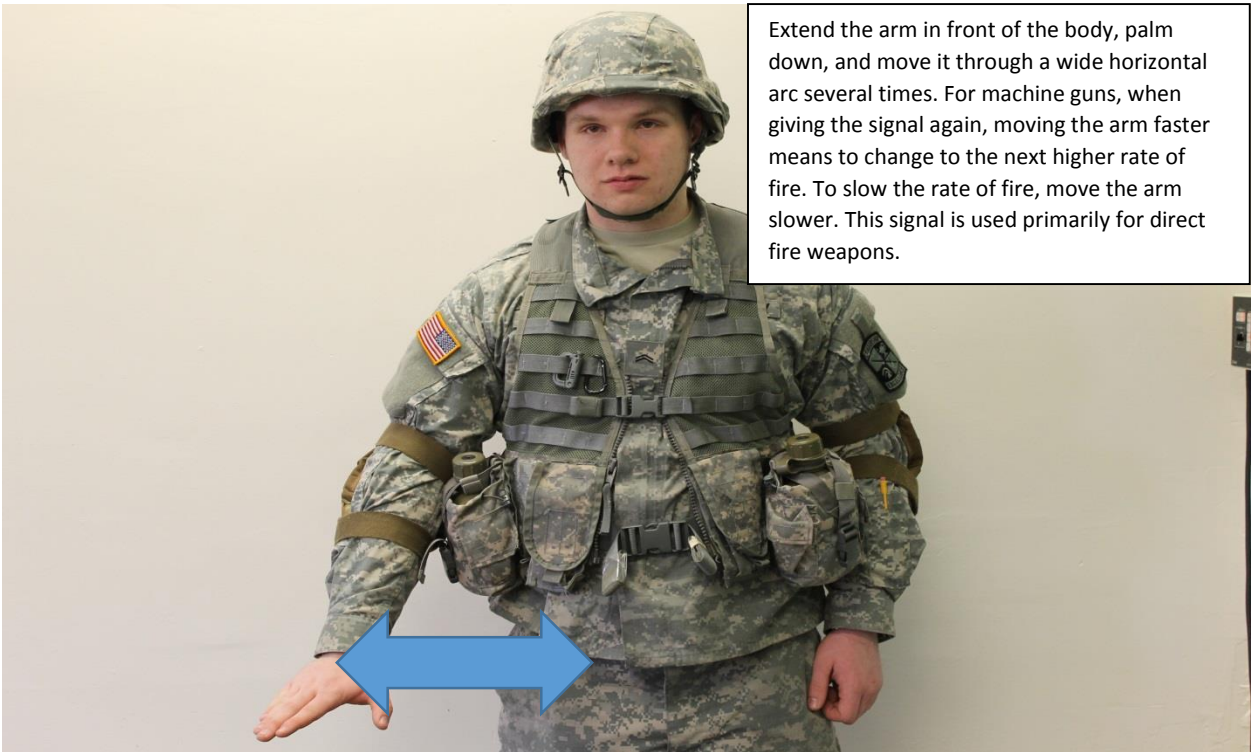
Move over or shift fire

Drop the arm sharply from the vertical position. When a single weapon from a group is to be fired, point, with the arm extended to that particular weapon, and then drops the arm sharply to the side. The signal is usually used as a fire command for indirect fire weapons.



Fire

Extend the arm in front of the body, palm down, and move it through a wide horizontal arc several times. For machine guns, when giving the signal again, moving the arm faster means to change to the next higher rate of fire. To slow the rate of fire, move the arm slower. This signal is used primarily for direct fire weapons.



Commence Fire

Extend the arms parallel to the ground



Get on Line

Extend the arms downward and to the sides at an angle of 45-degrees below the horizontal, palms to the front.



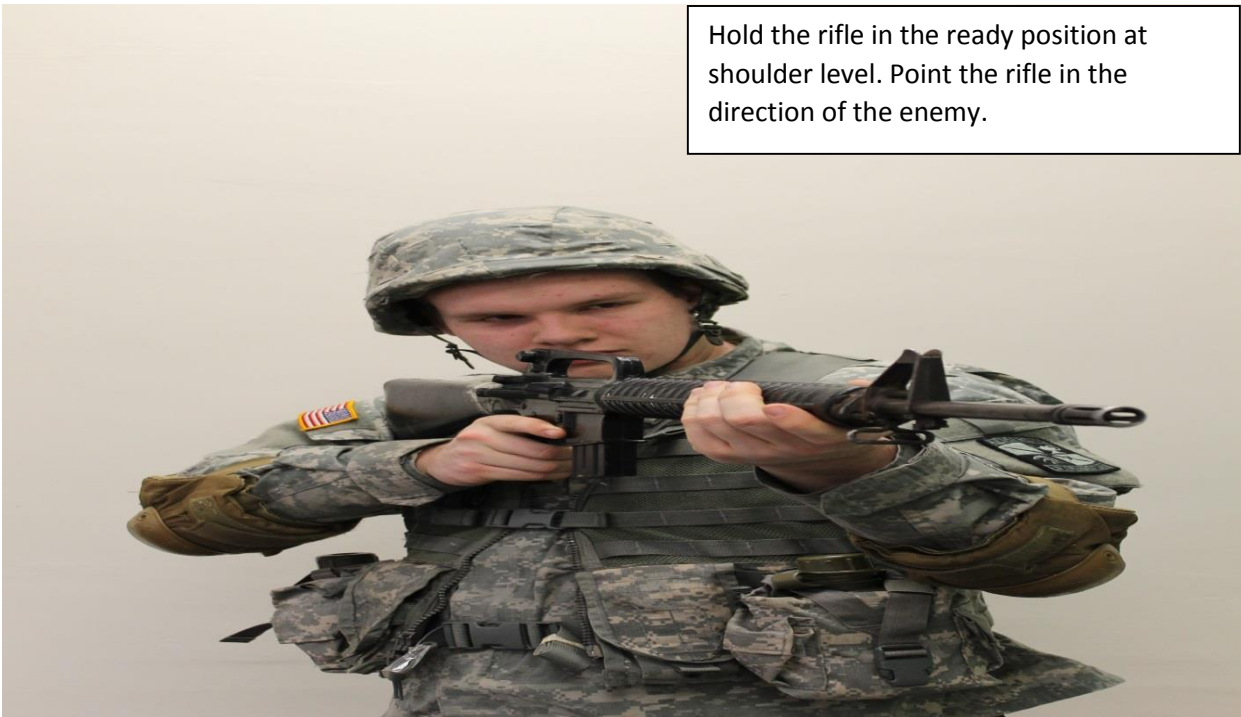
Wedge

Extend the arm at a 45 Degree angle from the side above the horizontal, palm down and then lower the arm to the side



Take Cover

Hold the rifle in the ready position at shoulder level. Point the rifle in the direction of the enemy.



Enemy in Sight



Head Count



Radiotelephone Operator Forward



Raise the fist to head level.

Freeze



Draw the right hand, palm down, across the neck in a throat-cutting motion from left to right

Danger Area



Make your hand ridged with fingers in line with who you are trying to communicate with

File



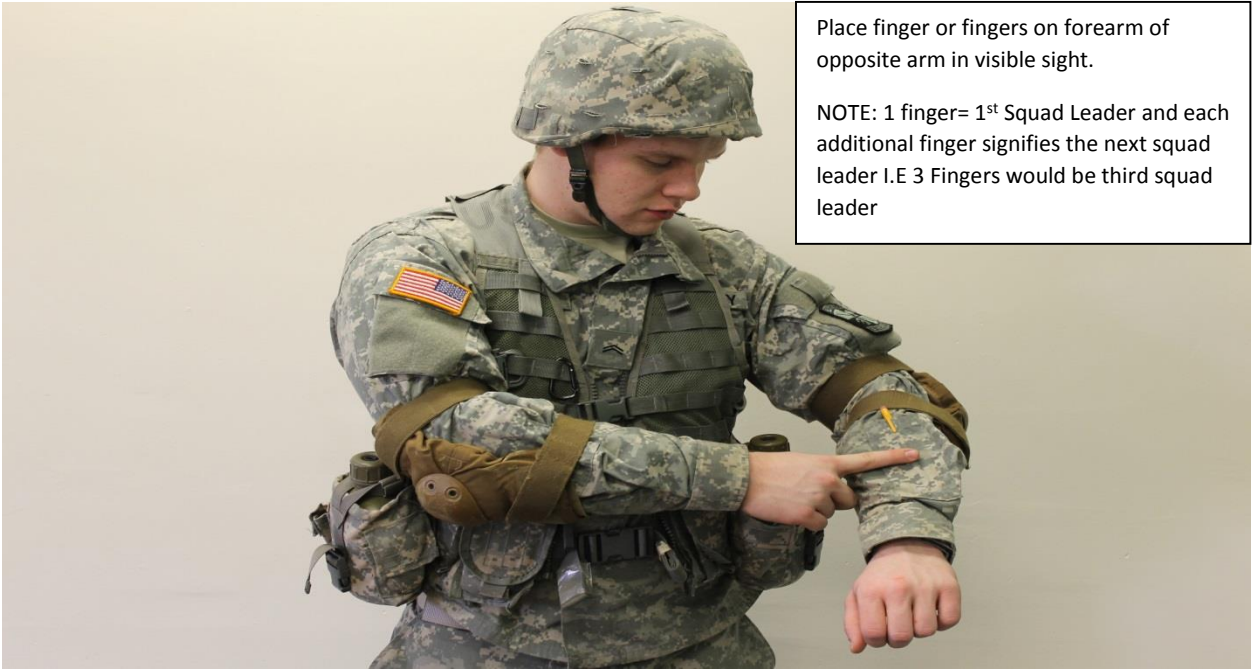
Make a partial fist with index finger pointing up and place it on the front of your helmet.

