

SH 21-76

UNITED STATES ARMY



RANGER HANDBOOK

**RANGER TRAINING BRIGADE
UNITED STATES ARMY INFANTRY SCHOOL
FORT BENNING, GEORGIA
JULY 1992**

THE RANGER COURSE DEVELOPS STUDENTS BY REQUIRING THEM TO PERFORM EFFECTIVELY AS SMALL UNIT LEADERS IN A REALISTIC, TACTICAL ENVIRONMENT UNDER MENTAL AND PHYSICAL STRESS APPROACHING THAT FOUND IN COMBAT. RANGER SCHOOL INSTILLS CONFIDENCE AND COMPETENCE IN FUTURE RANGER LEADERS. PERHAPS ITS GREATEST CONTRIBUTION IS TO CREATE A CLIMATE OF RELATIVELY HIGH STRESS AND DEPRIVATION, IN WHICH RANGER STUDENTS LEARN HOW THEY AND OTHERS ACT AND REACT UNDER PRESSURE. LIKEWISE IT DEMONSTRATES THE CHALLENGES OF LEADING AND FOLLOWING WHILE OVERCOMING OBSTACLES. MORE THAN ANYTHING ELSE, RANGER SCHOOL BUILDS CHARACTER, IDENTIFIES THOSE WITH THE APTITUDE TO BE RANGER LEADERS, AND ENCOURAGES FURTHER DEVELOPMENT OF POSITIVE, CAN-DO ATTITUDES. IT PROVIDES THE STUDENT WITH PRACTICAL EXPERIENCE IN THE APPLICATION OF THE TACTICS AND TECHNIQUES OF RANGER OPERATIONS IN WOODED, DESERT, LOWLAND SWAMP AND MOUNTAINOUS ENVIRONMENTS. EMPHASIS IS PLACED ON DEVELOPMENT OF INDIVIDUAL LEADERSHIP ABILITIES THROUGH THE APPLICATION OF THE PRINCIPLES OF LEADERSHIP WHILE FURTHER DEVELOPING MILITARY SKILLS IN THE PLANNING AND CONDUCT OF DISMOUNTED INFANTRY, AIRBORNE, AIR ASSAULT AND AMPHIBIOUS SQUAD AND PLATOON-SIZE COMBAT OPERATIONS.

PREFACE

THIS PUBLICATION IS BOTH AN EXTRACT OF DOCTRINAL PUBLICATIONS AND A COMPILATION OF TACTICS, TECHNIQUES AND PROCEDURES TAUGHT IN THE U.S. ARMY RANGER SCHOOL. IT IS PRINCIPALLY DESIGNED AS A POCKET REFERENCE FOR STUDENTS OF THE U.S. ARMY RANGER SCHOOL. ITS SECONDARY USE IS FOR THE DEVELOPMENT OF SMALL UNIT LEADERS IN THE FIELD ARMY AND FOR THEIR USE AS A POCKET GUIDE.

THE TECHNIQUES LISTED HEREIN WILL BE TAUGHT AT THE U.S. ARMY RANGER SCHOOL. STUDENT GRADES ARE BASED ON THEIR EMPLOYMENT OF SOUND, DOCTRINAL PRINCIPLES, NOT ON THE EMPLOYMENT OF A SPECIFIC TECHNIQUE.

RANGER CREED

Recognizing that I volunteered as a Ranger, fully knowing the hazards of my chosen profession, I will always endeavor to uphold the prestige, honor, and high "esprit de corps" of the Rangers.

Acknowledging the fact that a Ranger is a more elite soldier who arrives at the cutting edge of battle by land, sea, or air, I accept the fact that as a Ranger my country expects me to move further, faster and fight harder than any other soldier.

Never shall I fail my comrades. I will always keep myself mentally alert, physically strong and morally straight and I will shoulder more than my share of the task whatever it may be. One Hundred-percent and then some.

Gallantly will I show the world that I am a specially selected and well trained soldier. My courtesy to superior officers, neatness of dress and care of equipment shall set the example for others to follow.

Energetically will I meet the enemies of my country. I shall defeat them on the field of battle for I am better trained and will fight with all my might. Surrender is not a Ranger word. I will never leave a fallen comrade to fall into the hands of the enemy and under no circumstances will I ever embarrass my country.

Readily will I display the intestinal fortitude required to fight on to the Ranger objective and complete the mission, though I be the lone survivor.

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CHAPTER ONE

LEADERSHIP

1-1. GENERAL. The most essential element of combat power is competent and confident leadership. Leadership provides purpose, direction, and motivation in combat. It is the leader who will determine the degree to which maneuver, firepower, and protection are maximized; who will ensure these elements are effectively balanced; and who will decide how to bring them to bear against the enemy.

While leadership requirements differ with unit size and type, all combat leaders must be men of character who must know and understand soldiers and the tools of war. They must act with courage and conviction during the uncertainty and confusion of battle. The primary function of tactical leaders is to inspire soldiers to do difficult things in dangerous, stressful circumstances.

A good leader will:

- Take charge of his unit by issuing appropriate orders, establishing priority of tasks, and establishing/maintaining security.
- Motivate his men by setting the example and always maintaining a positive can-do attitude.
- Demonstrate initiative by taking positive actions in the absence of orders and by making sound and timely decisions based on METT-T.
- Effectively communicate by giving specific instructions to accomplish the mission, keeping the unit informed, and by involving key leaders in the decision-making process, and;
- Supervise by inspecting to ensure tasks are accomplished to standard, making appropriate corrections, and holding immediate subordinates responsible for assigned tasks.

