

# FM 7-10

DEPARTMENT OF THE ARMY FIELD MANUAL

---

## RIFLE COMPANY, INFANTRY AND AIRBORNE BATTLE GROUPS



HEADQUARTERS, DEPARTMENT OF THE ARMY  
AUGUST 1962

FIELD MANUAL }  
 No. 7-10 }

HEADQUARTERS,  
 DEPARTMENT OF THE ARMY  
 WASHINGTON 25, D.C., 27 August 1962

RIFLE COMPANY, INFANTRY AND AIRBORNE  
 BATTLE GROUPS

		Paragraphs	Page
CHAPTER	1. GENERAL		
Section	I. Introduction -----	1-4	3
	II. Organization and duties, rifle company, infantry and airborne battle groups.	5-8	5
	III. Operations -----	9-14	13
	IV. Intelligence -----	15-19	18
	V. Communication -----	20-22	23
	VI. Command aspects of patrolling -----	23-26	29
CHAPTER	2. ADMINISTRATION AND LOGISTICS		
Section	I. Personnel management and administration ---	27, 28	31
	II. Combat supply, rifle company, infantry battle group.	29-34	35
	III. Combat supply, rifle company, airborne battle group.	35-38	38
	IV. Miscellaneous logistical activities -----	39-41	41
CHAPTER	3. DEFENSE		
Section	I. General -----	42-44	43
	II. Security forces -----	45-50	45
	III. Forward rifle company--planning and organization of defense -----	51-63	50
	IV. Conduct of the defense, forward rifle company.	64-67	78
	V. Perimeter defense -----	68-71	82
	VI. Reverse slope defense -----	72-74	84
	VII. Defense of a riverline -----	75-77	87
	VIII. Reserve rifle company -----	78-82	90
	IX. Relief in place -----	83-86	92
CHAPTER	4. OFFENSE		
Section	I. General -----	87-89	96
	II. Preparation for the attack -----	90-96	97
	III. Planning the attack -----	97-109	101
	IV. Conduct of the attack -----	110-117	119
	V. Employment of attached tanks -----	118-123	132
	VI. Mechanized rifle company in attack -----	124-135	140
	VII. Rifle company in a reserve role -----	136, 137	149
	VIII. Night attack -----	138-149	151
	IX. River crossings -----	150-154	162

\* This manual supersedes FM 7-10, 29 January 1959, including C 1, 18 May 1961.

			Paragraphs	Page
Section	X.	Task force operations .....	155-158	171
	XI.	Raids .....	159-161	173
	XII.	Counter guerrilla operations .....	162-166	177
<b>CHAPTER</b>	<b>5.</b>	<b>RETROGRADE OPERATIONS</b>		
Section	I.	General .....	167-171	180
	II.	Night withdrawal .....	172-176	185
	III.	Daylight withdrawal .....	177-180	190
	IV.	Delaying actions .....	181-185	194
<b>CHAPTER</b>	<b>6.</b>	<b>AIRBORNE OPERATIONS</b>		
Section	I.	General .....	186-192	198
	II.	Joint airborne operations—general .....	193-198	200
	III.	Joint airborne operations—planning .....	199-203	204
	IV.	Joint airborne operations—conduct .....	204-210	209
	V.	Airmobile operations—general .....	211-213	213
	VI.	Airmobile operations—planning .....	214-218	214
	VII.	Airmobile operations—conduct .....	219-223	221
	VIII.	Withdrawal by air .....	224-229	224
<b>CHAPTER</b>	<b>7.</b>	<b>TACTICAL MOVEMENTS</b>		
Section	I.	Introduction .....	230-235	230
	II.	Tactical foot marches .....	236-242	231
	III.	Tactical motorized or mechanized movements .....	243-247	238
<b>APPENDIX</b>	<b>I.</b>	<b>REFERENCES .....</b>	--	242
	II.	TROOP LEADING PROCEDURE .....	--	245
	III.	OPERATION ORDERS .....	--	248
	IV.	COMBAT FORMATIONS .....	--	252
	V.	BATTLE DRILL .....	--	279
	VI.	EMPLOYMENT OF ARMORED PERSONNEL CARRIERS IN HASTY RIVER CROSSING OPERATIONS.	--	307
<b>INDEX</b>		.....	--	315

## CHAPTER 1

### GENERAL

---

#### Section I. INTRODUCTION

##### 1. Purpose and Scope

a. This manual provides guidance on the tactical employment of the rifle company of the infantry, and airborne division battle groups; and the rifle company of nondivisional battle groups.

b. The tactics, techniques, and procedures described are for guidance, and should not be considered as inflexible rules. Commanders should modify them as required by the varying conditions of the battlefield.

c. The material in this manual is applicable to nuclear and non-nuclear warfare.

d. The manual has been prepared using the rifle company of the infantry division battle group as the basic rifle company organization. When this manual is used in conjunction with other rifle company organizations, appropriate adjustment must be made. It should always be remembered, however, that regardless of its TOE assignment, *every* rifle company must retain the ability to capitalize on the most appropriate form of mobility for each mission.

e. Users of this manual are encouraged to submit recommended changes or comments to improve the manual. Comments should be keyed to the specific page, paragraph, and line of the text in which the change is recommended. Reasons should be provided for each comment to ensure understanding and complete evaluation. Comments should be forwarded direct to the Commandant, United States Army Infantry School, Fort Benning, Ga.

##### 2. Mission

a. The mission of the rifle company of the infantry battle group is to close with the enemy by means of fire and maneuver in order to destroy or capture him, or to repel his assault by fire, close combat, and counterattack.

*b.* The mission of the rifle company of the airborne battle group is to move by air to close with the enemy and destroy or capture him.

### 3. Capabilities

The rifle company of the infantry battle group is capable of—

*a.* Closing with the enemy by fire and maneuver in order to destroy or capture him.

*b.* Repelling enemy assault by fire, close combat, and counter-attack.

*c.* Providing a base of fire and maneuver elements.

*d.* Seizing and holding terrain.

*e.* Maneuvering in all types of terrain and climatic conditions.

*f.* Conducting airborne assaults by parachute when organic to the airborne battle group.

*g.* Capitalizing on all forms of mobility.

### 4. Characteristics

*a.* Infantry is the arm of close combat. It fights by combining fire, maneuver, and shock effect. It is the only force capable of seizing and holding terrain for extended periods. Because of its extreme versatility, it is capable of fighting under widely varying conditions of terrain, weather, and nuclear availability. The organization, equipment, and training of infantry units permit their use of a variety of techniques to accomplish their mission.

*b.* The rifle company is the basic tactical element of the battle group. Its organization and equipment provide it with the necessary means to conduct combat operations. When increased combat power is required for specific tasks, the company is capable of receiving and controlling additional combat and combat support elements. When suitably reinforced, the rifle company is capable of independent operations for limited periods. While the mobility of the rifle company is that of the dismounted soldier, the company can adopt to complete vehicular mobility with the attachment of armored personnel carriers (APC), trucks, and aircraft. It is completely air transportable in helicopters, medium assault aircraft, or medium transport aircraft.

Section II. ORGANIZATION AND DUTIES, RIFLE COMPANY,  
INFANTRY AND AIRBORNE BATTLE GROUPS

## 5. Organization

*a. Company.*

- (1) The rifle company, infantry battle group, consists of a company headquarters, three rifle platoons, and a weapons platoon (fig. 1).
- (2) The rifle company, airborne battle group, consists of a company headquarters, four rifle platoons, and a weapon platoon (fig. 2).

*b. Company Headquarters.*

- (1) Personnel of company headquarters, rifle company infantry battle group, include those who control or assist in control of the company (command group) and those who provide administrative support. The former normally consists of the company commander, executive officer, first sergeant, communication chief, radiotelephone operators, and wiremen. The latter normally consists of the mess personnel, supply sergeant, armorer, and company clerk. One of the  $\frac{1}{4}$ -ton trucks with trailer, organic to company headquarters, carries one of the company's vehicle-mounted radios; and is normally used as the company commander's command and reconnaissance vehicle. The remaining  $\frac{1}{4}$ -ton truck and trailer, in company headquarters, carries the other vehicular radio and is used to carry a portion of the basic ammunition load. It is used to resupply the rifle platoons and the antitank squads from the company distributing point (trains).
- (2) Rifle company headquarters, airborne battle group, differs in that—
  - (a) It contains a unit supply specialist instead of a supply sergeant and an armorer.
  - (b) It contains no wiremen and only one radiotelephone operator.
  - (c) It contains only one  $\frac{1}{4}$ -ton truck (without trailer) with vehicular radio rather than two.
  - (d) It has two organic infantry light weapons carriers to transport supplies and ammunition.

*c. Rifle Platoon.*

- (1) The rifle platoon of the infantry rifle company consists of a platoon headquarters, three rifle squads, and a weapons squad. The platoon headquarters consists of

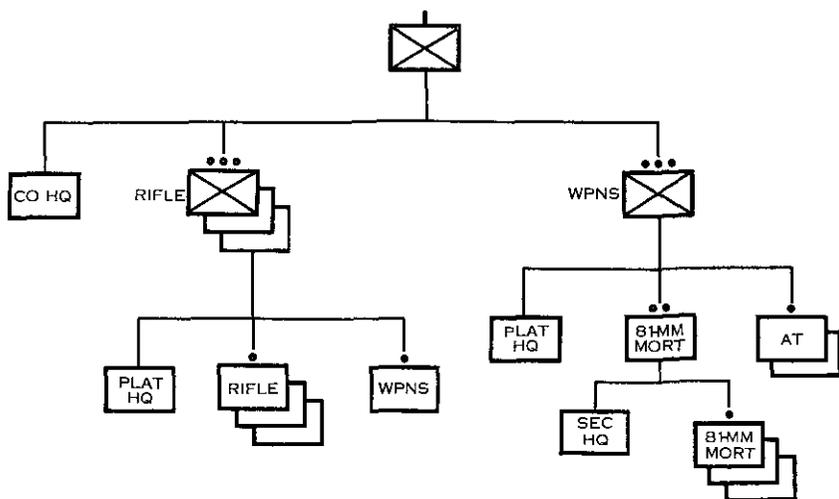


Figure 1. Rifle company, infantry battle group.

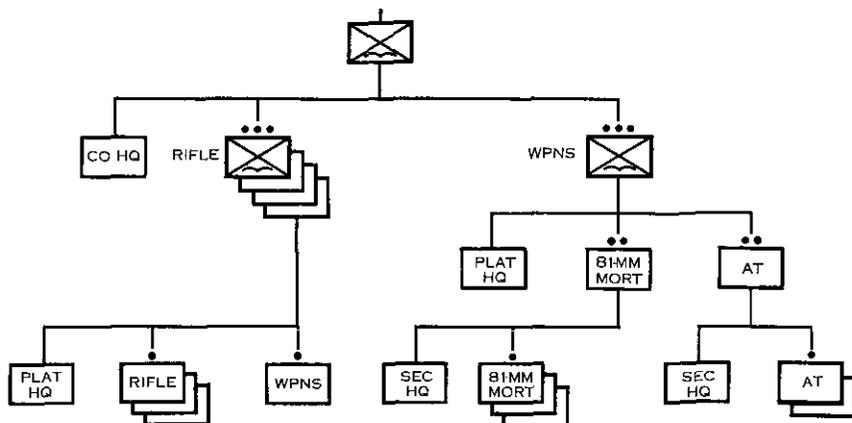


Figure 2. Rifle company, airborne battle group.

the platoon leader and platoon sergeant. Each rifle squad consists of a squad leader and two five-man fire teams designated ALFA and BRAVO. Each fire team has a fire team leader, an automatic rifleman, and three riflemen. The weapons squad has a squad leader, two machinegunners, two assistant machinegunners, one rocket

gunner, one assistant rocket gunner, and two ammunition bearers. The weapons squad is organized into two machinegun teams and a rocket launcher team.