Platoon Leader



Grab the collar between your thumb and index finger while pulling outward

Platoon Sergeant



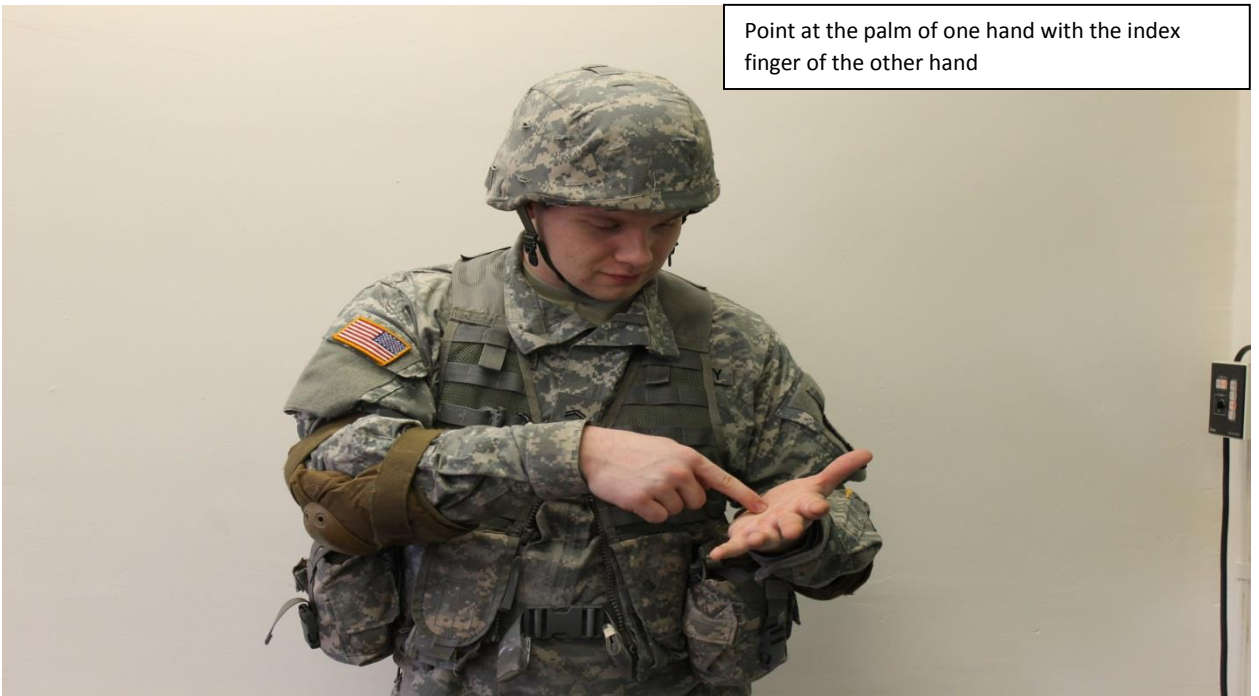
Place finger or fingers on forearm of opposite arm in visible sight.
NOTE: 1 finger= 1st Squad Leader and each additional finger signifies the next squad leader I.E 3 Fingers would be third squad leader

Squad Leader



Tap the heel of the boot repeatedly with an open hand

Pace Count



Point at the palm of one hand with the index finger of the other hand

Map Check

5-3. TYPES OF PATROLS.

The two types of patrols covered in this section are reconnaissance (recon) patrols and combat patrols. Combat patrols are further divided into raids and ambushes.

a. RECONNAISSANCE PATROLS. Recon patrols provide timely and accurate information on the enemy and terrain. Units on reconnaissance operations collect specific information [Priority Intelligence Requirements (PIR)] or general information [Information Requirements (IR)] based on the instructions from their higher commander. The two types of recon patrols discussed here are area and zone.

(1) Fundamentals of Reconnaissance. In order to have a successful area reconnaissance, the platoon leader must apply the fundamentals of the reconnaissance to his plan during the conduct of the operation.

5-7

(a) Gain all Required Information: The parent unit tells the patrol leader (PL) what information is required. This is in the form of the IR (Intelligence Requirements) and PIR (Priority Intelligence Requirements). The platoon's mission is then tailored to what information is required. During the entire patrol, members must continuously gain and exchange all information gathered, but cannot consider the mission accomplished unless all PIR has been gathered.

(b) Avoid Detection by the Enemy: Methods of avoiding detection are:

- (1) Minimize movement in the objective area (Area Recon).
- (2) Move no closer to the enemy than necessary.
- (3) If possible use long range surveillance devices or night observation devices.
- (4) Camouflage, stealth, noise and light discipline.
- (5) Minimize radio traffic.

(c) Employ security measures: Security elements are emplaced so that they can overwatch the reconnaissance elements and suppress the enemy so the reconnaissance element can break contact.

(2) Task Standards.

(a) Area Recon. The area recon patrol collects all available information on PIR and other intelligence requirements specified in the order for the area. The patrol completes the recon and reports all information by the time specified in the order. The patrol is not compromised.

(b) Zone Recon. The zone recon patrol determines all PIR (Priority Intelligence Requirements) and other intelligence requirements specified in the order for its assigned zone. The patrol reconnoiters without detection by the enemy. The patrol completes the recon and reports all information by the time specified in the order.

(3) Actions on the Objective (Area Recon) (Figure 5-9).

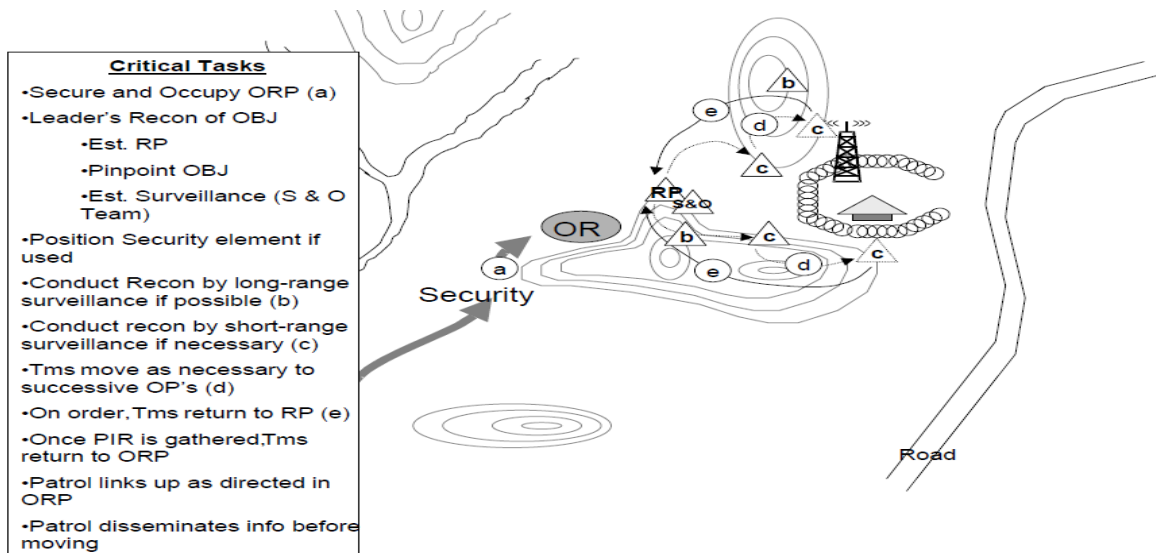


Figure 5-9. Actions on the Objective -- Area Recon

(4) Actions on the Objective (Zone Recon) (Figures 5-10, 5-11, 5-12).

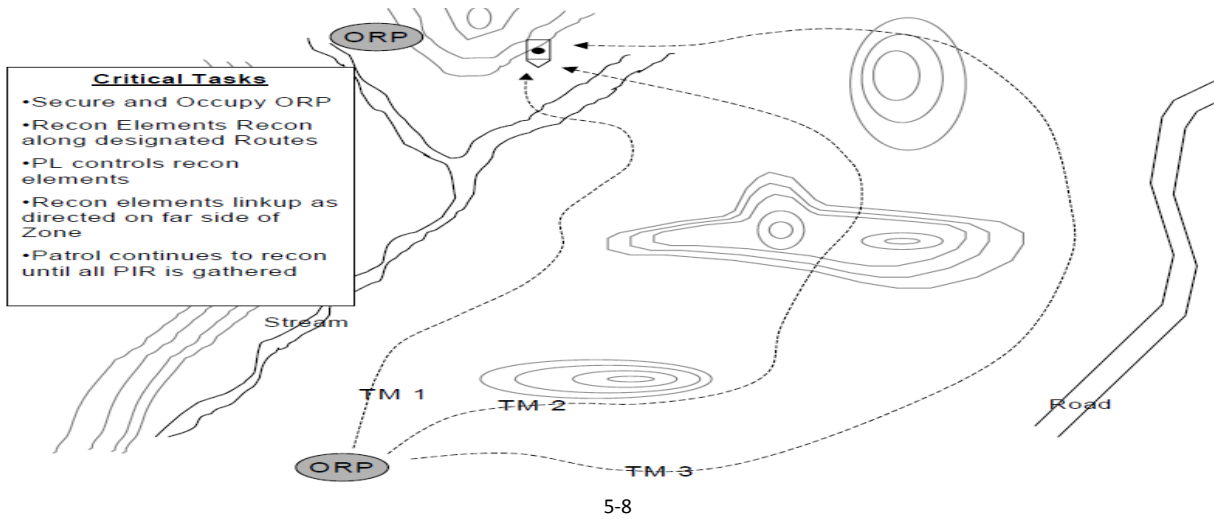


Figure 5-10. Actions on the Objective -- Zone Recon, Box Method.