As a leader, there are certain things that you must be, know, and do:

a. BE -

(1) **TECHNICALLY AND TACTICALLY PROFICIENT:** can accomplish all tasks to standard that are required to accomplish the wartime mission.

(2) **POSSESS PROFESSIONAL CHARACTER TRAITS:**

Courage, Commitment, Candor, Competence and Integrity.

b. KNOW:

(1) Four major factors of leadership and how they affect each other: The Led, The Leader, The Situation, and Communications.

(2) Yourself and seek self-improvement: Strengths and weaknesses of your character, knowledge and skills. Continually develop your strengths and work on overcoming your weaknesses.

(3) Your soldiers and look out for their well-being. Know and care for your soldiers. Train them for the rigors of combat, take care of their physical/safety needs, and discipline/reward them.

c. DO:

(1) **SEEK RESPONSIBILITY AND TAKE RESPONSIBILITY FOR YOUR ACTIONS:** Leaders must exercise initiative, be resourceful, and take advantage of opportunities on the battlefield that will lead to victory. Accept just criticism and take corrective action for mistakes.

(2) **MAKE SOUND AND TIMELY DECISIONS.** Rapidly assess situations and make sound decisions. Gather essential information, announce decisions in time for soldiers to react, and consider short/long-term effects of your decision.

(3) **SET THE EXAMPLE.** Be a role model for your soldiers. Set high, but attainable standards, be willing to do what you require of your soldiers, and share dangers and hardships with your soldiers.

(4) **KEEP YOUR SUBORDINATES INFORMED.** Keeping your subordinates informed helps them make decisions and execute plans within your intent, encourages initiative, improves teamwork, and enhances morale.

(5) Develop a sense of responsibility in your subordinates: Teach, challenge, and develop your subordinates. Delegation indicates you trust your subordinates and will make them want even more responsibility.

(6) **ENSURE THE TASK IS UNDERSTOOD, SUPERVISED, AND ACCOMPLISHED:** Soldiers need to know what you expect from them; what you want done, what the standard is, and when you want it.

(7) **BUILD THE TEAM:** Train and cross train your soldiers until they are confident in the team's technical/tactical abilities. Develop a team spirit that motivates them to go willingly and confidently into combat.

(8) **EMPLOY YOUR UNIT IN ACCORDANCE WITH ITS CAPABILITIES:** Know the capabilities and limitations of your unit. Use the battle focus process to identify those vital tasks essential to mission accomplishment and conduct tough, challenging, and realistic training to ensure your unit achieves Army standards on those tasks.

1-2. DUTIES AND RESPONSIBILITIES

To complete all assigned tasks, every soldier in the platoon must do his job. Each soldier must accomplish his specific duties and responsibilities and be a part of the team.

a. Rifle Platoon Leader. He is responsible for all that the platoon does or fails to do. This includes the tactical employment, training, administration, personnel management, and logistics of his platoon. He does this by planning, making timely decisions, issuing orders, assigning tasks, and supervising platoon activities. He must know his men and how to employ the platoon's weapons. He is responsible for positioning and employing all assigned or attached crew-served weapons. He must also

know how to employ supporting weapons. The rifle platoon leader--

- (1) Sets the example and the standards.
- (2) Leads the platoon in support of company and or battalion missions.
- (3) Takes the initiative to accomplish the mission in the absence of orders. Informs his commander of his actions when operating without orders.
- (4) Plans with the help of the platoon sergeant, squad leaders, and other key personnel (FO, leaders of attachments, and so on).
- (5) Stays abreast of the situation and goes where he is needed to supervise, issue FRAGOs, and accomplish the mission.
- (6) Requests more support for his platoon from the company commander to perform its mission, if needed.
- (7) Assists the platoon sergeant in planning and coordinating the platoon's CSB effort.
- (8) During planning, receives on-hand status reports from the platoon sergeant, squad leaders, or both.
- (9) Reviews platoon requirements based on the tactical plan.
- (10) Develops a casualty evacuating plan.
- (11) During execution, positions himself where he can influence the most critical task for mission accomplishment (usually with the main effort).
- (12) Commands through his squad leaders using the intent of the company and battalion commanders.

b. Rifle Platoon Sergeant. This soldier is the senior NCO in the platoon and second in succession of command. He helps and advises the platoon leader, and leads the platoon in the platoon leader's absence. He supervises the platoon's administration, logistics, and maintenance. He may prepare and issue paragraph 4 of the platoon OPORD. The rifle platoon sergeant is responsible for individual training. He must ensure that soldiers can perform their individual MOS tasks.

(1) Organizes and controls the platoon CP IAW the unit SOP, platoon leader guidance, and METT-T factors.

(2) Receives squad leaders' requests for rations, water, and ammunition. Works with the company's first sergeant or XO to request resupply. He also directs the routing of supplies and mail.

(3) Directs the platoon medic and platoon aid and litter teams in moving casualties to the rear.

(4) Maintains platoon strength information, consolidates and forwards the platoon's casualty reports (DA Forms 1155 and 1156), and receives and orients replacements.

(5) Monitors the morale, discipline, and health of platoon members.

(6) Takes charge of task-organized elements in the platoon during tactical operations. This can include, but is not limited to, the following:

- Quartering parties.
- Security forces in withdrawals.
- Support elements in raids or attacks.
- Security patrols in night attacks.