- (2) The rifle platoon of the airborne rifle company differs in that:
  - (a) It contains a radiotelephone operator in platoon headquarters.
  - (b) The weapons squad has two 3.5-inch rocket launcher teams rather than one.
  - (c) One infantry light weapons carrier is organic to the weapons squad.

d. *Weapons Platoon.*

- (1) The weapons platoon of the infantry rifle company consists of a platoon headquarters, an 81-mm mortar section, and two antitank squads. In the platoon headquarters are the platoon leader, platoon sergeant, and a radiotelephone operator. The 81-mm mortar section headquarters consists of a section leader, three forward observers, two fire direction computers, and four radiotelephone operators. Each of the three 81-mm mortar squads has a squad leader, gunner, assistant gunner, and two ammunition bearers. Each of the antitank squads has a squad leader, gunner, loader, and light truck driver. The platoon's organic transportation is located as follows: one  $\frac{1}{4}$ -ton truck with trailer in platoon headquarters; one  $\frac{3}{4}$ -ton truck with trailer in the 81-mm mortar section headquarters, one  $\frac{3}{4}$ -ton truck with trailer in each 81-mm mortar squad; and one  $\frac{1}{4}$ -ton truck in each antitank squad.
- (2) The weapons platoon of the airborne rifle company differs in that:
  - (a) A section headquarters (section leader and ammunition handler) controls the two antitank squads.
  - (b) The 81-mm mortar section headquarters contains one additional fire direction computer.
  - (c) No vehicles are organic to platoon headquarters.
  - (d) Each 81-mm mortar squad has one infantry light weapons carrier rather than a  $\frac{3}{4}$ -ton truck with trailer.
  - (e) The antitank section headquarters contains one infantry light weapons carrier.
  - (f) Each antitank squad contains one infantry light weapons carrier rather than a  $\frac{1}{4}$ -ton truck.

## 6. Duties of Company Headquarters Personnel

### a. *Company Commander.*

- (1) The company commander alone is responsible for what his company does or fails to do. He is responsible for the training, discipline, control, tactical employment, administration, and welfare of his company and for all aspects of its performance in garrison and in combat.
- (2) The company commander controls the company and is responsible for its operation. He meets his responsibilities by planning, by timely decisions and orders, and by personal supervision. His professional knowledge must include a thorough understanding of the tactical employment of the rifle company, the technical capabilities and limitations of organic weapons, and the use, capabilities, and limitations of other arms and services which may be associated with the company in combat.
- (3) The company commander exercises command through his platoon leaders and first sergeant. Within guidance set forth by higher headquarters, he establishes policies and standards for the company. By formal and informal inspections he ensures that his policies and standards are executed or attained properly. He ensures that all personnel of the company have access to him in the discussion of personal or other matters.
- (4) The company commander trains his subordinate leaders and uses them to the maximum in accomplishing his mission. He supervises the performance of those under his command and takes positive action to correct any deficiencies. He strives to develop in his subordinate leaders such qualities as initiative, self-reliance, ingenuity, and professional competence by furnishing guidance and then allowing them maximum freedom of action in performing their assigned tasks.
- (5) In combat, the company commander makes decisions on the tactical employment of his unit based on orders from higher headquarters and his estimate of the situation. He keeps informed of the situation at all times. He goes where he can best influence the action of his company. When a situation with which his unit is unable to cope exists, he requests assistance from higher headquarters. In the absence of orders, as when he is unable to communicate with higher headquarters, he makes decisions for the employment of the company based on his under-

standing of the overall mission and on his estimate of the situation.

- (6) The company commander is responsible for the combat effectiveness of his unit and the personal well-being of the individuals under his command. Combat effectiveness is developed by producing sound plans and orders, by achieving adequate supervision of the execution of orders and training, by fostering *esprit de corps* and a high state of morale, by making effective use of available personnel and supplies, by keeping personnel in good physical condition, and by achieving a high quality of leadership. Personal well-being of individuals is developed by fostering good mental attitudes, by considering and aiding their physical comfort, by fostering a high state of morale, by giving them the opportunity to acquire a sense of accomplishment, and by promoting a sense of security. The company commander, by his personal actions and by directing and supervising his subordinate leaders, insures that a continuous and effective effort is made to attain the highest possible standard in these matters.

*b. Executive Officer.* The executive officer performs duties assigned to him by the company commander. He keeps abreast of the tactical situation and assumes command of the company in the absence of the company commander. He is in charge of the operations of the command post and ensures communication with elements of the company, battle group, adjacent companies, and supporting units. He notifies appropriate units of changes in his command post's location. He controls the movement of administrative vehicles within the company area and supervises the supply of ammunition to the platoons. He supervises company administrative support. In garrison, he is normally responsible for company property other than that issued to platoons.

*c. First Sergeant.* The first sergeant assists the company commander by performing assigned duties. He makes recommendations to the company commander on such items as appointments, reductions, assignments, and disciplinary matters as they pertain to the enlisted members of the company. He assists the executive officer and represents him when he is temporarily absent from the command post.

*d. Communication Chief.* The communication chief supervises the installation, operation, and maintenance of the company communication system; and assists in procuring signal supplies. He advises the company commander on matters pertaining to communication security, and he disseminates appropriate information

from current communication orders (SOI extracts and SSI). He supervises the radiotelephone operators and wiremen in the performance of their communication duties. He conducts communication training as directed by the company commander.

*e. Radiotelephone Operators.* The radiotelephone operator(s) operates the radios of company headquarters and performs first echelon maintenance on the company's radio equipment. He is trained to operate all of the company's communication equipment. The radiotelephone operator(s) is also light truck driver.

*f. Wiremen (Infantry Battle Group Only).* The two wiremen, assisted by other personnel as necessary, install and maintain the company wire system. They are trained to operate all of the company's communication equipment.

*g. Mess Personnel.* The mess steward is responsible to the company commander for the operation of the company mess. He supervises the cooks in preparing, cooking, and serving food. For a detailed discussion of the operation of the mess, see TM 10-405.

*h. Supply Sergeant (Infantry Battle Group Only).* The supply sergeant requests, receives, issues, stores, maintains, and turns in supplies and equipment for the company (except rations and water) in accordance with current regulations and policies. Under the supervision of the company commander or his designated representative, he prepares and maintains required supply records. He supervises the company armorer.

*i. Armorer (Infantry Battle Group Only).* The armorer performs second echelon maintenance on the weapons of the company. He assists the supply sergeant in handling supplies.

*j. Unit Supply Specialist (Airborne Battle Group Only).* The unit supply specialist requests, receives, issues, stores, maintains, and turns in supplies and equipment for the company in accordance with current regulations and policies. Under the supervision of the company commander or his designated representative, he prepares and maintains required supply records and operates an informal supply control for the company.

*k. Company Clerk.* The company clerk performs necessary clerical duties under the supervision of the first sergeant. He also delivers incoming mail and collects and processes outgoing mail.

## 7. Duties of Rifle Platoon Personnel

*a. Platoon Leader.* The platoon leader is responsible for the discipline, training, welfare, control, and tactical employment of

his platoon. In addition, he is responsible for all equipment issued to his platoon.

*b. Platoon Sergeant.* The platoon sergeant performs the duties assigned by the platoon leader. Primarily, he assists in the control of the platoon and supervises ammunition resupply. He assumes command in the absence of the platoon leader.

*c. Radiotelephone Operator (Airborne Rifle Company Only).* The radiotelephone operator operates the communication equipment located in platoon headquarters.

*d. Rifle Squad Leader.* The rifle squad leader is responsible for the discipline, training, welfare, control, and tactical employment of his squad. He uses his fire team leaders primarily to assist him in control.

*e. Fire Team Leader.* The fire team leader assists the squad leader in control of the squad in combat, mainly by initiating the action directed by the squad leader and by setting an example for members of his fire team as indicated by the situation. He provides such additional assistance as may be directed by the squad leader. The senior fire team leader assumes command of the squad in the absence of the squad leader.

*f. Rifle Squad Members.* Riflemen and automatic riflemen are trained to be proficient in individual as well as team combat action. Their specific tasks are assigned by the squad leader or fire team leader, as appropriate. One rifleman in each fire team is normally designated to carry additional ammunition for the automatic rifleman.

*g. Weapons Squad Leader.* The weapons squad leader is responsible for the discipline, training, welfare, and the tactical employment of his squad. He normally selects exact firing positions for squad weapons, and he may control their fires. He supervises the displacement of his squad.

*h. Weapons Squad Members.* The machinegunners and the rocket gunner(s) employ their assigned weapons as directed by the weapons squad leader. They control the fire of their weapons and the displacement of their teams as directed. The senior gunner assumes command of the squad in the absence of the squad leader. Assistant gunners assist in the employment of their respective weapons. Ammunition bearers resupply ammunition for the machineguns and rocket launcher(s) as directed, and are prepared to replace members of either a machinegun or rocket launcher team(s) in the event of casualties.

## 8. Duties of Weapons Platoon Personnel

a. *Platoon Leader.* The platoon leader is responsible for the discipline, training, welfare, control, and tactical employment of his platoon. He normally makes recommendations to the company commander on the employment of elements of the platoon and assists him in fire support planning. In addition, he is responsible for all equipment issued to his platoon.

b. *Platoon Sergeant.* The platoon sergeant performs the duties assigned by the platoon leader. Primarily, he assists in the control of the platoon, supervises ammunition resupply, and supervises the use of the platoon's transportation. He assumes command of the platoon in the absence of the platoon leader.

c. *Antitank Section Leader (Airborne Battle Group Only).* The antitank section leader is responsible for the discipline, training, welfare, and tactical employment of his section. He makes recommendations to the platoon leader on the tactical employment of the antitank squads, including location of firing positions, displacement, and targets. He supervises ammunition resupply.

d. *Ammunition Handler (Airborne Battle Group Only).* The ammunition handler of the antitank section headquarters resupplies ammunition to the antitank squads under supervision of the section leader. He is also the light truck driver.

e. *Antitank Squad Personnel.* The antitank squad leader is responsible for the discipline, training, and control of his squad and, based on instructions from the platoon leader, for its tactical employment. Specifically, he selects exact firing positions for his squad, designates targets, controls fire, and supervises displacement. For additional discussion of the duties of squad members, see FM 23-82.

f. *Mortar Section Leader.* The 81-mm mortar section leader is responsible for the discipline, training, and control of his section and, based on instructions from the platoon leader, for its tactical employment. Based on instructions from the platoon leader, he selects firing positions for his squads, controls their fire and displacement, and supervises all the activities of his section including ammunition resupply.

g. *Forward Observers.* The FO's observe and adjust the fire of the mortar squads and, under certain circumstances, the fire of artillery and 4.2-inch mortar units.

h. *Fire Direction Computers.* The fire direction computers prepare the necessary firing data for the mortars.