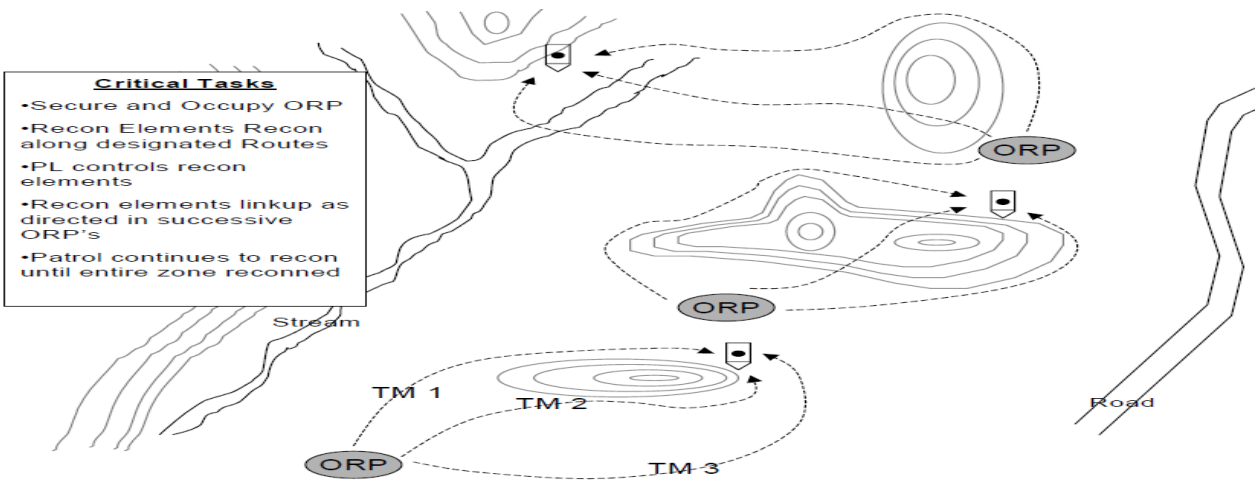


Figure 5-11. Actions on the Objective -- Zone Recon, Converging Routes Method

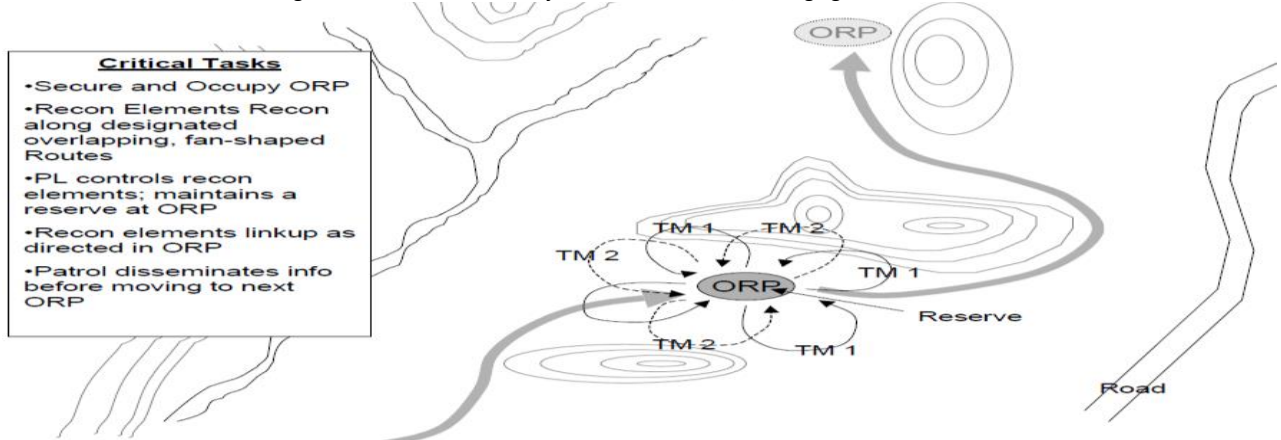


Figure 5-12. Actions on the Objective -- Zone Recon, Fan Method

b. COMBAT PATROLS. Units conduct combat patrols to destroy or capture enemy soldiers or equipment; destroy installations, facilities, or key points; or harass enemy forces. Combat patrols also provide security for larger units. The two types of combat patrol missions are ambush and raid.

(1) Task Standards.

(a) Hasty Ambush. The platoon moves quickly to concealed positions. The ambush is not initiated until the majority of the enemy is in the kill zone. The unit does not become decisively engaged. The platoon surprises the enemy. The patrol captures, kills, or forces the withdrawal of the enemy within the kill zone. On order, the patrol withdraws all personnel and equipment in the kill zone from observation and direct fire.

(b) Deliberate (Point/Area) Ambush. The ambush is emplaced NLT (No Later Than) the time specified in the order. The patrol surprises the enemy and engages the enemy main body. The patrol kills or captures all enemy in the kill zone and destroys equipment based on the commander's intent. The patrol withdraws all personnel and equipment from the objective, on order, within the time specified in the order. The patrol obtains all available PIR from the ambush and continues follow-on operations.

(c) Perform Raid. The patrol initiates the raid NLT (No Later Than) the time specified in the order, surprises the enemy, assaults the objective, and accomplishes its assigned mission within the commander's intent. The patrol does not become decisively engaged. The patrol obtains all available PIR from the raid objective and continues follow-on operations.

(3) Planning Considerations (Ambush). An ambush is a surprise attack from a concealed position on a moving or temporarily halted target. Ambushes are classified by category--hasty or deliberate; type--point or area; and formation—linear or L-shaped.

(a) Categories

(1) Hasty ambush. A unit conducts a hasty ambush when it makes visual contact with an enemy force and has time to establish an ambush without being detected.

(2) Deliberate ambush. A deliberate ambush is conducted against a specific target at a predetermined location.

5-9

(b) Types

(1) Point ambush. In a point ambush, soldiers deploy to attack an enemy in a single kill zone.

(2) Area ambush. In an area, soldiers deploy in two or more related point ambushes.

(c) Formations (Figure 5-13)

(1) Linear. In an ambush using a linear formation, the assault and support elements deploy parallel to the enemy's route.

(2) L-Shaped. In an L-shaped ambush the assault element forms the long leg parallel to the enemy's direction of movement along the kill zone.

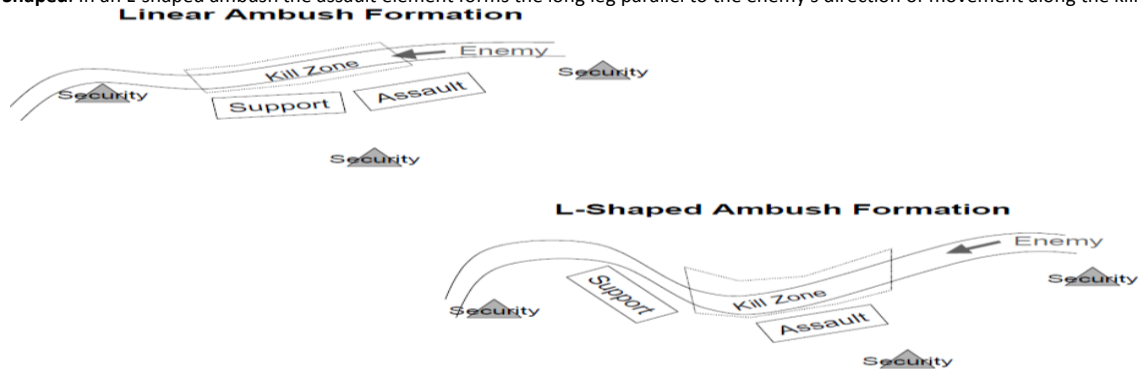


Figure 5-13. Ambush Formations

(4) Planning Considerations (Raid). A raid is a combat operation to attack a position or installation followed by a planned withdrawal. Squads do not conduct raids. The sequence of platoon actions for a raid is similar to those for an ambush.

- Surprise and speed. Infiltrate and surprise the enemy without being detected.
- Coordinated fires. Seal off the objective with well-synchronized direct and indirect fires.
- Violence of action. Overwhelm the enemy with fire and maneuver.
- Planned withdrawal. Withdraw from the objective in an organized manner, maintaining security.

(5) Actions on the Objective (Deliberate Ambush) Figure 5-14.