(7) Coordinates and supervises company-directed platoon resupply operations.

(8) Ensures that supplies are distributed IAW the platoon leader's guidance and direction.

(9) Ensures that ammunition, supplies, and loads are properly and evenly distributed (a critical task during consolidation and reorganization).

(10) Ensures the casualty evacuation plan is complete and executed properly.

The following checklist outlines his duties and responsibilities during specific actions:

- a. Actions during movement and at halts.

(1) Take action necessary to facilitate movement.
(a) Normally supervises rear security during movement.
(b) Supervise, establish and maintain security during halts.
(c) Navigation - Know where you are!

(2) Perform additional tasks as required by the platoon leader and assist him in every way possible. Focus on control on the platoon (especially during movement) and security.

b. Actions at Danger Areas.
(1) Directs positioning of near-side security (usually conducted by the trail squad or team).
(2) Ensures everyone crosses and sends up report to the PL.

c. Actions in the objective area.
(1) Assist in the occupation of the DRP.
(2) Supervise, establish and maintain security in the DRP.
(3) Supervise the final preparation of weapons and equipment in the DRP as per guidance from platoon leader.
(4) Assist the platoon leader in control and security.
(5) Supervise the reorganization and redistribution of ammo and equipment. Ensure accountability and status of personnel is maintained, to include MIA's and KIA's.
(6) Perform additional tasks assigned by the platoon leader.

d. Actions in the Patrol Base.
(1) Assist in the occupation of the patrol base.
(2) Assist in supervising the establishment and adjustment of the perimeter.
(3) Maintain security in the patrol base.
(a) Keep movement and noise to a minimum.
(b) Supervise camouflage and perimeter separation.

(c) Periodically inspect the perimeter to ensure sectors of fire are assigned.
(d) Ensure designated personnel remain alert and that equipment is maintained in a high state of readiness.
(4) Requisition supplies, water, ammo and supervise their distribution.
(5) Supervise the priority of work and ensure its accomplishment.
(a) Security plan.
(b) Maintenance plan.
(c) Hygiene plan.
(d) Messing plan.
(e) Water plan.
(f) Rest plan.
(6) Perform additional tasks assigned by the platoon leader and assist him in every way possible.

e. Rifle Squad Leader. This soldier is responsible for all that the rifle squad does or fails to do. He is a tactical leader and, as such, leads by example, he is third in the platoon chain of command. The rifle squad leader--
(1) Controls the maneuver of his squad and its rate and distribution of fire.
(2) Trains his squad on the individual and collective tasks required to sustain combat effectiveness.
(3) Manages the logistical and administrative needs of his squad. He requests and issues ammunition, water, rations, and special equipment.
(4) Maintains accountability of his soldiers and equipment.
(5) Completes casualty feeder reports and reviews the casualty reports completed by squad members.
(6) Directs the maintenance of the squad's weapons and equipment.
(7) Inspects the condition of soldiers' weapons, clothing, and equipment.

- (8) Ensures that material and supplies are distributed to the soldiers in the squad.
- (9) Keeps the platoon sergeant/leader informed on squad supply status and squad requirements.

The following checklist outlines his duties and responsibilities during specific actions:

- a. Actions throughout the mission.
 - (1) Sets the example by personally adhering to established standards and procedures.
 - (2) Obtain status report from team leaders and submit reports to platoon leader/platoon sergeant.
 - (3) Makes recommendations to the platoon leader and platoon sergeant when problems are observed.
 - (4) Ensures tasks are accomplished by delegating tasks to team leaders and by establishing a priority of tasks in accordance with orders received from the platoon leader.
 - (5) Uses initiative in the absence of orders.
 - (6) Follows the platoon leader's plan.
- b. Actions during movement and at halts.
 - (1) Rotates heavy equipment and difficult duties.
 - (2) Ensures platoon leader is notified when rest halts and water replenishment is required.
 - (3) Maintains proper movement techniques while monitoring route, pace and azimuth.
 - (4) Takes all actions to prevent breaks in contact.
 - (5) Checks personnel at halts.
- c. Actions in the objective area.
 - (1) Ensures special equipment has been prepared for actions at the objective.
 - (2) Maintains security and control during conduct of the assault.
 - (3) Obtains status reports from team leaders and ensures ammunition is redistributed.

- d. Actions in the patrol base.
 - (1) Ensures patrol base is occupied according to the platoon leader's plan.
 - (2) Ensures personnel cover the entire sector; make final adjustments, if necessary.
 - (3) R&S team is sent out in front of assigned sector.
 - (4) Ensures priorities of work are being accomplished and report accomplished priorities to the platoon leader/platoon sergeant.
 - (5) Adheres to time schedule.
 - (6) Ensures personnel know the alert and evacuation plan, the locations of key leaders, OPs and the location of the alternate patrol base.
- e. Weapons Squad Leader (Infantry, Airborne, and Air Assault Divisions Only). This soldier is responsible for all that the weapons squad does or fails to do. His duties are the same as the rifle squad leader. He also controls the machine guns and MAWs in support of the platoon's mission. He advises the platoon leader on employing his squad.
 - f. Machine Gun Squad Leader (Ranger Rifle Company Only). This soldier is responsible for all that the machine gun squad does or fails to do. His duties are the same as the rifle squad leader, and he also controls the machine guns in support of the platoon's mission. He advises the platoon leader on employing the squad.
 - (1) Supervise machine gun teams to ensure they follow priority of work.
 - (2) Inspect machine gun teams for correct range cards, fighting positions, and understanding of fire plan.
 - (3) Supervise maintenance of machine guns (done correctly, deficiencies corrected, reported and does not violate security plan).
 - (4) Assist PL in planning.
 - (5) Position machine guns not attached to squads according to platoon SOP at halts and danger areas.
 - (6) Rotate loads, machine gunners normally get tired first.