*i. Radiotelephone Operators.* These men operate and maintain the radios in the fire direction net. Normally, one radiotelephone operator operates the platoon leader's radio in the company command net and/or operates in the fire direction center net. Each FO has a radiotelephone operator, and the remaining radiotelephone operator operates in the FDC. They also operate telephones and related equipment when appropriate. In addition, they perform first echelon maintenance on the platoon's radio equipment. Radiotelephone operators are also light truck drivers.

*j. 81-mm Mortar Squad Personnel.* The mortar squad leader is responsible for the discipline, training, and control of his squad and, based on instructions from the section leader, for its tactical employment. Specifically, he selects exact firing positions for his squad, controls its fire, and supervises displacement. One of the ammunition bearers is also a light truck driver. For additional discussion of the duties of squad members, see FM 23-90.

### Section III. OPERATIONS

#### 9. Tactical Employment

*a.* The rifle company normally fights as part of the battle group. It may be attached to other elements of the division for a particular operation, and it may operate for limited periods as a semi-independent force.

*b.* When operating as part of the battle group or when attached to another unit, the company operates under the direct control of the battle group commander or the commander of the unit to which it is attached. When it operates as an independent or semi-independent force, the company commander ordinarily receives a mission-type order and conducts the operation with little or no supervision by the battle group commander.

*c.* The rifle company must be trained to accomplish assigned missions under any condition of warfare including variations in terrain and weather. In general, there are three conditions of warfare in which the rifle company may participate: nuclear war, nonactive nuclear war (threat only exists), and nonnuclear war (no threat exists).

*d.* For additional discussion of general considerations for nuclear and nonnuclear warfare, see FM 7-40. For a detailed discussion of individual and unit protective measures and associated training, see FM's 21-40, 21-41, and 21-48.

## 10. CBR Operations

CBR operations are characterized by wide area coverage with toxic chemical agents, biological agents, and radioactive materials. Proper training will reduce the probability of mass casualties. Commanders are responsible for the readiness of their units to operate in a CBR environment with maximum individual and unit effectiveness. Additional discussion of CBR operations is contained in FM's 3-5, 21-40, and 21-41, AR 220-58, and TC 101-1.

## 11. Security

*a.* Security measures are aimed at preventing surprise and giving the unit time to prepare to counter an enemy threat. They include the steps taken to prevent being surprised by ground, airborne, and air attacks; and to provide early warning of chemical, biological, and radiological attack or contamination. All commanders and leaders are responsible for the security of their units at all times, regardless of the measures taken by higher commanders.

*b.* Specific security measures may include the use of observation and listening posts, including aerial observers in Army aircraft, patrols and security detachments, warning devices, surveillance devices, and instruments to detect radioactivity and chemical agent contamination. The formation or disposition adopted by a unit contributes to its security. For a discussion of security measures appropriate to CBR operations, see FM 21-40. Security measures appropriate for various tactical operations are discussed throughout this text.

## 12. Action Against Enemy Aircraft

The rifle company and its elements take passive measures to prevent detection by enemy aircraft and to minimize the effects of an air attack. Such measures include dispersion, the use of cover, concealment, and camouflage, and the establishment of an adequate warning system. Under an air attack, all available small-arms fire is delivered on the attacking aircraft. Positively identified low-flying aircraft may be taken under fire when the unit is not under direct attack, if it is probable that the enemy already knows the unit's location and if limitations on firing at low-flying aircraft have not been imposed by the battle group commander.

## 13. Estimate of the Situation and Mett

*a.* When a unit is assigned a mission, the commander or leader must determine the best way to accomplish it. Since there is al-

ways more than one way to accomplish any mission, there must be a systematic method of selecting the course of action which offers the greatest possibility of success. The problem-solving process used to arrive at this decision is called the estimate of the situation. Estimating the situation is a continuing process. After making his initial estimate, the commander reviews it with each change in the situation to determine if he should continue his current course of action or if he should adopt a new course. He may make his estimate quickly or deliberately, depending primarily on the time available. In either event, he can reach a sound decision only if he considers all the facts bearing on the accomplishment of the mission. The sequence of the elements of the estimate listed below provides for the logical and orderly examination of all the facts, and serves as a mental checklist to insure that nothing is overlooked. The commander should follow this sequence, no matter how quickly he makes his estimate.

(1) *Mission.*

(2) *The situation and courses of action.*

(a) Weather, terrain, enemy situation, friendly situation.

(b) Enemy capabilities.

(c) Own courses of action.

(3) *Analysis of opposing courses of action.*

(4) *Comparison of own courses of action.*

(5) *Decision.*

b. Discussion of steps in the estimate of the situation:

(1) *Mission.* A thorough understanding of the tasks to be performed is essential. If there is any question about the assigned mission, additional information must be obtained from the commander who assigned it. Throughout the conduct of the operation, the commander must keep the mission foremost in mind. Situations arise which might divert him unless he continually reviews the assigned task.

(2) *The situation and courses of action.* The purpose of this step is to consider all the factors which affect the employment of the unit, the capabilities of the enemy which could threaten the accomplishment of the mission, and the reasonable courses of action which will, if successful accomplish the mission.

(a) The weather is considered as it will affect personnel, equipment, and the area of operations.

(b) A thorough terrain analysis is made of the area of operations. The terrain is studied both from the

friendly and enemy viewpoint to evaluate observation and fields of fire, concealment and cover, obstacles, key terrain features, and avenues of approach. The commander considers how these aspects of the terrain will affect the mission.

- (c) The enemy and friendly situation are studied to determine the relative strengths and weaknesses of each. Such factors as the strength, dispositions, reinforcements available, weapons, fire support available, morale, status of supply, and recent significant activities are considered.
  - (d) Enemy capabilities are all courses of action of which the enemy is physically capable and which, if adopted, will affect accomplishment of the mission.
  - (e) The commander mentally lists all the feasible courses of action that are open to him to accomplish the assigned tasks.
- (3) *Analysis of opposing courses of action.* Having determined the possible courses of action, the commander considers how each of these would be affected by each of the enemy's capabilities. In this analysis, the commander visualizes the probable outcome of each course of action when opposed by each enemy capability. During this analysis, the other factors such as weather, terrain, enemy situation, and friendly situation, are also considered as they affect the courses of action. Certain of these factors may have the same effect on each course of action. Other factors, called the *governing factors*, have a different influence on the several possible courses of action, and it is these governing factors which are the basis for the comparison of own courses of action.
- (4) *Comparison of own courses of action.* The governing factors are usually the *terrain, enemy dispositions, friendly dispositions, and enemy capabilities*. On occasion, time may also be a governing factor. The commander compares the various courses of action in light of the governing factors, and weighs the advantages and disadvantages of each. Based on his military knowledge, experience, and sound judgment, he selects the course of action which offers the best chance of success. If two or more courses of action offer equal promise, he selects the one which most favors future action.
- (5) *Decision.* The course of action selected is translated into a concise statement of what the unit will do. It includes

answers to the questions WHO? WHAT? WHEN?  
WHERE? HOW? and WHY?

c. **METT.** After analyzing the assigned mission, the commander habitually makes an estimate of the situation. As a mental checklist, to ensure consideration of essential elements required in arriving at a course(s) of action to be analyzed in the estimate, the commander habitually considers the mission, enemy, terrain and weather, and troops (METT) and fire support available.

- (1) *Mission.* Paragraph 13b(1).
- (2) *Enemy.* Paragraph 13b(2)(c).
- (3) *Terrain and weather.* Paragraph 13b(2)(a) and (b).
- (4) *Troops and fire support available.* This term refers to all combat power available to the company, to include maneuver elements, fire support, mobility means, logistical support, and attached and supporting elements. The disposition of the company and adjacent units, and time and space factors must be taken into consideration.

#### 14. Organization for Combat

a. *Definition.* Organization for combat is the temporary organization for conducting a specific operation. At company level it entails the temporary assignment of units or personnel to subordinate elements of the company. For example, 81-mm forward observers from the weapons platoon must be assigned to rifle platoons as appropriate. Similarly, aidmen from the battle group medical platoon are assigned. In certain situations, tanks or anti-tank squads may be attached to rifle platoons.

##### b. *Company Task Forces.*

- (1) A company task force is a tactical grouping of units, under one company commander, formed for a specific operation or mission. The company task force normally consists of a complete company with one or more nonorganic units attached, or a company minus one or more organic units with one or more nonorganic units attached.
- (2) Platoons normally are employed as a part of the company task force. Typical exceptions would be patrol, reconnaissance, or direct fire support missions. The platoon usually is the smallest maneuver element to be attached to another organization. Tanks should not be attached by sections unless terrain or other conditions prevent the effective operation of a complete platoon.

c. *Command of Company Task Forces.* In forming task forces, the commander of the unit to whom the attachment is made com-

mands the attached unit. Normally, an infantry heavy company task force is commanded by the infantry commander while a tank-heavy task force is commanded by a tank unit commander. Within company task forces, the infantry platoon and tank platoons are commanded directly by the TF commander. As a general rule, a platoon leader will not command any platoon other than his own. Coordinated action between platoons of a company task force is attained by orders to each platoon leader from the TF commander and by cooperation between platoons. If it is necessary to place two platoons under a single commander, the company executive officer may be used to command them.

## Section IV. INTELLIGENCE

### 15. General

*a.* The company commander and subordinate leaders use combat intelligence in developing sound plans. The purpose of the intelligence effort is to discover facts and draw appropriate conclusions from them concerning the weather, terrain, and enemy; in order that they may be used to facilitate the accomplishment of the mission and deny the enemy information of friendly forces and terrain.

*b.* The rifle company is an information collection agency for higher headquarters. It may be given specific collection missions. The company promptly reports all information to battle group, which disseminates it to higher, subordinate, and adjacent units as appropriate.

*c.* Intelligence produced by higher headquarters is furnished to the company commander who, in turn, passes it on to his subordinates.

*d.* Unit standing operating procedures normally prescribe special measures to expedite reporting of particularly vital information such as indications of probable enemy use of nuclear weapons.

*e.* For a more complete discussion of intelligence and intelligence training, see FM's 30-5 and 30-7.

### 16. Weather

*a.* The company commander normally receives daily weather forecasts through battle group. He uses the forecasts to evaluate the effect the weather will have on his tactical operations.

*b.* The times of BMNT (beginning of morning nautical twilight), BMCT (beginning morning civil twilight), EECT (end

evening civil twilight), EENT (end of evening nautical twilight), moonrise, moonset, and the phase of the moon, are important in determining visibility. At BMNT, enough light, under ideal conditions, is available for infantry to effect close coordination among individuals and to approach the enemy position relatively unobserved. EENT is the last period of the day in which enough light exists for such coordination. As a general rule, visibility at BMCT is about 400 meters. At about halfway between BMNT and BMCT (or EECT and EENT), there is enough light for ground adjustment of close-in artillery fires. Visibility is affected by such other conditions as cloud cover, fog, rain, snow, dust, and haze. Rain, snow, freeze, or thaw may affect troop movements, particularly by vehicle. Storms and extremes of temperature may adversely affect personnel and equipment.

## 17. Terrain

Terrain is one of the major factors considered in the commander's estimate of the situation. He studies the military aspects of terrain described below to determine how he can best use the terrain to aid in accomplishing his mission.

*a. Observation and Fire.* Observation assists in gaining information of the enemy, in accurately directing fire on him, and in controlling troops. Fields of fire are essential for the effective employment of all available direct fire weapons. The commander considers the available observation and fields of fire both from a friendly and enemy point of view.