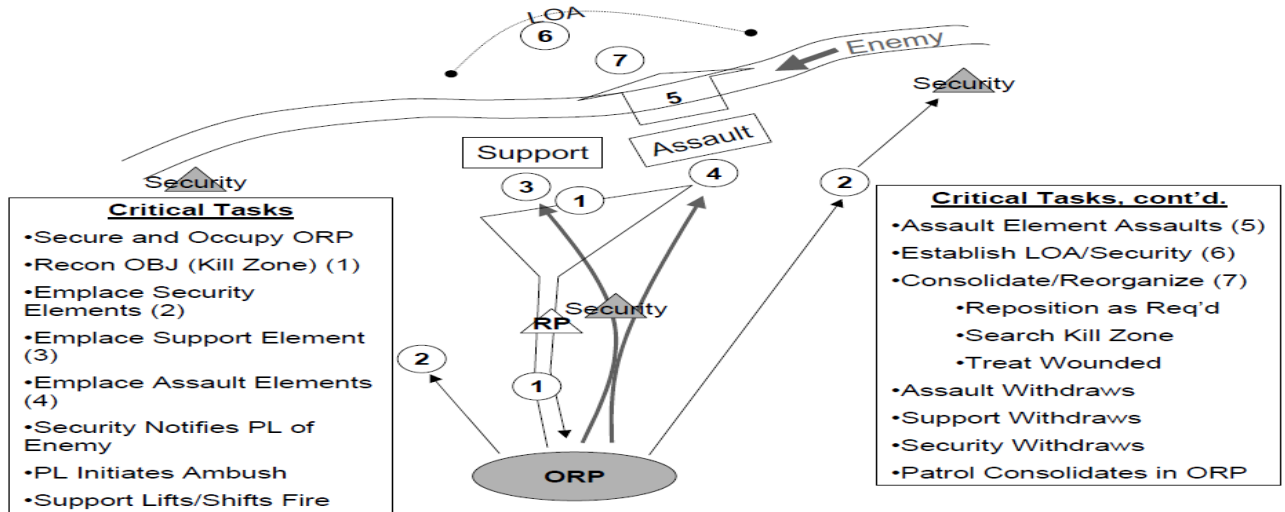


Figure 5-14. Actions on the Objective -- Deliberate Ambush

(6) Actions on the Objective (Hasty Ambush) Figure 5-15.

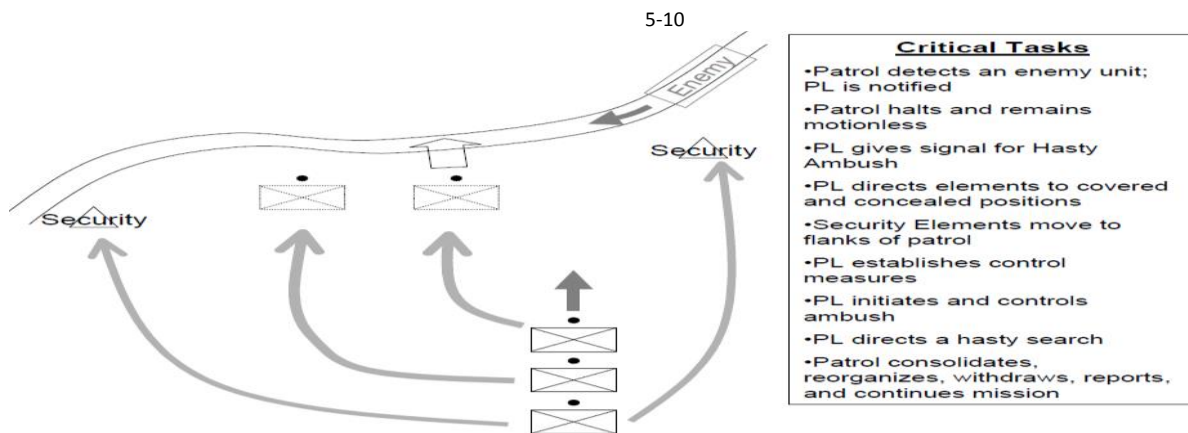


Figure 5-15. Actions on the Objective -- Hasty Ambush

(7) Actions on the Objective (Raid) Figure 5-16.

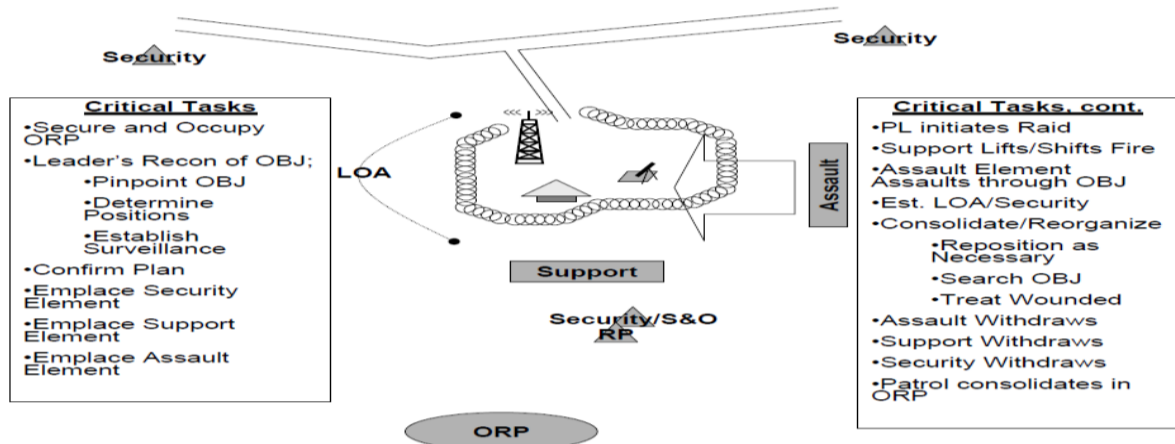


Figure 5-16. Actions on the Objective -- Raid

SECTION 6. ORP and Patrol Base Considerations

a. COVER AND CONCEALMENT.

1. Fighting positions are camouflaged using all exposed dirt to break up the outline of a position. The position is checked from the enemy's view. Equipment is camouflaged using vegetation to break up the outline of the equipment and to cover all reflective surfaces.

2. Protection. Fighting positions have 18 inches of overhead. Helmets are worn during tactical operations.
3. Concealment. In order to avoid detection, soldiers operate using terrain and vegetation.

b. OBSERVATION POSTS (OPs)

1. Positioning. OPs always contain a minimum of two soldiers and have communication with the platoon headquarters (land line, FM, or signaling device). OPs are positioned IAW METT-TC Routes to and from the OP are recorded and rehearsed. Each member of the OP is thoroughly briefed on the rules of engagement before departing for their post. Signals for the return of OPs (running password, challenge/password, light signals) will be established and briefed to all platoon personnel.
2. Relief of OPs. When an OP is relieved, the relieving personnel meet with the current OPs and receive a briefing that contains, as a minimum:
 - a. Call signs and frequencies.
 - b. Routes to and from perimeter.
 - c. All signals and passwords.
 - d. Area of responsibility for observation.

c. STAND-TO. A stand-to will be conducted 30 minutes before dawn and 30 minutes after sunset.

1. Team leaders and squad leaders check every individual soldier to ensure he is awake and alert, to ensure his equipment is packed in his rucksack, and to ensure he is observing his sector in his assigned fighting position.
2. Team leaders and squad leaders gather sensitive items report and weapons operational status, and passes the report to the platoon sergeant.
3. The platoon sergeant gathers the reports, spot checks squad position, and passes the reports to platoon leader.
4. The platoon leader reports to higher headquarters, spot checks squad and crew-served weapon positions.

d. NOISE, LIGHT, AND LITTER DISCIPLINE.

1. During preparation for combat, each platoon conducts final inspections. Shortcomings in noise discipline are identified. Clanking, rattling, and so forth, is subdued by the use of tape or cloth as required.
2. When lights are necessary for planning or map reading, a poncho is used to conceal them.
3. Cigarettes and cooking fires are not lit during daylight or darkness without permission of the company commander, or the leader of an independent element.

5-11

4. Nonverbal means of communication are used to the maximum extent possible. During stationary operations, trash is collected and backhauled during logistics runs. If this is not practical (and in all other operations), soldiers carry trash until it can be disposed of securely (it is not buried or hidden unless specifically authorized).

SECTION 7. PATROL BASE. A patrol base is a security perimeter that is set up when a squad or platoon conducting a patrol halts for an extended period. Patrol bases should not be occupied for more than a 24 hour period (except in emergency). A patrol never uses the same patrol base twice. Patrol bases are typically used:

- To avoid detection by eliminating movement.
- To hide a unit during a long detailed reconnaissance.
- To perform maintenance on weapons, equipment, eat and rest.
- To plan and issue orders.
- To reorganize after infiltrating on an enemy area.
- To establish a base from which to execute several consecutive or concurrent operations.

a. Occupation (Figure 4-17).