- (7) Submit ACE report to PSG.
 - (8) Designate targets for each gun.
 - (9) Give additional fire commands to achieve maximum effectiveness.
 - Shifting fires.
 - Correcting windage or elevation to increase accuracy.
 - Alternate firing guns.
 - Prevent lulls in fire.
 - (10) Keep aware of location of assault elements or break elements and prevent fratricide.
 - (11) Report to higher.
- g. Team Leader: This soldier is a fighting leader who leads by personal example and helps the squad leader as required. He controls the movement of his fire team and the rate and placement of fire by leading from the front and using the proper commands and signals. He maintains accountability of his soldiers and equipment. He ensures his soldiers maintain the unit standards in all areas. The following checklist outlines specific duties and responsibilities of team leaders during mission planning and execution. These duties/responsibilities may be performed by either team leader.
- a. Actions During Planning and Preparation.
 - (1) Warning Order
 - (a) Assist in control of the squad.
 - (b) Monitor squad during issue of the order.
 - (2) OPORD Prep
 - (a) Post changes to time schedule.
 - (b) Update team duties on warning order board.
 - (c) Post team duties on warning order board.
 - (d) Assemble ammo and supply lists.
 - (e) Turn in and pick up supply requests.
 - (f) Distribute ammo and special equipment.
 - (g) Perform all tasks given by the SL in the special instructions paragraph.
 - (3) Operation Order
 - (a) Monitor squad during issue of order.
 - (b) Assist SL during rehearsals.
 - b. Actions During Movement and at Halts.
 - (1) Take actions necessary to facilitate movement.
 - (a) Supervise rear security during movement.
 - (b) Supervise, establish, and maintain security during halts.

- (2) Perform additional tasks as required by the SL and assist him in every way possible, particularly control and security.
 - c. Actions in the objective area.
 - (1) Assist in the occupation of the DRP.
 - (2) Assist in the supervision, establishment and maintenance of security.
 - (3) Supervise the final preparation of men, weapons, and equipment in the DRP as per the squad leader's guidance.
 - (4) Assist in control of personnel departing and entering the DRP.
 - (5) Reorganize perimeter after recon party departs.
 - (6) Maintain commo with higher headquarters.
 - (7) Upon return of recon party, assist in the reorganization of personnel and redistribution of ammo and equipment; ensure accountability of all personnel and equipment is maintained.
 - (8) Disseminate FIR to his team.
 - (9) Perform additional tasks assigned by the SL.
 - d. Actions in the Patrol Base.
 - (1) Assist in occupation.
 - (2) Assist in supervising the establishment and adjustment of the perimeter.
 - (3) Assist in maintaining patrol base security.
 - (a) Keep movement and noise to a minimum.
 - (b) Assist in crew served weapons placement and range card preparation.
 - (c) Inspect the perimeter to ensure squad has interlocking sectors of fire; prepare team sector sketch.
 - (4) Ensure that the LP/OP is rotated and alert
 - (5) Request supplies, water, and ammo, and supervise their distribution.
 - (6) Supervise the priority of work and ensure it is accomplished properly.
 - (7) Perform additional tasks assigned by the SL and assist him in every way possible.
 - e. Actions During Link Up.
 - (1) Assist in the preparation of men and equipment
 - (2) Ensure all personnel are knowledgeable of their tasks and the operation.

4. Air Assault Operations.

- (1) Assist in rehearsals
- (2) Assist in manifest preparation
- (3) Control bump plan

g. Platoon Aidman. This soldier helps the platoon sergeant direct aid and litter teams; he monitors the health and hygiene of the platoon. The platoon aidman--

- (1) Treats casualties and assists in their evacuation under the control of the platoon sergeant.
- (2) Aids the platoon leader/sergeant in field hygiene matters, personally checks the health and physical condition of platoon members.
- (3) Requests Class VIII (medical) supplies through the platoon sergeant.
- (4) Provides technical expertise and supervision of the combat lifesavers.
- (5) Carries out other tasks assigned by the platoon leader and platoon sergeant.

h. Platoon Radiotelephone Operator. The platoon RATELO must know the use and care of the radio to include waterproofing and presetting frequencies, the use of the SOI, and how to construct and erect field-expedient antennae. Responsible for establishing and maintaining communications with higher headquarters and within the platoon.

i. Fire Support Team. The company has a fire support team attached from the DS FA battalion. This team provides each platoon with a two-soldier FO party--an FO and his RATELO.

NOTE: FO party for a Ranger rifle company is assigned not attached.