*b. Concealment and Cover.* Concealment is protection from observation; cover is protection from fire. The commander determines the concealment and cover available to both his company and the enemy. He evaluates cover from the standpoint of protection from the effects of flat trajectory fire, high angle fire, and nuclear weapons. An area such as woods may provide concealment from both air and ground observation; but little or no cover, especially from high explosive shells and nuclear weapons.

*c. Obstacles.* Obstacles are either natural or artificial. They should stop, delay, restrict, or divert movement. Natural obstacles include such features as unfordable streams, swamps, very steep slopes, and lakes. Artificial obstacles include those created by nuclear or nonnuclear fires, minefields, flames, field expedients, barbed wire entanglements, roadblocks, and antitank ditches. The commander considers the effect of obstacles on friendly and enemy movement of foot troops and wheeled and tracked vehicles.

*d. Key Terrain Features.* Any terrain feature whose seizure,

retention, or control gives a marked advantage to either combatant is key terrain. Examples may include such features as a hill, ridge, bridge, defile, and built-up area. The company commander studies the key terrain features within and adjacent to his zone or area to determine their effect on the company's operation.

*e. Avenues of Approach.* An avenue of approach is terrain which provides a relatively easy route for a force of a particular size to reach an objective or key terrain feature. In the attack, the commander studies his area to determine available avenues of approach to the objective. He also determines the best avenues of approach the enemy can use for counterattacks and resupply. In the defense, the commander studies his sector to determine avenues of approach available to the enemy leading to key terrain within or in rear of his battle area. When analyzing avenues of approach, he considers—

- (1) A desirable avenue of approach provides observation for the using unit, has concealment and cover from the defender's observation and fire, avoids obstacles, assists ease of movement, has sufficient maneuver space for the using unit, and utilizes key terrain.
- (2) Normally, the company commander considers avenues of approach which will accommodate a platoon-size force.
- (3) Cross compartments and corridors. A terrain compartment is an area bounded on two opposite sides by terrain features that limit ground observation and direct fire into the area. Terrain compartments are classified as corridors or cross compartments, depending on the direction of movement of forces operating within them. A corridor is a terrain compartment whose long axis lies parallel to the direction of movement. A cross compartment is a terrain compartment whose long axis lies at a right angle to the direction of movement (fig. 3). A corridor generally favors the attacking unit. It provides two types of avenues of approach—a ridge approach and a valley approach. Using a ridge approach ensures control of the dominant terrain, increases observation and fields of fire and, when the movement is along the slopes, often permits some concealment and cover to be obtained. A valley approach often provides the best concealment, but reduces observation and the effectiveness of fire. The use of a valley approach is dangerous unless the high ground to the flanks is controlled. A cross compartment generally favors the defending force.

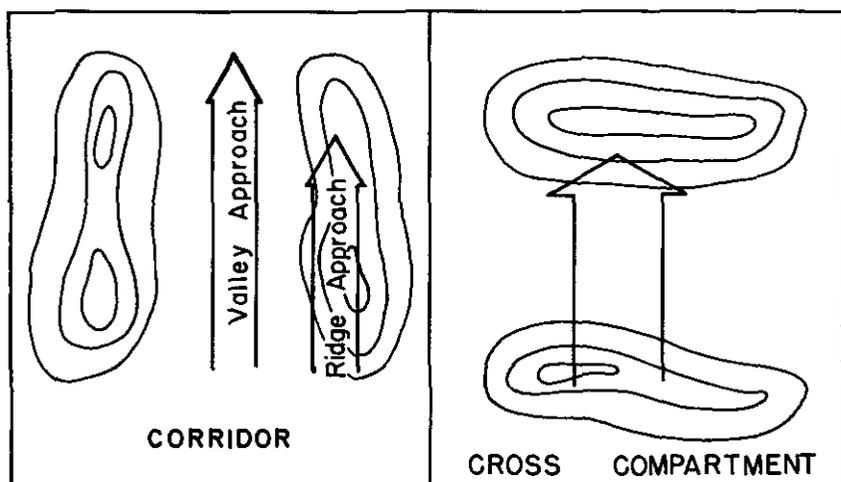


Figure 3. Terrain compartments.

## 18. Enemy Information

a. Information is sought of the enemy *strength, location, and activity*. This information is evaluated to determine enemy capabilities and their probable order of adoption. Of particular interest at company level and below, are such items of enemy information as the strength and location of opposing forces in contact; enemy activity; details of positions, including automatic weapons, mortars, tanks, and antitank weapons; location and strength of local reserves; and minefields, barbed wire, and other obstacles.

b. Forward forces stress the importance of collecting enemy information. Emphasis is placed on detecting and rapidly reporting enemy forces who are profitable targets, so nuclear or non-nuclear fires may be delivered before the forces can disperse. Units are particularly alert to detect and report any sudden enemy withdrawal, because it may indicate the enemy plans a nuclear attack.

c. The company obtains information of the enemy primarily through patrolling, observation, and the use of other surveillance means; as well as from higher headquarters and adjacent and supporting units. Since the enemy maintains a counterintelligence effort, the company must be aggressive in its efforts to obtain enemy information. When appropriate, the company commander requests assistance such as aerial photography, reconnaissance, or surveillance from higher headquarters. Company personnel are

trained to report all information of the enemy; negative as well as positive. Often, the knowledge that the enemy is *not* at a certain location or *not* engaged in a certain activity is as important as knowing where he is and what he is doing.

*d.* Patrolling is normally coordinated by battle group, and the battle group SOP usually specifies the coordination required. Even though the battle group patrol plan requires the company to perform specific patrolling missions, this does not prevent the company from conducting additional patrols for its own purposes. These patrols must be coordinated with higher headquarters (see pars. 23–26).

*e.* Prisoners of war may be interrogated briefly at company level, if an interpreter is available, to obtain information of immediate tactical interest to the company. Such interrogation must not unduly delay the evacuation of prisoners to higher headquarters. Civilians are interrogated in accordance with the provisions of FM 27–10.

*f.* Items of technical intelligence interest such as captured foreign materiel, equipment, methods, techniques, and the organizations employing them, are normally first encountered by combat troops. Such information or materiel collected by the rifle company is transmitted as expeditiously as possible through intelligence channels to higher headquarters for evaluation and exploitation. For a more complete discussion of technical intelligence, see FM 30–16.

## 19. Counterintelligence

*a.* Counterintelligence measures are taken to deny the enemy information of friendly forces, to expose and neutralize his intelligence effort, and to mislead him through deception. To be effective, counterintelligence measures must be understood and practiced by all personnel concerned.

*b.* At company level, emphasis is placed on denying the enemy information and neutralizing his intelligence effort. The company normally does not engage in deception except as directed by higher headquarters. Counterintelligence measures at company level and below include secrecy discipline, censorship, communication security, counterreconnaissance, surveillance, and control of civilians. Specifically, the company commander is responsible for ensuring that counterintelligence measures directed by higher headquarters are implemented and enforced, and that—

- (1) All personnel are instructed on their behavior if captured. (FM 21–77).

- (2) Letters, personal papers, photographs, and other material which could provide information to the enemy are collected from all personnel prior to an action.
- (3) Specific instructions are issued on safeguarding military information and equipment, including the destruction of documents and equipment of value to the enemy if capture is imminent.
- (4) Camouflage, cover, and concealment are properly used, and noise and light discipline are enforced.
- (5) The sign and countersign are properly used.
- (6) Bivouacs and assembly areas are policed to insure that no personal items, maps, documents, or other material of possible intelligence value are left behind. The enemy will open sumps; therefore, if possible, sumps will be burned before closing.
- (7) Information on the friendly use of nuclear weapons is disseminated at the latest practicable time.
- (8) All personnel observe fire discipline.

## Section V. COMMUNICATION

### 20. General

*a.* Effective communication is essential for control of the company and its elements. The company utilizes a combination of radio, telephone, messenger, visual, and sound communications to provide as many alternate means of transmitting messages as conditions will permit.

*b.* The company commander is responsible for the installation, operation, and maintenance of the company communication system and for its efficient functioning as part of the battle group system. He insures that his subordinates are properly trained and utilized to assist in executing his communication responsibilities. The communication chief is the principal assistant to the company commander in communication matters.

*c.* All personnel who habitually use the company's communication equipment are trained in its operation. In addition, as many other company men are trained in the operation of radios and telephones and the installation and maintenance of wire lines as conditions will permit. Such training in depth provides additional operator personnel required for sustained operations. Emphasis in training is placed on radiotelephone procedure and communication security.

d. Operation orders contain instructions pertaining to communications. These instructions include such items as the location of the commander or the command post, restrictions on the use of certain communication means, the allotment of available communication facilities, the designation of special prearranged visual or sound signals, and pertinent extracts from the SOI of higher headquarters. Throughout the operation, other instructions pertaining to communications are issued as required.

e. For additional information on communications, see FM 7-24 and FM 7-40.

## 21. Use of Communications

a. Effective communication is the result of a joint effort by both units concerned, even though one of these units has primary responsibility (FM 7-24) for establishing and maintaining communication with the other(s). In the event of a communication failure, *all* units concerned take immediate action to locate and eliminate the trouble and continue such action until contact is regained.

b. Radio and messenger are the primary means of communication for the offense and for other operations involving rapid and extensive movement. It is supplemented by visual and sound signals and, when possible, by wire. Additional radio communication may be made available to the company through the attachment of personnel carriers. Also, additional radio equipment is normally provided for a task force. Operator proficiency and discipline are required to keep radio transmissions as brief as possible. Consistent with instructions from higher headquarters, plans are made for the use of alternate radio frequencies and other communication means in the event of enemy jamming. For type company radio nets, see paragraph 22.

c. Wire and messenger are normally the primary means of communication in defense. Radio is used as soon as wire service is interrupted, or after the enemy has made contact, or when ordered by higher headquarters. Two or more wire lines are installed over different routes. Type wire systems are shown in figures 5 and 7. Every effort is made to recover the wire when it is no longer required. During withdrawals, when it cannot be recovered, the last using unit removes sections of the wire or otherwise makes the wire system unusable. Visual and sound signals may be used to supplement wire in the defense when they will not compromise security.

d. Visual signals include organic panel sets, pyrotechnics and smoke of various types and colors, arm-and-hand signals, flash-