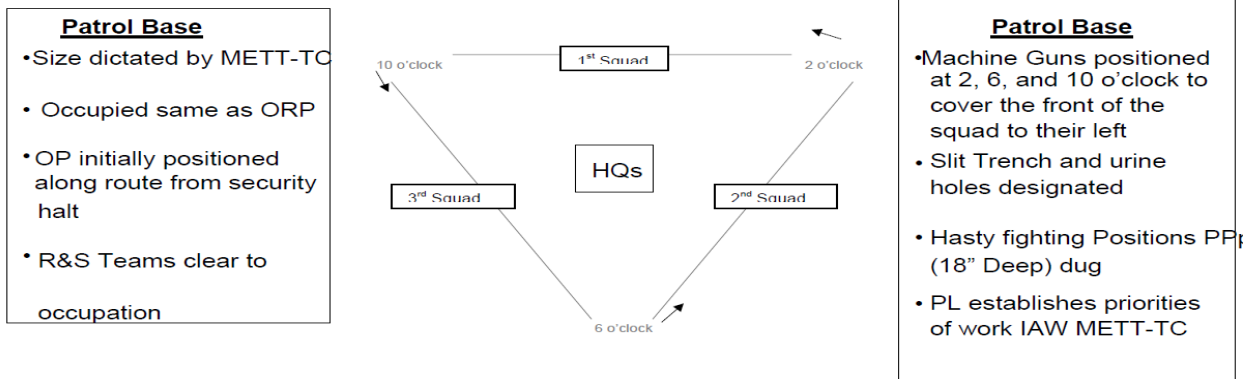


Figure 4-17. Patrol Base

b. Passive (Clandestine) Patrol Base (Squad)

- (1) The purpose of a passive patrol base is for the rest of a squad or smaller size element.
- (2) Unit moves as a whole and occupies in force.
- (3) Squad leader ensures that the unit moves in at a 90-degree angle to the order of movement.
- (4) A claymore mine is emplaced on route entering patrol base.
- (5) Alpha and Bravo teams sit back to back facing outward, ensuring that at least one individual per team is alert and providing security.

c. Priorities of Work (Platoon and Squad). Priorities of Work may include, but are not limited to the following tasks:

- (1) **Security** (continuous).
 - Prepare to utilize all passive and active measures to cover 100% of the perimeter 100% of the time, regardless of the percentage of weapons used to cover that 100% of the terrain.
 - Readjust after R&S teams return, or based on current priority of work (such as weapons maintenance).
 - Employ all elements, weapons, elements and personnel to meet conditions of the terrain, enemy or situation.
 - Assign sectors of fire to all personnel and weapons. Develop squad sector sketches and platoon fire plan.
 - Confirm location of fighting positions for cover, concealment, and observation and fields of fire. SLs supervise placement of aiming stakes and claymores.
 - Only use one point of entry and exit, and count personnel in and out. Everyone is challenged IAW the unit SOP.
 - Hasty fighting positions are prepared at least 18 inches deep (at the front), and sloping gently from front to rear, with a grenade sump if possible.
- (2) **Withdrawal Plan.** The PL designates the signal for withdrawal, order of withdrawal, and the platoon rendezvous point and/or alternate patrol base.
- (3) **Communication** (continuous). Commo must be maintained with higher headquarters, OP's, and within the unit. May be rotated between the patrol's RTOs (Radio Telephone Operates) to allow accomplishment of continuous radio monitoring, radio maintenance, act as runners for PL, or conduct other priorities of work.
- (4) **Mission preparation and planning.** The PL (Platoon Leader) uses the patrol base to plan, issue orders, rehearse, inspect, and prepare for future missions.
- (5) **Weapons and equipment maintenance.** The PL ensures that machine guns, weapon systems, commo equipment, and night vision devices (as well as other equipment) is maintained. These items are not broken down at the same time for maintenance, and weapons are not disassembled at night. If one machine gun is down, then security for all remaining systems is raised.
- (6) **Water Re-Supply.** The PSG (PLT Sargent) organizes watering parties as necessary. The watering party carries canteens in an empty rucksack or duffel bag, and must have commo and a contingency plan prior to departure.
- (7) **Mess plan.** At a minimum, security and weapons maintenance are performed prior to mess. No more than half of the platoon typically eats at one time, and men will typically eat 1-3 M behind their fighting positions.
 - (a) Rest/sleep plan management. The patrol conducts rest as necessary to prepare for future operations.
 - (b) Alert Plan and Stand-to. The PL states the alert posture and the stand-to time. He sets up the plan to ensure all positions are checked periodically, OP's are relieved periodically and that at least one leader is always alert. The patrol typically conducts stand-to at a time specified by unit SOP.
 - (c) Re-supply. Distribute or cross-load ammunition, meals, equipment, etc.
 - (d) Sanitation and Personal Hygiene. The PSG and medic ensure a slit trench is prepared and marked, and that squads designate urine areas. All soldiers will shave, brush teeth, wash face, hands, armpits, groin, and feet, and darken (brush shine) boots daily. The patrol will not leave trash behind.

CHAPTER 6 – RISK MANAGEMENT

RISK MANAGEMENT PROCESS

Section 1. PRINCIPLES OF RISK MANAGEMENT (RM)

1-1. The Principles of Risk Management (RM) are:

- Integrate RM into all phases of missions and operations.
- Make risk decisions at the appropriate level.
- Accept no unnecessary risk.
- Apply RM cyclically and continuously. (Illustrated in figure 6-1)

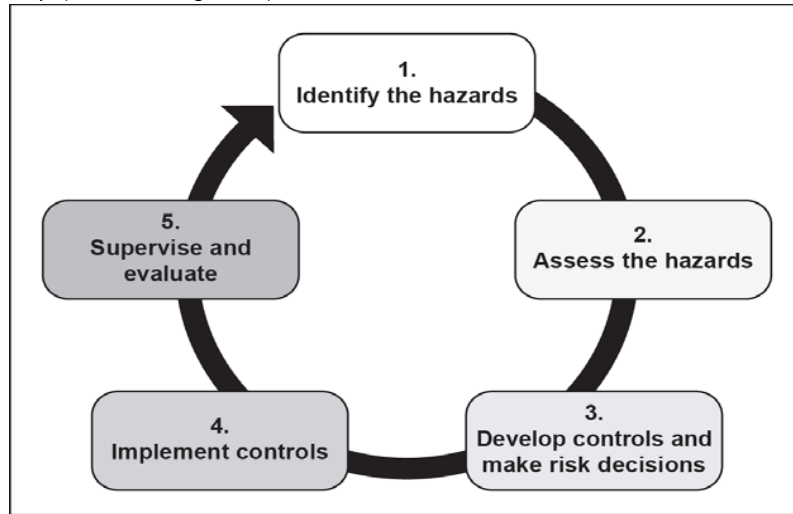


Figure 6-1. A cyclical, continuous process for managing risk

1-2. **Deliberate Risk Management (RM)**- Deliberate RM refers to situations in which ample time is available to apply the five-step process as part of detailed planning for an operation. At this level, experienced commanders, staff, Army leaders, and individuals apply RM steps and principles analytically. Deliberate RM is most effective when done in a group.

1-3. **Real-Time Risk Management (RM)** - Army forces plan for all anticipated risks, but during execution, new risks can arise unexpectedly. Real-time RM refers to immediate management of hazards as they occur, usually during execution of an operation or performance of a task. In time-constrained conditions, intuitive decision-making tends to replace deliberate planning.

1-4. **5 Steps of Risk Management (RM)** –

- ☑ Step 1–Identify the hazards.
- ☑ Step 2–Assess the hazards.
- ☑ Step 3–Develop controls and make risk decisions.
- ☑ Step 4–Implement controls.
- ☑ Step 5–Supervise and evaluate.

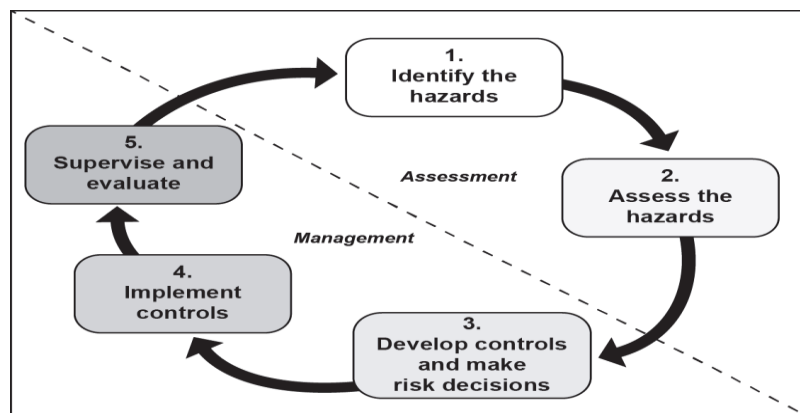


Figure 6-2. Assessment steps and management steps

Military Decision-Making Process*	Risk Management Steps				
	Step 1 Identify Hazards	Step 2 Assess Hazards	Step 3 Develop Controls and Make Risk Decision	Step 4 Implement Controls	Step 5 Supervise and Evaluate
1. Receipt of Mission	X				
2. Mission Analysis	X	X			
3. COA Development	X	X	X		
4. COA Analysis (War Games)	X	X	X		
5. COA Comparison			X		
6. COA Approval			X		
7. Orders Production			X	X	
8. Rehearsal	X	X	X	X	X
9. Execution and Assessment	X	X	X	X	X

Figure 6-3. Risk Management Steps using MDMP

a. **Identify the Hazards** - The mission variables—mission, enemy, terrain and weather, troops and support available, time available, and civil considerations—to include media (METT-TC)—serve as a standard format for identifying hazards, on- or off-duty.

b. **Assess the Hazards** - Risk levels reflect a combination of the probability of occurrence and the severity of the adverse impact. In the context of Risk Management (RM), **probability** is the likelihood an event will occur; it is assessed as frequent, likely, occasional, seldom, or unlikely. In the context of RM, **severity** is the expected consequences of an event in terms of injury, property damage, or other mission-impairing factors; it is assessed as catastrophic, critical, moderate, or negligible.