1. Forward observer. The FO acts as the eyes of the FA and mortars. He works for the platoon leader. The FO's main responsibilities are to locate targets and to call for and adjust indirect fire support. The FO must be familiar with the terrain that the platoon is operating in and the tactical situation. He must know the mission, the

concept, and the unit's scheme of maneuver and priority of fires. The FO must--

- (a) Inform the FIST headquarters of platoon activities and the fire support situation.
- (b) Prepare and use situation maps, overlays, and terrain sketches.
- (c) Call for and adjust fire support.
- (d) Operate as a team with the RATELO.
- (e) Select targets to support the platoon's mission based on the company OPORD, platoon leader's guidance and an analysis of METT-T factors.
- (f) Select OPs and movement routes to and from them.
- (g) Maintain communications as prescribed by the FSO.
- (h) Operate the digital message device.
- (i) Maintain the six-digit grid coordinates of his location.

2. Radiotelephone operator. The RATELO's main duties are to set up, operate, and maintain the FO party's communications equipment. At times, he must also perform the duties of the FO for the platoon.

1-3. ASSUMPTION OF COMMAND.

a. Any platoon/squad member may have to take command of his unit in an emergency. When this occurs, planning in the field for continued operations may be necessary. During an assumption of command, situation permitting, the following tasks must be accomplished applying METT-T. Tasks are not necessarily accomplished in the following order:

- (1) Inform the unit of the command change (use subordinate leaders) and notify higher HQ.
- (2) Check security.
- (3) Check crew-served weapons.

- (4) Pinpoint your location.
- (5) Coordinate and check equipment.
- (6) Check personnel status.
- (7) Issue FRAGO (if required).
- (8) Reorganize as needed and move out as soon as possible.
- (9) Maintain noise and light discipline.
- (10) If done in a patrol base, do not violate the activities of a patrol base, especially security.

b. SEQUENCE OF EVENTS.

- (1) Follow all procedures of patrol base activities when the need for a patrol base is appropriate.
- (2) Supervise and check on activities throughout the planning phase; use subordinate leaders.
- (3) Reorganize the unit according to METT-T, but hold changes to the original unit organization to a minimum. Maintain unit integrity.
- (4) Mission already received.
- (5) Issue warning order.
- (6) Make a preliminary plan.
- (7) Move if necessary.
- (8) Make your reconnaissance (at a minimum, a map recon).
- (9) Make the necessary coordinations, i.e., fire support, special logistics support, updated information on enemy and friendly if not already given, air movement, etc.
- (10) Finalize your plan.
- (11) Issue your operation order (issue a FRAGO if time does not permit an operation order).
- (12) Supervise and conduct inspections and rehearsals; techniques must be modified to fit the situation and to maintain security.
- (13) Execute the mission.

CHAPTER TWO

OPERATIONS

This chapter provides procedures used by infantry platoons and squads. These procedures are used throughout the planning and execution phases of platoon and squad tactical operations. This section discusses mission tactics, troop-leading procedures, combat orders, and technique for preparing a unit to fight. These topics pertain to all combat operations. Their application requires time. With more time, leaders can plan and prepare in depth. With less time, they must rely on previously rehearsed actions, battle drills, and standing operating procedures.

2-1. MISSION TACTICS

Mission tactics is the term used to describe the exercise of command authority by a leader. Mission tactics places the relationship of command, control, and communications in proper perspective by emphasizing the predominance of command. This emphasis on command, rather than control, provides for initiative, the acceptance of risk, and the rapid seizure of opportunities on the battlefield. Mission tactics can be viewed as freedom of action for the leader to execute his mission in the way he sees fit, rather than being told how to do it. Mission tactics reinforced by the knowledge of the higher commander's intent and focused on a main effort establishes the necessary basis for small-unit leadership.

a. The philosophy of mission tactics extends throughout all levels of command. Leaders must be provided the maximum freedom to command and have imposed on them only the control necessary to synchronize mission

accomplishment. Sometimes leaders must issue specific instructions. Normally, this is necessary when the unit's actions must be synchronized with other actions. Mission tactics, as a command philosophy, recognizes the many tools available to the leader, but emphasizes that there is no substitute for the personal element of command.

b. Execution of mission tactics requires initiative, resourcefulness, and imagination. Initiative must be driven by the commander's intent, not merely by a desire for independent action. Leaders must be resourceful enough to adapt to situations as they are, not as they were expected to be.

c. Platoon and squad leaders also must effectively control their subordinates. Control restricts command. Generally, increased control leads to less application of command. Not all control is bad or counterproductive. For example, common doctrine is a form of control in that all leaders expect their subordinates to understand and apply the tenets of doctrine. Another common source of control is the use of graphics for operation overlays. While optional and situationally-dependent, these are restrictive and must be reviewed by the leader before implementation. Each control measure must have a specific purpose that contributes to mission accomplishment. If it does not pass this purpose test, it unnecessarily restricts freedom of action and should not be used.

d. Control is necessary to synchronize the actions of elements participating in an operation. The more complex the operation, the greater the amount of control. The challenge to leaders is to provide the minimal amount of control required and still allow for decentralized decision making in each situation.

(1) Mission tactics 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.

(2) At platoon and squad level, useful forms of control include common doctrine, mission, concept of the operation, time, and control measures.

(a) Doctrine, especially in the form of battle drills and unit SOPs that prescribe a way of performing a task, provides an element of control. By limiting the ways in which a task is performed to standard, battle drills and unit SOPs provide a common basis for action; allow for quick, practiced response; decrease the probability for confusion and loss of cohesion; and reduce the number of decisions to the essential minimum.

(b) The mission statement of the unit is also a form of control. Its purpose provides the basis for decision and allows freedom of action. Its task provides a basis for establishing the main effort and focuses all other actions toward mission accomplishment.