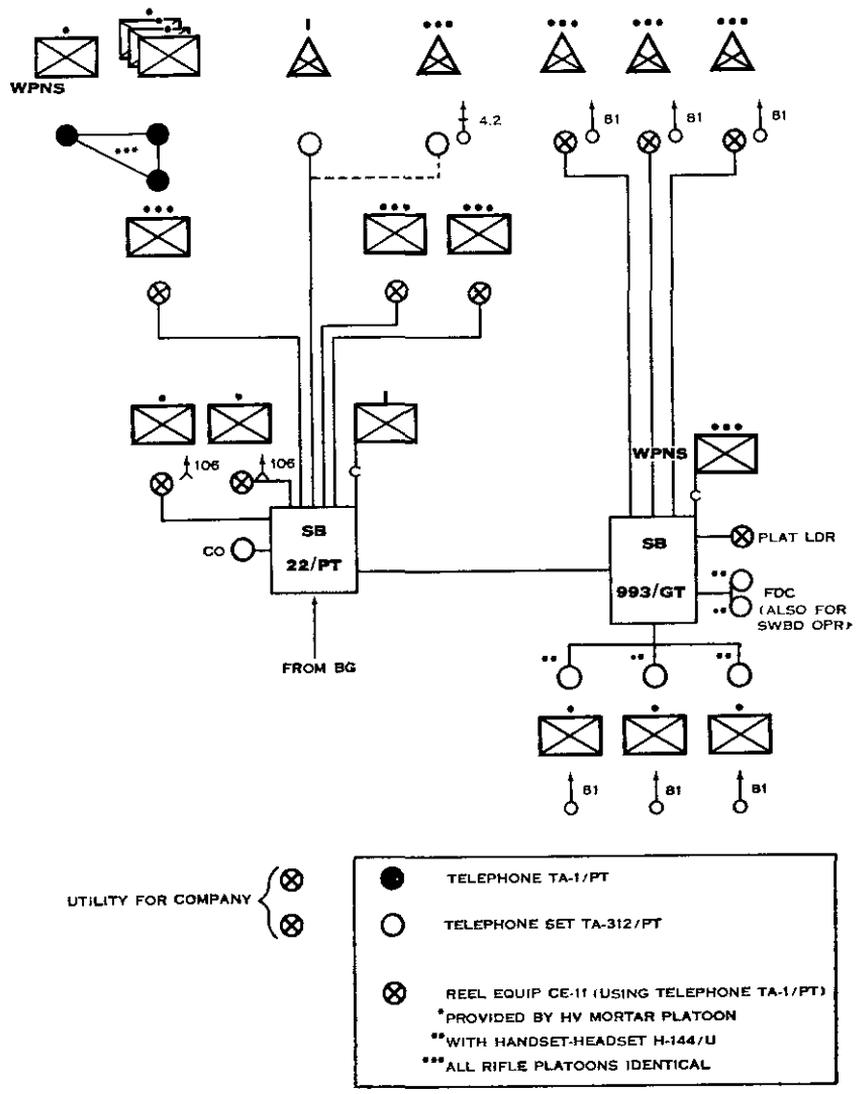


Figure 5. Type wire system, rifle company, infantry battle group.

e. Sound signals are normally used for alarms to warn of air, CBR, or ground attack or the imminent use of nuclear weapons. Their use is usually prescribed in SOP or SSI. Whistles, horns, gongs, small arms, or other noisemakers may be used for sound signaling.

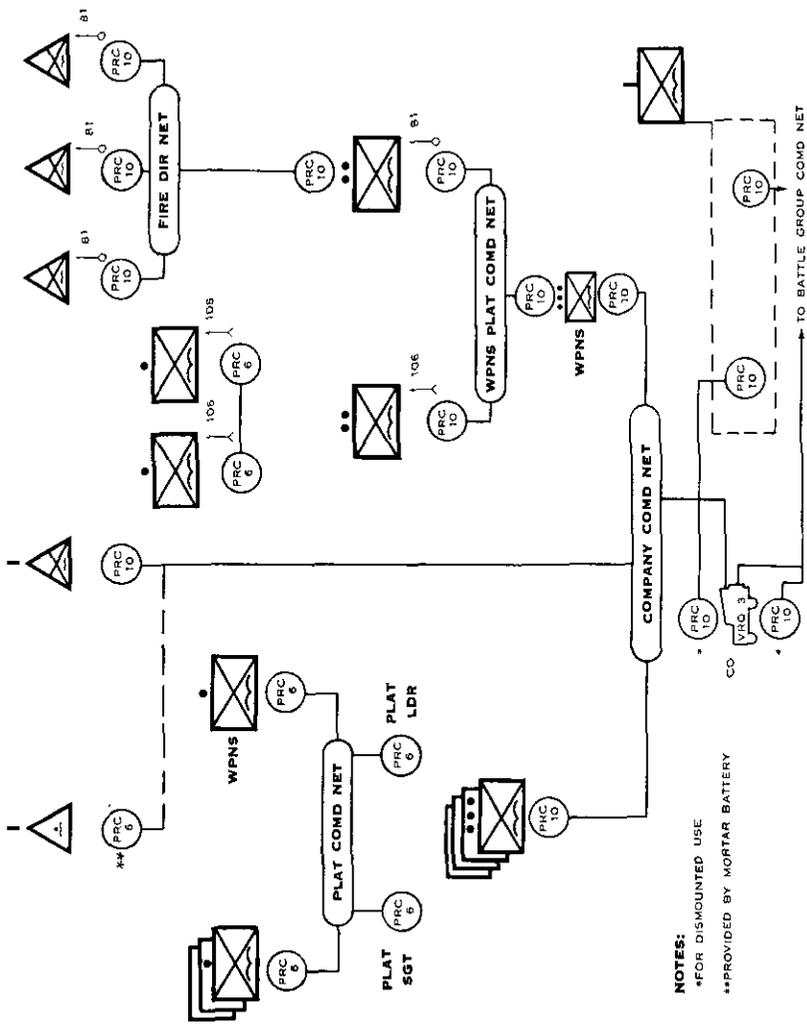


Figure 6. Type radio nets, rifle company, airborne battle group.

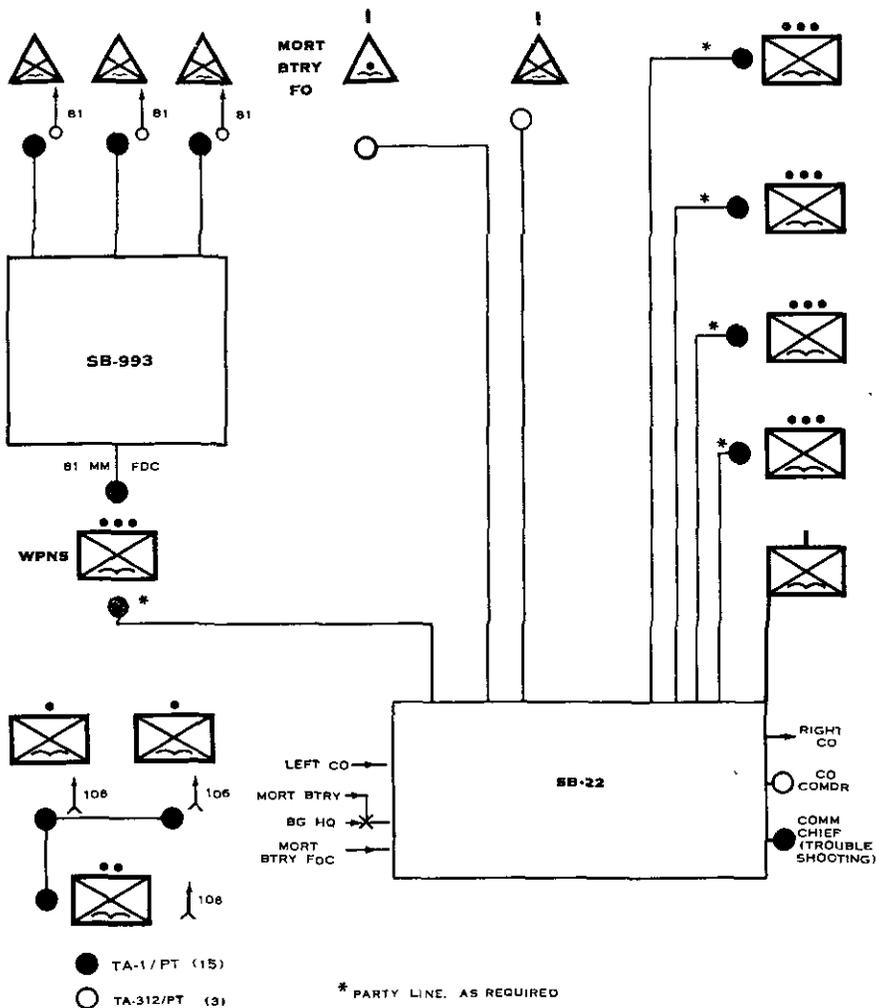


Figure 7. Type wire system, rifle company, airborne battle group.

## 22. Type Radio Nets and Wire Systems

a. *Equipment.* For specific items of communication equipment organic to the rifle company see appropriate current TOE. For capabilities, operation, and maintenance of specific items, see applicable 11-series technical manuals.

b. *Type Radio Net.* Type radio nets for the rifle companies of the infantry and airborne division battle groups are shown in figures 4 and 6, respectively. Modification of these nets may be required in certain situations; such as to furnish radio communications to patrols, security detachments, or other elements.

*c. Type Wire System.* Type wire systems for the rifle companies of the infantry and airborne division battle groups are shown in figures 5 and 7, respectively. These systems may have to be modified to provide telephone communication with listening posts, attachments, and other elements.

## Section VI. COMMAND ASPECTS OF PATROLLING

### 23. General

*a.* A patrol is defined as a detachment sent out by a larger unit for the purpose of gathering information, securing prisoners of war or carrying out harassing, destruction, mopping up or security missions. Patrols are classified by the type of mission they perform. The two general classifications of patrols are reconnaissance and combat. They differ in the mission assigned and in their actions. There are many variations in the size and organization of these patrols, ranging from two men to a company or larger unit. Reconnaissance patrols avoid combat to the extent possible, and normally obtain information or verify existing indications through stealth or long-range observation. Combat patrols normally execute destruction or harassing missions. In addition, information is often obtained incidentally.

*b.* While the battle group S2 has primary staff responsibility for reconnaissance patrols and the S3 has primary staff responsibility for combat patrols, the company commander has overall responsibilities for patrol personnel provided by his unit. The company commander will check, rehearse, and give additional briefings to patrols from his company regardless of the initiating authority. This does not mean a company commander cannot dispatch company patrols. When he does, however, his patrol plan must be coordinated with the appropriate staff officer(s) at battle group in order to insure a coordinated patrol effort throughout the entire battle group area.

*c.* For further information on patrolling, see FM 21-50, FM 21-75, and FM 30-7.

### 24. Briefing and Debriefing Patrols

*a.* Normally, battle group directed patrols are briefed and debriefed by the appropriate member of the staff (S2, S3). The patrol leader will keep the company commander informed of items of which briefed or debriefed by the battle group staff.

*b.* In combat operations, it will not always be possible for the appropriate staff officer to individually brief and debrief each

battle group directed patrol. In such cases, necessary information must be given to the company commander to insure proper briefing or debriefing of patrols he is directed to dispatch by battle group.

## 25. Company Directed Patrols

Company directed patrols, for the most part, will consist of those patrols the commander feels necessary for the maintenance of contact between elements of the company, and between the company and adjacent units; those patrols considered necessary to provide warning and security to the company from enemy activity; and those patrols utilized for reconnaissance of importance to the company.

## 26. Long-Range Patrolling

*a.* The company may be called upon to provide personnel to participate in long-range patrols. Frequently these patrols will be controlled by a higher headquarters because of the distance involved. Typical missions for long-range patrols include: target acquisition, stay behind operations (par. 171), and raids (par. 159).

*b.* The success of a long-range patrol will depend on the capabilities of the personnel selected to participate. Ranger trained personnel are highly suited for long-range patrolling.

*c.* For further details on the employment of long-range patrols, see FM's 21-50, 21-75, and 100-1.