(1) Risk Levels - Planners assess hazards (the conditions and the events that could result)—and assign associated risk levels—during mission analysis; course of action (COA) development; COA analysis; and orders production, dissemination, and transition steps of the Military Decision Making Process (MDMP). The result of this assessment is an initial estimate of a risk level for each identified hazard, expressed as—

- ☑ Extremely high (EH).
- ☑ High (H).
- ☑ Medium (M).
- ☑ Low (L).

(a) Planners determine the level of risk by using the risk assessment matrix (illustrated below).

(b) Planners apply three sub-steps in step 2, using the risk assessment matrix

- Estimate the probability of a harmful event or occurrence from a hazard.
- Estimate the expected severity of an event or occurrence.
- Determine the level of risk for the estimated probability and severity.

Risk Assessment Matrix		Probability (expected frequency)				
		Frequent: Continuous, regular, or inevitable occurrences	Likely: Several or numerous occurrences	Occasional: Sporadic or intermittent occurrences	Seldom: Infrequent occurrences	Unlikely: Possible occurrences but improbable
Severity (expected consequence)		A	B	C	D	E
Catastrophic: Mission failure, unit readiness eliminated; death, unacceptable loss or damage		I	EH	EH	H	M
Critical: Significantly degraded unit readiness or mission capability; severe injury, illness, loss or damage		II	EH	H	H	M
Moderate: Somewhat degraded unit readiness or mission capability; minor injury, illness, loss, or damage		III	H	M	M	L
Negligible: Little or no impact to unit readiness or mission capability; minimal injury, loss, or damage		IV	M	L	L	L
Legend: EH - Extremely High Risk H - High Risk M - Medium Risk L - Low Risk						

Figure 6-4. Risk Management Steps using MDMP

(2) Sub-step 1 – Estimate the Probability of an Occurrence - Probability is an estimate, based on the information known about the hazard and on the hazard-related occurrences experienced by others in similar situations. For the purpose of RM, the five levels of probability are –

- ☒ Frequent (A).
- ☒ Likely (B).
- ☒ Occasional (C).
- ☒ Seldom (D).
- ☒ Unlikely (E).

(3) Sub-step 2 – Estimate the Expected Severity of an Occurrence - A severity level is a prediction of the effects of a harmful event on combat power, mission capability, or readiness. The severity level does not consider probability; severity is an estimate of the loss that would follow the envisioned event. For the purpose of RM, severity is assessed at one of four levels:

- ☒ **Catastrophic (I)** - Severity is estimated as catastrophic when consequences of an event, if it occurs, are expected to include death, unacceptable loss or damage, mission failure, or the loss of unit readiness.
- ☒ **Critical (II)** - Severity is estimated as critical if the consequences of an event, if it occurs, are expected to include severe injury, illness, loss, or damage; significantly degraded unit readiness; or significantly degraded mission capability.
- ☒ **Moderate (III)** - Severity is estimated as moderate if the consequences of an event, if it occurs, are expected to include minor injury, illness, loss, or damage; degraded unit readiness; or degraded mission capability.
- ☒ **Negligible (IV)** - Severity is estimated as negligible if the consequences of an event are expected to include minimal injury, loss, or damage; little or no impact to unit readiness; or little or no impact to mission capability.

(4) Sub step 3 – Determine Level of Risk, to make this determination, they combine probability and severity levels estimated for each hazard. The vertical axis on the left side of the risk assessment matrix (table 1-4) shows severity, with the Roman numerals I through IV representing severity levels. The horizontal axis across the top of the matrix shows probability, with the capital letters A through E representing probability levels. Where each Roman numeral and capital letter intersects, the combination correlates with one of the four levels of risk.

☒ **Extremely High Risk** - Extremely high risk refers to expected loss of ability to accomplish the mission if exposure occurs during operations. When a risk is assessed as extremely high, practitioners carefully weigh the decision to continue against the potential gain from continuing the Course Of Action (COA).

☒ **High Risk** - High risk refers to significant degradation of mission capabilities in terms of the necessary standard, inability to accomplish all parts of the mission, or inability to complete the mission to standard if exposure occurs during operations. An assessment of high risk implies that serious consequences will follow a hazardous event, if it occurs. Commanders carefully weigh the risk against the potential gain of the COA.

☒ **Medium Risk** - Medium risk refers to the expectation of degraded mission capabilities in terms of the necessary standard and reduced mission capability if exposure occurs during operations.

☒ **Low Risk** - Low risk refers to expected losses that would have little or no impact on accomplishing the mission. Either the event that would cause injury, damage, or illness is not expected, or losses would be minor and would have no long-term effect.

c. Develop Controls and Make Risk Decisions

(1) After assessing each hazard, in developing controls, Army leaders must consider the reason for the hazard, not just the hazard in isolation. Controls can take many forms but normally fall into one of three categories:

- Educational controls.
- Physical controls.
- Hazard elimination controls.

(2) Effective controls meet the eight criteria of effectiveness (see descriptions in table 6-5).

- Feasibility.
- Acceptability.
- Suitability.
- Support.
- Explicitness.
- Standards.
- Training.
- Leadership.
- The individual

Criteria	Descriptions
Feasibility	The unit has the capability to implement the control.
Acceptability	The benefit gained by implementing the control justifies the cost in resources and time. The assessment of acceptability is largely subjective. Past experience, the commander's guidance, or other external restrictions influence the assessment.
Suitability	The control removes the hazard or mitigates (reduces) the residual risk to an acceptable level (determined by the responsible individual).
Support	Adequate personnel, equipment, supplies, and facilities necessary to implement the control are available.
Explicitness	The control clearly specifies who, what, where, when, why, and how each control will be used.
Standards	Guidance and procedures for implementing the control are clear, practical, and specific.
Training	Knowledge and skills of personnel are adequate to implement the control.
Leadership	Army leaders are ready, willing, and able to enforce standards necessary to implement the control.
The Individual	Individual personnel are sufficiently self-disciplined and capable of implementing the control.

Figure 6-5. Criteria for Effective Controls

d. Implement Controls - Soldiers normally implement controls during the preparation activities of the operations process. Army leaders establish how the controls will be implemented and who will manage them. They ensure selected controls are translated into briefings and curricula and then integrated with training.

e. Supervise and Evaluate - Primarily, step 5 involves ensuring that controls are implemented and performed to standard. RM practitioners supervise and evaluate all aspects of RM continuously.

Section 2. Documenting Deliberate Risk Management Assessment (DRAW)

2-1. **Documenting Deliberate Risk Management Assessment** – Utilizing the **Deliberate Risk Assessment Worksheet (DRAW)** DD Form 2977 is the Army's standard form for deliberate risk assessment. Aviation; explosive; chemical, biological, radiological, or nuclear; and other highly technical activities may require additional specialized documentation. However, when coordination may occur across sections or commands, DD Form 2977 is the standard for the majority of Army operations. It allows units to track hazards and risks in a logical manner. Army forces use this form to document risk management (RM) steps taken during planning, preparation, and execution of any type of operation, including training and combat. DD Form 2977 is designed for the entire Army and the other Services. It provides standardization for joint operations and assignment.

Chapter 7 – Packing list

1. CARRIED OR WORN

- a. ACU (COMPLETE), **BOOTS
- b. HELMET, KEVLAR OR ACH (Name in Block Letter Professional Looking with Permanent Marker and Sewn on is Authorized. No other marking is authorized.)
- c. ID TAGS worn IAW AR 670-1 W/MED TAGS (If required)
- d. MOLLE LBV (LOAD BEARING VEST), TO INCLUDE:
 - 1) POUCH, 30RD MAGAZINE, 3 EA
 - 2) MAGAZINES, 4 EA
 - 3) POUCH, CANTEEN, 2 EA
 - 4) CUP, CANTEEN (Inside left canteen cover)
 - 5) FIRST-AID CASE W/DRESSING (Front right of vest) (OPTIONAL ITEM)
 - 6) FLASHLIGHT Elbow type or Mini-Mag w/red lens & extra batteries. (Mini-Mag inside left ammo pouch, elbow type secured in grenade carrier on left ammo pouch OR to LBV in same spot using 550 cord.)
 - 7) POUCH, GRENADE, 2 EA
 - 8) LENSATIC COMPASS (In right grenade pouch, secured with lanyard to waist belt)
 - 9) EARPLUG CASE W/EARPLUGS (Inside left ammo pouch)
 - 10) CAMO STICK/COMPACT (Green, Loam or ACU color) (Inside left ammo pouch)
- e. TACSOP (waterproof inside pocket of LBV or in ACU cargo pocket when not wearing LBV)
- f. M-16 RIFLE W/BLANK ADAPTER (Store blank adapter inside left ammo pouch)
- g. MAP AND PROTRACTOR (Right trouser cargo pocket)
- h. NOTEBOOK W/PEN & PENCIL (Left cargo pocket)
- i. KNEE & ELBOW PADS (WHEN DIRECTED) or (IN RUCK WHEN NOT WORN)
- j. GLOVES, LEATHER (WHEN DIRECTED) or (IN RUCK WHEN NOT WORN)
- k. EYE PROTECTION (WHENEVER WEARING ACH/HELMET)
- l. WATCH
- m. PACE COUNT BEADS (ATTACHED TO LBV)
- n. WHISTLE (ATTACHED TO LBV)