(c) The concept of the operations identifies the main and supporting efforts for the higher unit and describes how a commander sees the execution of the operation. This allows the maximum possible freedom of action for the subordinate leader tasked with executing the main effort. Leaders executing the supporting effort will have less freedom of action because they must lay their actions on the main effort. The concept of the operation also details the control of fires and other combat multipliers which must be synchronized and focused on the main effort.

(d) Leaders use time to control units or individuals by establishing specifically when a task should begin or be complete. Control using time is especially critical when the unit's actions must be synchronized with other units or supporting elements.

(e) Another source of control is the use of control measures. These include instructions to subordinate units, fire commands, and the use of operational graphics in overlays. While normally optional and situationally-dependent, control measures are potentially restrictive and must be reviewed by leaders before incorporating them into their plans. To ensure the proper amount of control, each control measure must have a specific purpose that contributes to mission accomplishment. If it does not pass this test, it unnecessarily restricts freedom of action and should not be used.

e. Platoon and squad leader use mission tactics to accomplish the mission. They give orders and instructions that communicate the higher commander's intent; the mission (task and purpose) of the unit; and the concept of the operation, to include control measures. They also use mission tactics to ensure that subordinates understand that they are expected to use initiative in making decisions when the situation is no longer what it was expected to be.

2-2. TROOP-LEADING PROCEDURES.

The troop-leading procedures are the dynamic process by which a commander receives a mission, plans it, and executes it. It should be an instinctive and familiar way of thinking for a platoon leader. The sequence of the individual TLPs is not rigid. It is modified to meet the mission, situation, and available time. Some steps are done concurrently while others may go on continuously throughout the operation. The TLPs are time savers; as such, the leader conducts them in the order that most effectively uses the available time.

a. Receive the Mission. (STEP 1) A mission may be received in the form of either a written or oral warning order, operation order, or fragmentary order. At times, a leader may deduce a change in mission, based on a change in the situation. When the OPORD is issued, the leader should have his FO with him.

(1) Once an upcoming mission is identified, actions to begin preparing the unit are conducted. The leader conducts an initial METT-T analysis to determine the requirements for his warning order.

(2) With the information available, the leader sets his time schedule by identifying the actions that must be done (time-critical tasks) to prepare his unit for the operation. These preparatory actions are identified by a preliminary consideration of the information on the mission, enemy, terrain, and own troops available. An initial reconnaissance (may be a map reconnaissance) is conducted to allow the leader to more fully understand the time requirements for the mission. He then develops his time schedule by starting at "mission time" and working backward to the time it is now (reverse planning). The mission time is normally the most critical time in the operation.

(3) The leader must ensure that all subordinate leaders have sufficient time for their own planning needs. A general rule of thumb for leaders at all levels is to use no more than one-third of the available time for planning and issuance of the OPORD. This will leave the rest of the available time for subordinate leaders to use for their planning and preparation. This is a tentative time schedule, which may require adjustment as the TLP process continues.

- 0600, execute mission.
- 0530, finalize/adjust the plan, based on the leader's reconnaissance.
- 0400, establish ORP; begin leader's reconnaissance.

- 0200, begin movement.
- 2100, conduct inspections.
- 1900, hold rehearsals.
- 1800, eat meals (tray packs).
- 1630, issue platoon OPORD.
- 1500, hold briefbacks.
- 1045, conduct reconnaissance.
- 1030, update warning order, if required.
- 1000, receive OPORD.
- 0900, receive warning order, issue warning order.

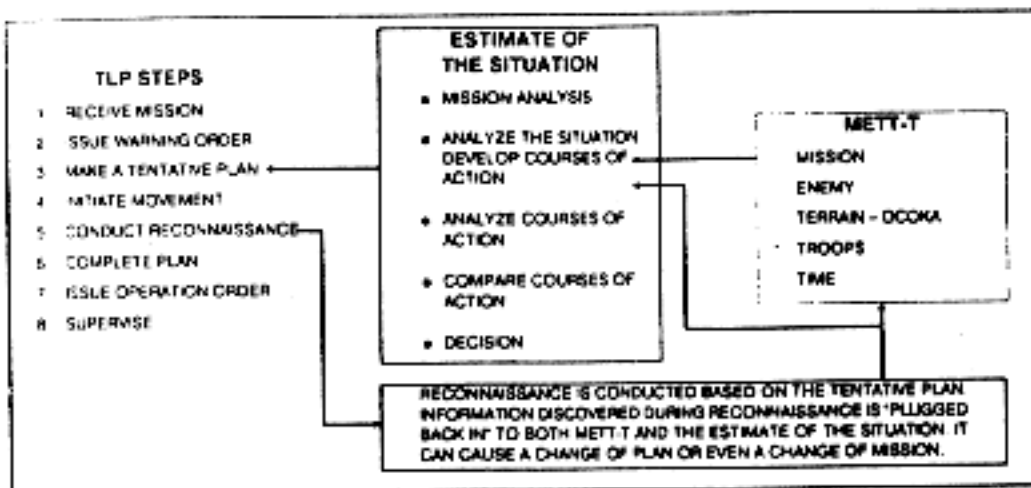


Figure 2-1. Tools of the tactician relationship.

b. Issue a Warning Order. (STEP 2) Do not wait for more information. Issue the best warning order possible with the information at hand and update it as needed with additional warning orders. The warning order lets units prepare for combat as soon as possible after being alerted of an upcoming mission. This normally involves a number of standard actions that should be addressed by SOP. The warning order should address those items not covered in the SOP that must be done to prepare for the mission. The specific contents for each warning order will vary, based upon the unique tactical situation.

c. Make a Tentative Plan. (STEP 3) The leader develops an estimate of the situation to use as the basis for his tentative plan. The estimate is the military decision making process. It consists of the following steps:

(1) Mission Analysis.