## CHAPTER 2

### ADMINISTRATION AND LOGISTICS

---

#### Section I. PERSONNEL MANAGEMENT AND ADMINISTRATION

##### 27. General

a. The company commander is responsible for the administrative and logistical functions of the company. These functions are vital to efficient operation, and require continuous attention. The company commander selects and actively supervises subordinates in the performance of these functions. His principal assistant is the executive officer. The company commander requests assistance from battle group when required.

b. The procedures described in this chapter are a guide only. They are subject to modification by appropriate regulations, directives, and policies of higher headquarters. They are, primarily, the procedures used under combat conditions.

c. For duties of personnel having specific administrative and logistical functions, see Chapter 1.

d. For additional discussion of administration and logistics within the battle group, see FM 7-21, FM 7-40 or FM 57-21, as appropriate.

##### 28. Personnel Areas of Responsibility

a. *Maintenance of Unit Strength.*

(1) *Strength records and reports.*

(a) In combat, company morning reports are prepared by the battle group personnel section, and based on information submitted by the company in "feeder" reports. The official morning report is signed by the personnel officer and forwarded to higher headquarters with the organizational copy (number two copy) returned to the company for file.

(b) The company commander submits a daily on-line strength report which reflects the number of personnel who *are* on line (in battle positions or assisting in controlling the fighting elements) and who *are not* on line. This report is a modification of the daily status report used in garrison.

- (c) The company commander submits a daily strength message to battle group headquarters as prescribed by the battle group SOP. This message includes all changes affecting the unit's strength (daily losses and daily gains) and the number of prisoners of war captured and evacuated during the reporting period (normally 1800 hours to 1800).
  - (d) The company prepares and forwards casualty feeder reports (DA Form 1156) and witness statements (DA Form 1155) to the battle group headquarters as prescribed by AR 600-66.
  - (e) The company submits nuclear radiation dosage reports as required by the battle group SOP.
- (2) *Replacements.* Replacements are requisitioned by the battle group headquarters based on losses reported by the company on the morning report. Replacements may be individuals, teams, or units. The company commander is responsible for receiving, orienting, and assigning replacements upon their arrival at the company.
- b. *Personnel Management.*
- (1) *Personnel procedures.* Personnel procedures are designed to assist the company commander in carrying out his responsibilities for personnel management. They include classification, assignment, reclassification, reassignment, appointment, reduction, officer efficiency reports, enlisted conduct and efficiency ratings, transfers, separations, and retirements. The company commander is responsible for ensuring that these activities are carried out in accordance with Army regulations and policies established by higher headquarters. He receives assistance and guidance from the battle group S1 and personnel officer.
  - (2) *Prisoners of war.* The company commander is responsible for handling prisoners of war in accordance with the Geneva Conventions, and for their evacuation to battle group. See FM 19-40 and FM 30-7.
  - (3) *Civilian personnel.* The company commander is responsible for civilian personnel management when civilians are utilized within his company (such as supply carriers, etc.). He insures that directives and policies established by higher headquarters are followed.
- c. *Development and Maintenance of Morale.*
- (1) *Personnel services.* Most morale problems can be over-

come by the exercise of good leadership and the proper indoctrination and orientation of troops prior to operations. Personnel services are measures available to the commander to assist in the attainment and maintenance of a high state of morale; and include such services as leaves and passes, rest and recreation facilities, character guidance, postal services, religious activities, exchanges, financial, legal assistance, welfare, and special services. The immediate objective of personnel services is to assist the commander in caring for the personal needs and welfare of his subordinates; the ultimate objectives are the stimulation of the individual's desire to contribute to the effectiveness of his unit and to conserve manpower.

(2) *Awards and decorations.* The primary purpose of the awards and decorations system is to provide tangible evidence of public recognition of acts of heroism performed and valuable services rendered. The company commander is responsible for insuring that a sound awards and decorations policy is established within his unit in consonance with directives and policies established by higher headquarters. The following principles should be included in this policy:

- (a) No deserving act should go unrewarded.
- (b) No award or decoration should be given unless it has been earned.
- (c) When more than one person participates in an act which is rewarded, each participant should be rewarded in proportion to the extent of his participation.

(3) *Graves registration.*

- (a) An efficient graves registration service assists in the maintenance of morale of combat troops and adequate battlefield sanitation. Enemy dead are treated exactly the same as our own, except they are segregated from our dead.
- (b) The company commander is responsible for collecting, identifying, and evacuating the dead, and for safeguarding their personal effects. The dead are normally evacuated to the battle group graves registration collecting point located in the battle group field trains on available transportation returning to the rear, such as empty supply vehicles. The battle group graves registration collecting point is operated by a

collection and evacuation section attached to the battle group from the division quartermaster company. Personal effects found on the body are never removed. Personal effects in company storage are screened, inventoried, and forwarded through supply channels. When the company is unable to evacuate the dead, the battle group may furnish assistance by providing personnel and transportation from the collection and evacuation section. Isolated burials are avoided unless evacuation is precluded due to the urgency of the situation. If isolated burials are performed, an overlay showing the exact location of such graves together with other pertinent information (i. e., names of deceased if known, and number of deceased buried) will be forwarded to battle group so subsequent actions can be taken to recover the bodies. Mass burials, when large numbers of deceased are placed in a common grave, must be authorized by the theater commander.

*d. Maintenance of Discipline, Law, and Order.*

- (1) The company commander is responsible for the state of discipline of his unit. Discipline results from training, and is achieved by requiring discipline on the drill field, in barracks, and in the field. Discipline is closely associated with leadership and morale.
- (2) Law and order activities can be grouped into preventive and corrective measures. Preventive measures are those which encourage obedience and respect for authority by eliminating existing or potential causes of law violations. Sound leadership, orientation, private counseling, and fair leave and pass policies are examples of such measures. Corrective measures are those which deal with actual offenses which occur when preventive measures fail and include court-martial trial, nonjudicial punishment, apprehension, confinement, and rehabilitation.

*e. Headquarters Management.* The executive officer usually supervises the movement, security, internal arrangement, organization, and operation of the company headquarters; and allocates shelter for troops in the headquarters area.

*f. Miscellaneous.* Any personnel functions not included above and any administrative matters not under another staff section come under this heading. Examples are insurance and savings, educational development, and community activities.

## Section II. COMBAT SUPPLY, RIFLE COMPANY, INFANTRY BATTLE GROUP

### 29. General

a. The company commander has command and supervisory responsibility for the supply functions of his company and for the proper use of all supplies. The executive officer normally acts as company supply officer. It is essential, for economical as well as tactical reasons, that authorized allowances of supplies and equipment be on hand, in serviceable condition, properly cared for, and that no excesses accumulate. The company commander is assisted by all officers and noncommissioned officers who have supervisory responsibility for supplies and equipment, and by those personnel who have specific supply functions.

b. The procedures discussed in this section are appropriate for most combat situations. They may have to be modified under special conditions.

c. The discussion of accompanying supplies in paragraph 32 applies equally to the infantry battle group rifle company in an airlanded operation and to the airborne battle group rifle company in a parachute or airlanded operation.

d. For a discussion of aerial resupply and classes of supply, see FM's 7-21, 7-40, and 57-21.

### 30. Company Distribution Point (CDP) (Company Trains)

a. The company distributing point (company trains) is the local point for logistical operations. The company commander selects a location for the distributing point within or immediately in rear of his company area. It should facilitate supplying the forward platoons, be near a good road or trail to the rear, have adequate space, be easily identifiable, provide concealment from ground and aerial observation, and afford cover from flat trajectory fires.

b. The supply sergeant distributes ammunition from this point. Other installations or activities at the distributing point (trains) may include the kitchen (when under company control); mess area, or hot food distributing point; distributing point for fuels and lubricants, clothing, and equipment; drop zone or aerial resupply point; and weapons maintenance area.

### 31. Food and Water

a. The company commander submits an informal request daily to the battle group supply and maintenance platoon headquarters

for the number and type of rations desired for the following 24-hour period. At the designated time, company mess personnel draw the rations from the battle group fieldtrains and take them to the company kitchen, where the meals are prepared.

*b.* The company kitchens may be under battle group or company control, depending upon the situation. When under battle group control, it operates in the battle group field trains under supervision of the battle group assistant S4 (supply and maintenance platoon leader). When under company control, it operates at the company distributing point (trains) or other designated area under the supervision of the company executive officer.

*c.* Based on the battle group feeding plan, the company commander prepares a company feeding plan. It may include such information as time of feeding; type of ration to be fed; mess area(s); arrangements for vehicles, guides, and carrying parties; release and return of vehicles; supervision of vehicles while under company control; and arrangements for feeding attached personnel. The company commander provides the feeding plan to the mess steward and to subordinate and attached unit leaders.

*d.* Food may be distributed to troops in a number of different ways, depending upon the tactical situation. Hot food is usually brought forward by a kitchen truck or smaller vehicle. When the company is in a rear area, it may be appropriate to feed all elements of the company in a company mess area. In many situations, food is taken to platoon areas in order to maintain dispersion and to prevent excessive movement of personnel from their positions. The troops should be fed with a minimum disruption of company activities and a minimum reduction in combat readiness.

*e.* Water is normally brought forward with food. Some water cans may be left at the company distributing point for distribution to platoons.

*f.* Packaged rations are usually brought forward to the company distributing point for further distribution to platoons by vehicle or carrying party. Packaged meals for later use may be distributed at the time a hot meal is served. When possible, the company commander has mess personnel move necessary equipment to forward areas to heat individual packaged rations and prepare hot drinks.

## 32. Clothing and Equipment

*a.* While the company ordinarily enters combat with all authorized clothing and equipment (Class II items) in serviceable

condition, limited resupply is necessary. In addition, the tactical situation may produce requirement for supplies and equipment (Class IV items) in addition to those which are normally authorized.

b. Requests for replacement of Class II items are informal and are made to the battle group supply and maintenance platoon headquarters by verbal or written message. Requests for major items of equipment, lost or destroyed as a result of enemy action, must be substantiated by a certificate of combat loss or destruction which is forwarded by the company commander as soon as practicable. Replacement items are normally sent forward to the company with the rations, where they are further distributed by the supply sergeant. Procedures for turning in unserviceable items are prescribed by battle group.

c. Requests for Class IV items are informal and are made through command channels or to the battle group supply and maintenance platoon headquarters, depending upon the battle group policy. Certain items may be issued automatically, based on operational requirements. Bulky and heavy items, such as fortification materials, may be delivered to points near the using units, while small items are usually sent forward with the rations and further distributed by the supply sergeant. Class IV items are returned, if appropriate, when they are no longer needed.

### 33. Fuel and Lubricants

Requests for fuel and lubricants are made informally to the battle group combat trains based on estimated daily needs. Distribution is normally made from a gasoline tank truck which is sent to the company distributing point if conditions permit; otherwise, company vehicles go to the battle group field trains or other designated point for refueling. The use of 5-gallon cans to resupply fuel is avoided, but may be appropriate when a tank truck is unable to move forward to the company area.