2. RUCK SACK

- a. BAG, WATERPROOF
 - 1) ACU TOP & BOTTOM, 1 EA
 - 2) T-SHIRTS, TAN (3 EA MINIMUM), SOCKS (3 PR MINIMUM)
 - 3) POLY PRO COLD WEATHER TOP
 - 4) PERSONAL HYGIENE KIT (FEMALES include feminine/hygiene products)
 - 5) BATH TOWEL (Dark Solid Color)
 - 6) WASHCLOTH, 2 EA (Dark Solid Color)
 - 7) BRA, 2 EA (FEMALES)
 - 8) COTTON UNDERWEAR, 3 EA (OPTIONAL)
- b. LINER, PONCHO
- c. PARKA W/W (right sustainment pouch)
- d. WEAPONS CLEANING KIT (inside Center Pocket)
- e. 550 CORD (inside top flap approximately 5 meters)
- f. PATROL CAP (inside top flap, Worn or in Ruck)
- g. TERRAIN MODEL KIT
- h. BUNGEE CORDS, 4 EA
- i. MREs, 2 EA (ISSUED BY REGIMENT WHEN REQUIRED)
- j. TRASH BAGS, 2 EA (in center pocket)
- k. INSECT REPELLENT/SUNSCREEN COMBINATION IN ZIPLOC BAG I. FOOT POWDER IN ZIPLOC BAG
- m. CARRIER, HYDRATION w/BLADDER (secured under top flap of rucksack or Worn)
- n. PAD, SLEEPING (secured on top of rucksack)
- o. MOLLE SLEEP SYSTEM includes: STUFF SACK (Black), BIVY COVER (Gore-Tex), and PATROL SLEEPING BAG (Green)
- p. MOSQUITO HEAD NET (IF ISSUED in center pocket)
- q. REFLECTIVE BELT (secured around outside of rucksack WHEN DIRECTED)
- r. SEWING KIT, MOLESKIN, HAND SANTITIZER, FLEECE CAP, CHAP STICK, NECK GATOR and any AAI.
- s. ASSAULT PACK
- t. PONCHO
- u. COMBAT BOOTS, 1PR**
- v. LAUNDRY BAG

3. A BAG

- a. BAG, WATERPROOF:
 - 1) ACU TOP & BOTTOM, 4 EA
 - 2) SOCKS, 4 EA (recommended more due to field time)
 - 3) UNDERSHIRT, 4 EA (recommended more due to field time)
 - 4) COTTON UNDERWEAR, 4 EA (recommended more due to field time)
 - 5) T-SHIRT, IPFU, 2 EA
 - 6) TRUNKS, IPFU, 2 EA
 - 7) BATH TOWEL, 2 EA
 - 8) WASHCLOTH
 - 9) WHITE SOCKS, 2 EA
- b. PARKA, GORTEX
- c. PADLOCK
- d. SHOWER SHOES e. RUNNING SHOES f. BRA (Females)
- g. POLY PRO COLD WEATHER BOTTOM
- h. TROUSERS W/W
- i. LAUNDRY BAG, 1 EA
- j. SET OF VELCRO (Name Tapes/US Flag/Unit Patch)
- k. DUFFLE BAG (Shoe Tag provided by the REGT and each PLT will have a different marking to help identify Platoon movement to AA/TTBs.)
- l. BUTT PACK from MOLLE KIT
- m. COMBAT BOOTS (OPTIONAL placement during patrolling phase)
- n. ADDITIONAL PERSONAL HYGIENE ITEMS

4. ASSAULT PACK – (WHEN WORN) will contain but not limited to 1 MRE, 2 PR socks, 1 T-Shirt, Wet Weather Top, Poncho, Poncho Liner, Weapons Cleaning Kit and additional items according to mission requirements.

5. B BAG

- a. COTTON UNDERWEAR, BRA (Females)
- b. ACU TOP & BOTTOM
- c. IPFU JACKET, IPFU PANTS
- d. T-SHIRT, IPFU, TRUNKS, IPFU
- e. WHITE SOCKS, 4PR
- f. PADLOCKS, 2 EA
- g. T-SHIRT, TAN, 2EA
- h. SOCKS, 2 EA
- i. PATROL CAP

Annex A

Designated Radio Call Sign SOP

Position	Designated Numeral	Battalion (BN)	Alpha CO
PMS		Pirate 6	
XO		Pirate 5	
SMI		Pirate 7	
S3		Pirate 3	
Commander	6	Kraken 6	Hook 6
Executive Officer	5	Kraken 5	Hook 5
CSM/ISG	7	Kraken 7	Hook 7
S1	1	Kraken 1	
S2	2	Kraken 2	
S3	3	Kraken 3	
S3 NCOIC	3 N	Kraken 3 N	
S4	4	Kraken 4	
S5	5	Kraken 5	
S6	6	Kraken 6	
NCOIC or Assist	# N, O, P		
1 st Platoon Leader			Hook 16
1 st Platoon SGT			Hook 17
1 st Plt 1 st SQL			Hook 11
1 st Plt 2 nd SQL			Hook 12
1 st Plt 3 rd SQL			Hook 13
2 nd Platoon Leader			Hook 26
2 nd Platoon SGT			Hook 27
2 nd Plt 1 st SQL			Hook 21
2 nd Plt 2 nd SQL			Hook 22
2 nd Plt 3 rd SQL			Hook 23
3 rd Platoon Leader			Hook 36
3 rd Platoon SGT			Hook 37
3 rd Plt 1 st SQL			Hook 31
3 rd Plt 2 nd SQL			Hook 32
3 rd Plt 3 rd SQL			Hook 33
Alpha Team Ldr			Hook ## (Squad) A*
Bravo Team Ldr			Hook ## (Squad) B*

Annex A

Annex B

Pre-Combat Checks

1) Pre-combat checks (PCCs), Pre-combat inspections (PCIs) and Pre-execution checks are key to ensuring leaders, trainers, and Service Members are adequately prepared to execute operations and train to standard. PCC/PCIs are the bridge between pre-execution checks and execution of training. There are also detailed final checks that all units conduct before and during execution of training or combat operations. Conduct PCC/PCIs at the beginning of each event or exercise as part of troop leading procedures to check individual, equipment, vehicles, and mission knowledge. These are leader responsibilities and must be done in combat and in on-combat activities.

2) The chain of command is responsible for developing, validating, and verifying all PCC/PCIs. Pre-execution checks ensure that all planning and prerequisite training (Service Member, leader, and collective) are complete prior to the execution of training.

	Check		Check
Individual		Platoon Sergeant (cont'd)	
Equipment Packed IAW with TACSOP		Operation Equipment	
LBV complete and serviceable		Maps, Updated	
Ear Plugs		Compasses	
First aid pouch		Pens, etc	
Ammunition pouches		Sleep Plan Established	
Canteen w/water and cup		Class V Issued	
Kevlar with camo cover and band		MOPP Level known and disseminated	
Weapons, zero in pistol grip		Weapons control	
Protective Mask w/carrier and hood		Platoon Status to First Sergeant	
Body armor as required		Situation Briefed	
Flashlight with batteries and lens filters		MRE's Issued	
Causality feeder reports			
Individual Decon Kit		First Sergeant	
M8/M9 Paper		Personnel Accounted For	
Current MOPP implemented		Uploaded by Load Plan	
Weapon at appropriate arming level		Expendable Supplies on hand	
Optical Inserts		Operation Equipment	
Anti Fogging Kit		Maps, Updated	
ID Card		Compasses	
ID Tags (2 sets, w/2 tags, 1 set worn)		Pens, etc	
MREs'		Individual PCI Completed and verified	
Drivers Licenses		LP/OP Briefed and positioned	
Challenge and Password		Defense Plan Established and Rehearsed	
Shot Records		Defensive Sector Diagram Complete	
Hot/Cold Weather Brief		Range Cards Verified and Complete	
Mission Brief		Camouflaged	
		Vehicles	
Squad Leader		Equipment	
Personnel Accounted For		Positions	
Individual PCI Completed		Glass and mirrors	
Reference Publications Reviewed		Repack all equipment not in use	
Uploaded by Load Plan		Field Sanitation enforced	
Expendable Supplies on hand		Hand Washing enforced	
Sleep Plan Established		Trash kept Policed	
MOPP Level known and disseminated		Medevac helio pad marked	
Weapons control		Casualty collection identified	
Section Status to Platoon Sergeant		Reference Publications Reviewed	
Situation Briefed		Early warning devises employed	
MRE's Issued		Noise and light discipline enforced	
Ammo Basic Load Issued		Sleep Plan Established	
		Class V Issued	
Platoon Sergeant		Feeding Plan Established	
Personnel Accounted For		MOPP Level known and disseminated	
Individual PCI Completed		Accountability of Personnel to S-1	
Reference Publications Reviewed		Accountability of sensitive items to S-3	
Uploaded by Load Plan		Reportable Equipment Status to BMO	
Expendable Supplies on hand		Situation Briefed	