- (a) Mission and intent of commander two levels up.
- (b) Mission and intent of immediate commander.
- (c) Purpose.
- (d) Assigned tasks.
- (e) Mission-essential tasks.
- (f) Constraints and limitations.
- (g) Restated mission.
- (h) Tentative time schedule.

(2) Estimate of the situation and determination of course of action.

- (a) Terrain and weather.
 - Terrain - OCOKA.
 - Weather - visibility, mobility, survivability.
- (b) Enemy situation and probable course of action.
 - Intentions.
 - Capabilities.
 - Most probable course of action (doctrine and situation).
- (c) Friendly situation.
 - Troops available.
 - Time available.

- (d) Friendly courses of action.
- Determine decisive points and time to focus combat power.
 - Determine the results that must be achieved at the decisive points to accomplish the mission.
 - Determine the purposes to be achieved by the main and supporting efforts. (The supporting purposes must be clearly linked to the main effort's assigned purpose).
 - Determine the essential tasks for subordinate units (main and supporting efforts) that achieve these purposes.
 - Task-organize squads to accomplish each mission that has been determined. (The loss of cohesion when moving a squad to another platoon is critical. Normally, platoons do not cross-attach squads).
 - Assign C2 headquarters.
 - Complete a generic task organization by assigning all organic or attached units.
 - Establish control measures that clarify and support the accomplishment of the platoon's assigned mission. (This may also include critical timings for key events).
 - Prepare a COA statement and sketch.
 - Repeat this process for additional courses of action. (Other COAs may begin with a different potential decisive point, or they may concentrate combat power at the same one using different tasks, purposes, positions, and so forth).

(3) Analysis of courses of action.

- (a) Significant factors.
- (b) Wargame.

(4) Comparison of courses of action.

(5) Decision.

d. Initiate Movement. (STEP 4) This can be done by having a subordinate leader move the unit to an assembly area or attack position. The instructions for this move can be given in the warning order. The leader ensures that security is provided and fire are integrated for all movements.

e. Conduct Reconnaissance. (STEP 5) Reconnaissance is a continuous process during the TLP. The tentative plan should include an R&S plan. Plan and conduct reconnaissance to confirm or adjust the tentative plan. A thorough tentative plan helps the reconnaissance because specific R&S guidance can be given to subordinates. In every tactical operation the leader requires additional information, and at the same time, he must deny the enemy information about his unit. These requirements provide the focus for the unit R&S plan.

(1) Prepare the plan. The leader determines:

- What are his information requirements?
- What are his security requirements?
- What are the priorities for these requirements?
- What assets are available to meet these requirements?
- How much time is available to collect the information or establish security?
- What is most critical (and thus the focus) for his personal reconnaissance?
- To whom will he assign tasks to meet the R&S needs?

(2) Issue the plan. The leader provides additional instructions to supplement the assigned tasks to his subordinates. The amount of detail depends on the specific situation. A leader's reconnaissance that has several subordinate units involved requires more specific instructions. These may include the following:

- A specific tasking for selected soldiers from subordinate units, such as the RATELO.
- A specific time schedule for the reconnaissance (report, inspection, departure, and return times).
- Specified routes and formations.
- Special equipment required.
- Likely contingency plans.

- Fire support coordination.
- Withdrawal plan from the reconnaissance site.
- Link up with the company.

(3) Select the technique. The leader's reconnaissance is crucial to every operation. An effective leader reconnaissance provides the required information without being detected by the enemy. The risk of detection and the effect that his loss of surprise will have on the mission must be weighed against the benefit of collecting the information. Generally, the closer the reconnaissance element is to the objective, the greater the risk of detection. The two primary techniques for conducting the leader's reconnaissance are:

(a) Long-range observation/surveillance.

Reconnaissance personnel generally stay beyond small-arms range from the objective. This will usually be outside the enemy's security positions also. Tentative OP sites are selected from a map reconnaissance and confirmed after the unit has occupied the DRP. This technique is generally more effective during daylight hours. When possible, OPs should provide 360 degree coverage and may require repositioning at night.

(b) Short-range observation/surveillance. This technique generally requires the reconnaissance personnel to move inside the enemy's security positions and small-arms fire range. It depends on stealth and effective use of available cover and concealment. Limited visibility may support this technique. OPs are also designated for short-range observation.

(4) Conduct the reconnaissance. The leader's reconnaissance should be conducted as any reconnaissance patrol; only essential personnel should take part. The smaller this element is, the less likely the enemy will detect them. This should include a leader from each of the key elements. Additional tasks during the reconnaissance may include:

- Testing communications if authorized.
- Making final coordination on precise timings, signals, weapons/personnel locations, and sub-unit responsibilities.
- Establishing security/surveillance on the objective area.

f. Complete the Plan. (STEP 6) The leader must be prepared to adjust his tentative plan based on the results of the reconnaissance. He may have to change COAs if the situation is not what he expected. In this case, one of the previously analyzed and discarded COAs may be adjusted to quickly finalize his new plan. Coordination continues with all supporting agencies, higher headquarters, and adjacent units. This, along with his recon, gives the leader the information he needs to expand the tentative plan into a five-paragraph OPORD.

g. Issue the Order. (STEP 7) Preferably issue the order while viewing the avenues of approach/objective area. Make maximum use of visual aids (sketches and terrain models) to enhance the presentation of the order. When the leader issues the tentative plan before the leader's reconnaissance, he issues a FRAGO to finalize the plan prior to execution.

h. Supervise. (STEP 8) The best plan may fail if it is not managed right. Briefbacks, rehearsals, inspections, and continuous coordination of plans must be used to supervise and refine troop-leading procedures. Briefbacks and rehearsals are not the same; briefbacks focus on the planning process, and rehearsals focus on execution.