### 34. Ammunition

a. The supply sergeant, assisted by the armorer, coordinates ammunition resupply. He uses the  $\frac{1}{4}$ -ton utility truck and trailer in company headquarters to carry a portion of the basic load of ammunition of the rifle platoons and the antitank squads. As ammunition is expended, the rifle platoons and the antitank squads send the supply sergeant informal requests for resupply. If he cannot use the truck because of the terrain or enemy situation, the rifle platoons normally provide carrying parties to pick up the resupply. Every effort is made to deliver ammunition to

the antitank squads so that no squad member has to leave the position to obtain resupply.

b. The  $\frac{3}{4}$ -ton trucks and trailers of the weapons platoon may be used as logistical as well as tactical transport. The company commander determines how many of these vehicles can be used for ammunition resupply after weighing the displacement requirements of the weapons platoon against the anticipated ammunition expenditure and the resupply difficulties involved. The supply sergeant uses the allocated trucks and trailers to carry balanced loads of ammunition for the rifle platoons and antitank squads, and 81-mm mortar ammunition. One or more  $\frac{3}{4}$ -ton truck/trailers are parked at the mortar position. They are replaced with full trucks/trailers as they become empty. Ammunition is not normally stacked on the ground.

c. The supply sergeant may resupply the squads of the weapons platoon, or the weapons platoon may send vehicles under its control to the company distributing point (company trains).

d. As ammunition at the company distributing point is expended, the supply sergeant frees a vehicle by redistributing its load among other vehicles. He gives the vehicle driver an informal request which shows the amounts and types of ammunition needed. The driver presents the request at the battle group combat trains. The loaded vehicle then returns to the company distribution point (company trains).

e. Ammunition may be requested in excess of the authorized basic load in anticipation of expenditures, if the excess is intended for immediate use. For example, additional ammunition for preparatory fires may be drawn and issued to the firing unit. When excess ammunition is not fired as anticipated, this fact is reported to battle group. Battle group directs whether the ammunition is to be carried on unit transportation or turned in to the battle group combat trains.

f. In defense, enough ammunition must be placed at weapon positions to permit continuity of fire. The amount is determined by making a careful estimate of the ammunition which will be expended before the weapons can be resupplied. Unfired ammunition is disposed of as described in *e* above.

### Section III. COMBAT SUPPLY, RIFLE COMPANY, AIRBORNE BATTLE GROUP

#### 35. General

For general supply responsibilities and the execution of company supply functions, see paragraph 29.

### 36. Accompanying Supplies

*a.* Normally, the company enters an airborne assault operation with only enough supplies and equipment for initial combat requirements. The amount is usually limited to that which company vehicles and personnel can carry. It consists usually of organic equipment, the prescribed load of ammunition, enough gasoline per vehicle for 160 km of operation, and one combat ration per individual.

*b.* The composition and distribution of the unit prescribed load depends essentially on the mission, tactical situation, and resupply situation. In general, the following fundamentals apply:

- (1) Accompanying supplies and equipment are combat loaded in aircraft to facilitate rapid recovery by the using unit upon landing. Critical items of equipment and supplies are distributed among aircraft so the loss of a single aircraft does not result in loss of all such equipment.
- (2) Individuals enter the airhead with a minimum of one ration and a prescribed amount of ammunition for their individual weapons.
- (3) Crew-served weapons are dropped or airlanded with a prescribed initial supply of ammunition and with the weapon crew.
- (4) Radios of the company and battle group assault nets (AN/PRC-6 and AN/PRC-10) are carried into the airhead as part of the individual load of the operator.
- (5) Vehicle drivers are dropped near or airlanded with their vehicles.
- (6) Vehicles are dropped or airlanded with their fuel tanks filled to a safe level (generally  $\frac{3}{4}$  full) and with enough additional gasoline in 5-gallon cans to provide a total of 160 km of operation.
- (7) Organic vehicles, normally used as ammunition carriers, are loaded with appropriate ammunition.

*c.* The company and each of its subordinate elements are responsible for the recovery of their unit prescribed loads.

### 37. Company Distributing Point (Company Trains)

*a.* The company commander selects the location for the company distributing point (trains). Generally, he selects its initial location during the planning phase of the operation. He tries to choose an area that is accessible to trucks, provides concealment

from ground and air observation, affords cover from flat trajectory fires, and is near the company command post.

b. The company distributing point is operated by the unit supply specialist, normally under the supervision of the executive officer.

## 38. Resupply

a. Requests for resupply are made informally, by verbal or written message, to the battle group supply and transportation platoon. The method used to resupply the elements of the company depends upon several factors, including the tactical situation, terrain, urgency, availability of vehicles, and distances involved. Any one or a combination of the following methods may be used:

- (1) Delivery by trucks of the battle group supply and transportation platoon direct to the using element of the company.
- (2) Delivery by trucks of the battle group supply and transportation platoon to the company distributing point, where the supplies are off-loaded and further distributed.
- (3) Pickup by company vehicles from the battle group supply and transportation platoon. When this method is used, the executive officer or the unit supply specialist coordinates the operation. Certain company vehicles may be pooled under company control for procuring and distributing supplies.
- (4) Aerial resupply directly to the company or its elements for further distribution or use.

b. The battle group S4 determines and recommends the method of resupply to be used in any operation. When trucks of the battle group supply and transportation platoon are used, the following considerations apply:

- (1) Whenever possible, these trucks deliver supplies directly to the using element within the company.
- (2) Supplies off-loaded at the company distributing point (trains) are distributed as soon as possible to using elements. Normally, supplies are not stockpiled at the company distributing point (trains).
- (3) Transfer of supplies from one vehicle to another is held to a minimum.

c. Gasoline is resupplied by bulk distribution to using equipment. When this method is impracticable, gasoline is resupplied

in 5-gallon cans, with an empty can being exchanged for a full one.

*d.* Packaged rations are generally used during the assault phase of the operation. Rations are usually issued once daily; they are distributed during the night preceding the day of use. When the company mess is operating in the airhead, it is controlled and operated as described in paragraph 31.

*e.* For additional discussion of resupply within the battle group, see FM 57-21.

## Section IV. MISCELLANEOUS LOGISTICAL ACTIVITIES

### 39. Medical Service

*a.* Within the infantry battle group, one company aid man from the battle group medical platoon is normally attached to the company to give emergency medical treatment. This basic medical support is usually supplemented by one or more two-man emergency medical treatment evacuation teams, each equipped with a frontline ambulance. Operating mounted or dismounted as the tactical situation dictates, these teams treat, collect, and evacuate patients within and from the company positions. Walking wounded are directed to an aid post operated by the company aid man or to the battle group aid station. The company commander designates litter bearers or unit vehicles to supplement attached or supporting medical evacuation means as required.

*b.* Within the airborne battle group, four company aid men from the battle group medical platoon are normally attached to the company to give emergency medical treatment. The company commander usually has one of the attached aid men accompany each rifle platoon. Walking wounded are directed to a battle group aid station. Other patients are evacuated to an aid station by an ambulances of the medical platoon or by litter bearers or vehicles designated by the company commander to supplement supporting medical evacuation means.

### 40. Maintenance and Repair

*a.* Proper maintenance of all equipment and supplies is essential to the combat efficiency of the company. Command supervision of maintenance is mandatory. The company commander assures that all equipment is serviceable and in the best possible condition.

*b.* Within the rifle company, the maintenance capability is generally limited to that which can be accomplished by the individual

soldier. Additional maintenance assistance is furnished by higher headquarters. Small items requiring repair beyond the capability of the company, are normally evacuated to the battle group field trains on available transportation. Maintenance personnel at higher headquarters may be sent forward to the company area to repair large items such as vehicles.

c. Within the rifle company, infantry battle group, the armorer makes minor repairs within his capability on the organic weapons. The battle group supply and maintenance platoon performs second echelon maintenance on company vehicles. Third echelon maintenance of ordnance major items is performed by the direct support section of the forward support company organic to the division ordnance battalion.

d. A support platoon of the emergency repair company, division maintenance battalion, which supports the airborne division battle group, performs second and third echelon maintenance for the rifle company, airborne division battle group. Within the objective area, only limited second echelon maintenance is normally available. Initially, repairs are limited to critical items damaged during the parachute landing.

e. For additional discussion of maintenance and repair, see FM 7-21 or FM 57-21, as appropriate.

#### 41. Miscellaneous Service

a. *Exchange of Clothing.* During actual combat, it is usually impracticable to issue clean clothing beyond the exchange of socks and underwear. Normally, clothing is exchanged while the company is in reserve or a rest area. Clean clothing may be issued in bulk to the company for further distribution, or it may be issued to individuals at a bath unit. Troops wash their own clothing when other facilities are not available.

b. *Bathing of Troops.* A bath unit may be available for use by the company on a schedule prescribed by higher headquarters. Uncontaminated streams may be used for bathing when such use does not contaminate water to be used for drinking or other more essential purposes. The availability of even crude bathing facilities is an important morale consideration.

c. *Bedrolls.* Bedrolls contain articles needed by the troops for their personal comfort, such as shelter halves, blankets, or sleeping bags. Rolls are usually carried on the trailer of the kitchen truck and are delivered to the company whenever the situation permits and warrants their use.

## CHAPTER 3

### DEFENSE

---

#### Section I. GENERAL

#### 42. Mission and Employment of the Company

The mission of the rifle company in defensive operations is to repel the enemy assault by fire, close combat, and counterattack. The rifle company defends as part of a larger force to deny a vital area to the enemy, to protect a flank, to gain time, to economize forces, or to disorganize and destroy the enemy. The company accomplishes its mission of defending its assigned area by stopping the enemy by fire in front of the battle area, repelling his assault by close combat if he reaches it, and, within its capability, by counterattacking to eject or destroy the enemy if he penetrates the company defense area. In all of the foregoing phases, the destruction of the enemy's forces is paramount.

#### 43. Fundamentals of Defense

The fundamentals used for planning and conducting the defense are discussed below. These considerations do not have equal influence in any given situation nor do any of them apply to the same extent in different situations. The commander decides the degree to which each will affect his planning.

*a. Proper Use of Terrain.* The defender takes maximum advantage of the terrain by placing troops and weapons in positions which offer good observation, fields of fire, concealment and cover, and which block enemy avenues of approach to key terrain.

*b. Security.* The commander adopts security measures to offset the attacker's advantages of initiative and flexibility, and by causing him to attack with insufficient intelligence. He uses active and passive measures to protect his unit against observation or surprise from any direction.

*c. Mutual Support.* The commander obtains mutual support by positioning units so they can reinforce each other by fire or movement. In situations where gaps exist between units, he emphasizes coordinated surveillance, timely exchange of information, coordinated fires, barriers, and patrolling.

*d. All-Around Defense.* The commander organizes his defensive position so he can defend from any direction. He does this by preparing and organizing primary and supplementary positions.

*e. Defense in Depth.* The company commander organizes a defense in depth to preserve the integrity of the defense. A shallow defense is vulnerable to a concentrated attack at any point. Fires are planned throughout the depth of the defensive area.

*f. Proper Use of Barriers.* Barrier planning includes considerations for the employment of a series of natural and artificial obstacles to restrict, delay, block, or stop the movement of enemy forces. Routes must be available for use by security elements during their withdrawal, by patrols, and by the maneuver element of counterattacking forces. Barriers are particularly important when defending on wide frontages.

*g. Coordination of Fire Plans.* The fires of infantry weapons, artillery and naval gunfire and the use of tactical air support are carefully planned and expressed in oral orders. These fire plans are closely coordinated with the barrier plan. While a separate written fire support plan is seldom prepared at company level, the fire support plans provide for—

- (1) Bringing the enemy under fire as soon as he comes within effective range.
- (2) Subjecting him to increasingly heavier fire as he approaches the battle area.
- (3) Breaking up his assault by fires immediately in front of the battle area.
- (4) Destroying him within the company defense area by a combination of fire and maneuver.

*h. Flexibility.* The company commander achieves flexibility by withholding a reserve to be employed in blocking or counterattacking enemy penetrations, and by centralizing control of his supporting fires. Maintaining an adequate communication system is imperative.