	Check		Check
Communications Equipment		Generator Operator	
Equipment Accounted For		All BII on hand	
Radios		Grounding rods	
Microphones		Fire extinguishers	
Antennas		-10 manual on hand	
Encrypting Equipment		PMCS Performed	
SOIs		Generator Topped off	
PMCS Completed		Extra fuel and POL	
Radios			
Antennas		Vehicle Commander	
Encrypting Equipment		All BII on hand	
Call Sign Board		Pioneer Tools	
Frequencies		Fire extinguishers	
Unit		-10 manual on hand	
Next Higher		PMCS Performed	
Medevac		Vehicle	
Range Control		Radios	
Fire Support		Vehicle Topped off	
TA-312s: Batteries		Extra fuel and POL	
Wire		Grease Pencils	
Reel Handles on hand		Note Book available	
SINGARS: Batteries		Pens/Pencils available	
Wire		Maps and overlays	
Blank Report Formats		Sun/wind/dust Goggles	
Spare Equipment		Compass/GPS present serviceable	
Microphones		Binoculars	
Headsets		Crew Served Weapons	
Antennas		Headspace and timing checked	
Batteries		Ammunition Basic Load	
Coordinate Pick-up of Equipment		Qualified Gunner	
Coordinate Pick-up of SOI		Vehicle Load Plan Verified	
SENGARS Spare Battery		Convoy Number on Vehicle	
NBC Equipment		Crew Served Weapons	
Individual PCI complete		Clean and functional	
Chemical Agent Alarms operational		Spare Barrels, Cleaning Kit's on-hand	
Chemical Agent Alarms employed		Glove; bolt rupture extraction on hand	
PMCS performed on M8 Alarm		Tripod w/T&E mechanism, Bipod	
M273 kit per Chemical Alarm		Head Space and Timing Set (M2)	
M256/256A1 Detector Kit as required		Machine Guns Mounted	
AN/VRDR-2 Radiac sets on hand		Function Check	
IM-93 Dosimeter issued		Test fire w/permission	
146 Radiacmeters issued		NVD, serviceable	
GTA Warning system issued			
PBT and Nerve Agent antidote issued		Driver/Vehicle Preparation	
NBC marking kit available		-10 and LO on hand	
Mark I kit available		BII/AII Present and serviceable	
Can kit available		First Aid Kit	
		Fire Extinguisher	
Combat Lifesavers		Warning Triangles	
Combat Lifesavers Bags issued		PMCS performed	
100% inventory and all supplies replenished		Vehicle Topped off	

Annex B

Annex B

	Check
Driver/Vehicle Preparation (cont'd)	
Loaded according to load plan	
POL products including weapons oil	
5 gallon can of water	
5 gallon can of fuel	
Rags	
MREs rations stowed	
Tools	
Goggles	
Dispatch	
Vehicle Hardened as required	
Strip Map on-hand	
Convoy route and plan briefed	
Camouflage nets/poles configured/stowed	
Lights and markings covered	
Convoy number on Vehicle	
Trailer properly hooked	

Annex C

OPERATIONS ORDERS BRIEFING SEQUENCE

Who	Responsibilities
XO	Roll Call (In Briefing Order); "The Time is now _____, H- _____"
	Area of Operations and Area of Interest
	Task Organization
S2	Enemy Situation (General)
	Weather and Effects
	Terrain and Effects
	Enemy Situation (Situational Template - SITTEMP)
	Significant Activities
	Peculiarities
	Capabilities
	Most Dangerous Course of Action (MDCOA)
	Most Probable Course of Action (MPCOA)
AS2	Reconnaissance & Surveillance (R&S)
S3	Task & purpose of adjacent units
	BDE Mission
	Battalion Mission
CDR	Intent
S3	Concept of Operations
	Tasks to Maneuver Units
AS3	Coordinating Instructions
S4	Combat Service Support
S1	Personnel / CASEVAC
BSO - Battalion Signal Officer	Command & Signal
	Time Hack
XO	Time Schedule
CDR	Closing Remarks

Annex D

BACKBRIEF FORMATS

Give Following BN Planning

Order	BackBrief Given
1	Task Organization
2	Most Probable Enemy Course of Action
3	Mission
4	Intent
5	Concept
6	Scheme of Fires
7	Scheme of Support (including Ration Cycle)
8	C2 Plan
9	Unit Time Schedule
10	Risk Assessment (Mission & Troops)
11	Issues / Ongoing Coordination

Annex E

REHEARSAL OF CONCEPTS SEQUENCE

WHO	Rehearsal Actions
XO	Roll Call; "The time is now____, H-____"
	Rules of Engagement
S2	Enemy Situation at the Start of the Operation
S3	Mission Statement
	Commander's Intent
	Orient on the Terrain Model
CDR	Intent
S3	Orient the Terrain Model
	BN Set at Start of Operation
S1/S4	S1/S4 Status at Start of Operation
CO. CDR	Task Force/Company Locations
	Task/Purpose of Subordinate Units
XO	Vignettes
S3	Review Issues and Assig POC
CDR	Closing Remarks

Annex F

Reconnaissance & Surveillance (R&S) Rehearsal Sequence

WHO	Rehearsal Actions
S2	Roll Call; "The time is now _____, "H- _____"
	Orient on Terrain Model
	Enemy Situation at Start of Operation
Recorder/All	Review issues/ identify gaps in the collection plan
CDR	Closing Remarks

Annex G

Combat Service Support (CSS) Rehearsal Sequence

WHO	Rehearsal Actions				
BN S4	Roll Call, : "The time is now _____, H- _____ "				
BN S4	Support Priorities (by unit)				
	Support Priorities (by type of equipment)				
BN S1	Current Combat Power				
	Personnel replacement plans/operations				
CO S4s	Unit locations (Field Trains, Combat Trains, Maneuver Unit locations)				
	Current Combat Power				
	Critical Material Shortages				
	Concise Synopsis of Overall Unit Mission				
PLs	Location of CCPs				
	During Phase				
BN S3 Rep	Concise overview of phase				
	Critical TF Decision Points				
	Location of TAC & TOC				
BN S2 Rep	Updated Treat Assessment as it applies to CSS Activities During this Phase				
BN S1	Phase Casualty Estimate				
	TF Combat Power				
	Personnel replacement plans/operations				
CO CDR	Walks through CASEVAC Plan (from point of injury to care facility)				
	Class VIII Re-supply				
	Evacuation timelines				
CO XO	Concise Synopsis of Overall Unit Mission During Phase				
	Unit locations (Field Trains, Combat Trains, Maneuver Unit locations)				
	Current Combat Power				
	Critical Material Shortages				
	Supply flow forward (Class I, II, III, IV, IX & Water)				
	Equipment Maintenance Collection Points & Recovery/Evacuation plans				
PLs	Location of CCPs				
	After Operations Phase				
BN S4	Anticipated Equipment & Combat Strength				
	Support Priorities by Unit & Type of Equipment				
	Reorganization and Refit/Rearm plans				
	Routes/Traffic Plan				
BN S1	Anticipated Casualty Rates				
	Personnel replacement plans				
MCO	Equipment Recovery/Evacuation Plan				
	Patient Evacuation Plan				
	Refit/Rearm Support				
	Conclusion				
BN S4	Summary of Planning Changes of Actions Identified During the Rehearsal				
BN XO	Concluding Remarks				

Annex H

Standard Map boards & Ops Graphics Names

Mil Symb	Subject	
OBJ	Names	Confederate Generals
		Breckenridge Johnston Forrest Hill Stuart
AO AA	Places	Cities
		Miami Atlanta Seattle Chicago Houston
Military Supply Route (MSR)	Colors	Red Blue White
Phase Line	Things	Automobiles
		Ford Chevrolet Chrysler Pontiac Jeep
Check Points	Numbers	00-99

MEDEVAC

Line 1 - _____ (Location of Pick-Up Site)

Line 2 - _____ (Freq), _____ (Call sign),
_____ (suffix) (*Your Information*)

Line 3 - (Patients by Precedence) A _____ (Urgent)
B _____ (Urgent Surgical)
C _____ (Priority)
D _____ (Routine)
E _____ (Convenience)

Line 4 - _____ (A, B, C, or D) (Special Equipment Required)

Line 5 - (Patients by Type) L _____ (Litter)
A _____ (Ambulatory)

Line 6 - (Security at Site) _____ (N, P, E, or X)

Line 7 - (Marking of Site) _____ (A, B, C, D, or E)

Line 8 - (Patient Status) _____ (A, B, C, D, or E)

Line 9 - (NBC Contamination) _____ (N, B, C, NONE)

See Chapter 4, page 4-18, for more details

CALL FOR FIRE

- “ _____ THIS IS _____ FIRE FOR EFFECT (OR ADJUST FIRE), OVER”
- “GRID _____, DIRECTION _____ (IN MILS), OVER”
- “(TARGET DESCRIPTION), OVER”
- “(MUNITION REQUESTED-IE. HE, SMOKE), IN EFFECT, OVER”
- (IF ADJUST FIRE) “ADD/DROP, OVER”
- (IF ADJUST FIRE) “FIRE FOR EFFECT, OVER”
- “END OF MISSION, (TARGET DISPOSITION), (ESTIMATED CASUALTIES), OVER”

Grid	TRP	Description