(1) Inspect. During pre-combat inspections, check-

- Weapons and ammunition.
- Uniforms and equipment.
- Mission-essential equipment.
- Soldiers' knowledge and understanding of the mission and their specific responsibilities.
- Communications.
- Rations and water.
- Camouflage.

(2) Rehearse. They are essential to ensure complete coordination and subordinate understanding. The warning order should provide subordinate leaders sufficient detail for them to schedule and conduct rehearsals of drills/SOPs before receiving the OPORD. Rehearsals conducted after the OPORD can then focus on mission specific tasks. Rehearsals are conducted as any other training exercise except the training area should be as much like the objective area as possible, including the same light and weather conditions. Mock-ups of the objective should be used for these practices. Rehearsals include holding soldier and leader briefbacks of individual tasks and using sand tables or sketches to talk through the execution of the plan. These are followed by walk-through exercises and then full-speed, blank-fire or live-fire rehearsals. The leader should establish the priority for rehearsals based on the available time. The priority of rehearsals, as CDA development, flows from the decisive point of operation. For example, actions on the objective, battle drills for maneuver, actions on enemy contact, special teams, movement techniques, and others as required. Security must be maintained during the rehearsal.

(3) Briefback. Subordinates should briefback the leader right after the OPORD to ensure they understand their instructions. Briefbacks of the subordinates' plan should also be conducted. These briefbacks may be given collectively at a meeting of the orders group. Such a technique allows exchange of information, coordination among units, and rapid distribution of changes to the initial plan.

(4) Coordinate. The leader visits his subordinates and adjacent units to discuss their plans. The leader ensures all necessary preparations are being made. These may include coordination of fire support and engineer activities, maintenance, resupply, movement, and other required actions.

(a) Any departures from the plan, both before and during the operation, are coordinated with the company commander.

(b) During execution, the company commander issues FRAGDs to modify or refine the operation as the situation develops. He personally supervises and or leads the critical actions.

2-3. COMBAT INTELLIGENCE.

1. General. Gathering information is one of the most important aspects of conducting patrolling operations. The following is a reminder to leaders as to what information to collect and how to report it.

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

SIZE	Seven enemy soldiers
ACTIVITY	Traveling SW
LOCATION	Crossed road junction, BL123456
UNIT/UNIFORM	OD Fatigues with red six- point star on left shoulder
TIME	211300 August
EQUIPMENT	Carrying one machine gun and one rocket launcher

3. Field Sketching. When reporting information, it is desirable to include a sketch of the objective or other areas observed. A sketch is a large-scale free-hand drawn map or picture of an area or route of travel, showing enough detail and having enough accuracy to provide useful tactical information.

a. The amount of detail necessary in the sketch should be limited to those things of military importance such as targets, objectives, natural or manmade obstacles, sector limits, or troop dispositions and locations.

b. 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 up the sketch.

c. Personnel/weapons and equipment should not be used on the sketch as it is a part of the "SALUTE" report (see paragraph 7a.)

4. Captured documents. Prior to searching enemy dead and installations for papers, maps, messages, orders, etc., personnel should first check for booby traps. Documents are then collected by the leader and turned in when he makes his reports. The documents should be marked as to time and place of capture.

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

- (a) Search
- (b) Silence
- (c) Segregate
- (d) Safeguard
- (e) Speed

6. Debriefing. Immediately upon return from a mission, the unit will be debriefed using the standard NATO report format.

7. Field Sketch (see figure 2-2)

a. SALUTE

Size: 25 men

Activity: Improving positions at ADA site.

Location: South of hill 408, BL 123456

Unit/Uniform: Field uniform, no protective mask

Time: 210200 Sep

Equipment: 2 BRDMs, 2 tracked missile launchers, 3 rockets per track, 1 radar, 1 automatic weapon

b. Notes:

1. Enemy ADA site approximately 400 meters long East to West and 300 meters wide North to South. Surrounded by single wire fence. Site has been cleared of brush. Wooded on all sides. Wolf Creek is good covered and concealed route.

2. Bridge is concrete and steel, one lane. 50 meters in length.

3. Command Bunker - logs and dirt, approx. 8 ft by 6 ft with radar dish.

4. SAM on track (like PT-76). Three two-stage rockets on rails. Fins at bottom and halfway up missile pointed on 130 degree AZ at 45 degree angle. About 6am in length.

5. Same type missiles as #2, but pointed on AZ of 125 degrees with 70 degree angle.

6. BRDM's one block access road. Vehicles started every hour.

7. Trenches approx. 20 meters in length, oriented toward south.

8. Fighting positions dug in with overhead cover under construction.

9. One light machinegun.

10. Two-man LP/OP rotated hourly, no comm seen at main site. Noise discipline poor.