*i. Maximum Use of Offensive Action.* A spirit of offense must be maintained. Troops must be psychologically conditioned to shift rapidly from the defense to the offense. In many situations, there will be opportunities to regain the initiative by offensive action in the conduct of the defense.

*j. Dispersion.* The company commander must ensure that individuals are sufficiently dispersed to avoid excessive casualties from enemy fires. At company level, no attempt is made to

disperse as a passive defense measure against nuclear weapons since such dispersion would weaken the company's effectiveness disproportionately to the protection gained.

#### 44. Definitions

a. The *area defense* is an operation oriented toward retention of specific terrain. Primary reliance is placed on forces deployed on position and fires to stop and repulse the attacker. The defending force may not be physically located on key terrain features prior to the enemy attack; however, the commander conducting the area defense employs sufficient forces in the forward area to create the combat power necessary to dominate the area to be held. The forward areas normally have a higher priority for forces than does the reserve. The reserve is employed to block and destroy the enemy and, within its capabilities, to eliminate penetrations if they occur.

b. The *mobile defense* is a form of defense which may be employed by the division and higher echelons. The rifle company does not have the capability to conduct the mobile defense; however, it participates as a part of a battle group in mobile defense conducted by division. The mobile defense is one in which the minimum combat power of the division is committed in the forward defense area to warn of impending attack, to canalize the enemy into less favorable terrain, and otherwise impede, harass, and disorganize him. The bulk of the division's combat power is retained in reserve, positioned for offensive action. (See FM 7-40 and FM 61-100.)

c. The *battle area* is the area in which the forward forces and their reserves are located. It is prescribed by coordinating points, boundaries, and sometimes a rear boundary.

d. The *forward edge of the battle area* (FEBA) is the line formed by the forward edge of the forward rifle platoons. It intersects boundaries at coordinating points.

e. A *blocking position* is a position organized to deny the enemy access to a given area or to prevent his further advance in a given direction. Blocking positions are normally designated in rear of the FEBA.

f. The *echelons of defense* are the security, forward defense, and reserve echelons.

## Section II. SECURITY FORCES

### 45. General

In addition to providing its own local security, a rifle company may—

- a. Function as part of the general outpost (GOP) or covering force.
- b. Establish and control all or a part of the combat outpost (COP).
- c. Establish all or a portion of the security for an assembly area of a larger unit.
- d. Establish roadblocks and ambushes.
- e. Defend rear areas and installations.
- f. Participate in operations against airborne attacks, guerrillas, and infiltrators.
- g. Patrol unoccupied portions of the FEBA.

## 46. General Outpost (GOP) or Covering Force

a. The general outpost is a security force normally provided by the division. It warns of enemy approach and gives forward forces time to prepare the main battle area. Within its capability, the GOP delays, deceives, and disorganizes the enemy. It makes particular efforts to locate nuclear targets, and to deceive the enemy into presenting a nuclear target. It frequently allows the enemy to bypass some of its elements so they can provide intelligence information from behind the enemy lines, and so they can select vital targets and call for and adjust fire on them (par. 171).

b. The company, as part of the battle group on the general outpost line (GOPL), is normally assigned to a wide frontage and a delaying action mission. It uses obstacles and demolitions extensively. Platoon positions should permit long-range fires and observation. Normally, the company cannot retain a platoon as a reserve.

c. As part of the general outpost, the rifle company may provide security elements forward of the GOPL.

d. The covering force has the mission of delaying the enemy forward of the GOPL for a specified period to provide time for the preparation of defensive positions, to disorganize the attacking enemy forces as much as possible, and to deceive the enemy as to the location of the FEBA. Forces assigned to a covering force carry out their mission primarily by means of a delaying action.

## 47. Combat Outpost (COP)

a. The combat outpost is a security force normally provided by the battle group, and located 1,000 to 2,400 meters forward of

the battle area. It denies the enemy close ground observation of the battle area and provides early warning of his advance. Within its capabilities, it delays and disorganizes the enemy and deceives him as to the true location of the battle area. It avoids close combat.

b. The battle group commander usually prescribes the general location, control, and composition of the combat outpost. In some situations, the forward companies provides the forces for and control it. In other situations, the battle group reserve furnishes all troops for the combat outpost. They may be employed as a company under battle group control, or platoons may be attached to the forward companies. The combat outpost in front of each forward company usually consists of a reinforced rifle platoon. Preferably, the platoon is mechanized. Tanks are frequently attached to the company for use on the combat outpost. Artillery and mortar support is usually provided from within the battle area; however, a part of the 81-mm mortar section may be employed with the COP (FM 7-40).

c. The forces on the combat outpost line (COPL) are disposed laterally in one echelon in a series of outguards varying in strength, normally from a fire team to a reinforced squad (fig. 8). The outguards are positioned near the topographical crest, preferably on terrain which gives long-range observation and fields of fire. It may be necessary to place an outguard on less desirable terrain to cover a specific approach into the battle area. Preferably, adjacent outguards are within visual distance of each other. At night, the forces may have to be redispersed and/or additional security measures may have to be adopted.

d. Forward observers are employed with the combat outpost. The outpost commander plans fires well forward, immediately in front of, within, and to the flanks and rear. Fires are also planned to cover the movement of the COP along predetermined withdrawal routes.

e. The outpost commander provides security with sentinels, listening posts, warning devices, and patrols. When observation is limited, he uses visiting patrols between widely separated outguards. Following the withdrawal of (or in absence of) a general outpost, he uses patrols forward of the combat outpost to gain and maintain contact with the enemy and to call for and adjust artillery and mortar fire. These patrols may be furnished by the combat outpost or by units (such as the reconnaissance platoon) of higher headquarters. Patrolling is normally intensified during periods of reduced visibility.

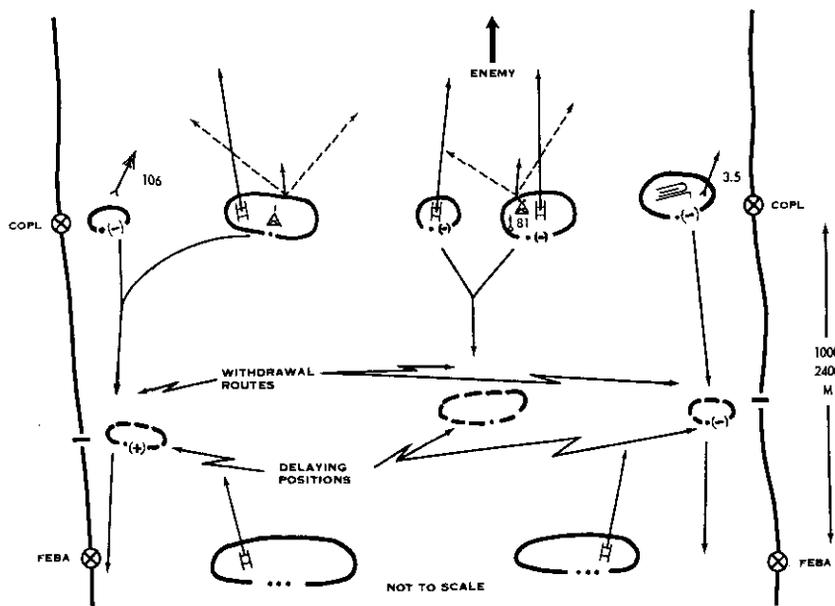


Figure 8. Type organization of combat outpost (schematic).

f. Plans are prepared for withdrawal of the combat outpost and are coordinated with elements along the FEBA. The withdrawal plan provides for delaying the enemy forward of the FEBA from one or more successive positions if the terrain permits. The withdrawal plan is designed to maintain contact so that any enemy withdrawal which may indicate his intent to use nuclear weapons can be detected. Prepared obstacles are used to assist in the withdrawal. Selected routes should permit the forces to withdraw without masking the fires of units along the FEBA. All personnel of the combat outpost are thoroughly familiarized with withdrawal plans.

g. As the enemy approaches the COPL, he is engaged by fires at long range. The fires are increased in intensity as he draws nearer. Patrols in contact with the enemy withdraw as required. Information of the enemy is continually reported to higher headquarters.

h. The authority to withdraw the combat outpost is normally delegated to the company commander. Based on information received from the outpost commander, the company commander normally orders it to withdraw when it has accomplished its primary mission and before it becomes decisively engaged. The company commander informs the battle group and adjacent unit commanders of the contemplated time of withdrawal, then noti-

fies them when the withdrawal starts and when it ends. If the combat outpost loses all communication with the company commander, the combat outpost commander may order it to withdraw to prevent its destruction. He makes every effort to notify adjacent units on the COPL and the company commander.

i. The techniques of conducting withdrawals and delaying actions are described in Chapter 5. Elements of the combat outpost delay the enemy forward of the FEBA (within their capability) without becoming heavily engaged. If the enemy withdraws from the attack, the elements reoccupy the COPL and maintain contact with the enemy by patrols. If the enemy forces a withdrawal through the FEBA, weapons within the battle area cover the withdrawal with their fires. Those troops attached to the company for use only on the COPL are released from attachment when they pass through the FEBA.

#### 48. Assembly Area Security

A battle group or larger unit may detail one or more companies as assembly area security. However, regardless of size, every unit is responsible for its own security. This security normally is provided by patrols and outposts. The elements on the outpost may be required to delay the enemy until the unit occupying the assembly area can deploy.

#### 49. Security of Rear Areas and Installations

A rifle company or smaller unit may be detailed to protect rear areas and installations against attack by airborne forces, guerrillas, and infiltrators. Normally, the unit can provide this protection by establishing an observation and warning system, preparing necessary defensive positions, and by retaining the bulk of its strength in mobile reserve. The security detachments may vary in size from individual sentinels to reinforced squads. They may include sentinel posts, outguards, and foot, motorized, mechanized, or airmobile patrols. These detachments suppress minor disturbances and alert the mobile reserve to more serious threats. The mobile reserve is prepared to attack the hostile force or to defend the installations from prepared defensive positions.

#### 50. Rifle Company Participation in the Mobile Defense

a. Employment in the mobile defense normally dictates that the rifle company be either mechanized or motorized. The company may participate as a part of a battle group in the security forces, forward defense forces, or the reserve forces. When the

rifle company participates in the mobile defense, the considerations for planning and conduct of the defense are essentially as outlined in paragraphs 51-63, with differences as outlined below:

- (1) In the mobile defense, primary emphasis is placed on the offensive role of the division reserve to destroy the enemy.
- (2) Security for forward defensive forces is provided by a GOPL, observation posts, listening posts, and patrols. A COPL is not normally used in the mobile defense.

b. When the rifle company is employed as part of a battle group in a security force role on the division GOPL, it will organize and conduct its operations as outlined in paragraph 46.

c. When the rifle company is employed as part of a battle group in the forward defense forces of the division in a mobile defense, it will organize and conduct its operations as a delaying action, an area defense (Sec. III), or some variation thereof. Regardless of how the defense is organized and conducted, the company must be positioned and prepared to fight and stay on its initial position if a change in the situation so requires.

d. When the rifle company is employed as the reserve of a battle group, the procedures outlined in paragraphs 78 through 82 will apply, except that the company will rarely be employed on the COPL since a COPL is seldom used in the mobile defense.

e. When the rifle company is employed as part of a battle group in the division reserve in a mobile defense, it will conduct offensive missions as described in Chapter 4. As part of a reserve battle group, the rifle company may also organize defense areas within the division reserve area as required. (See also FM 7-40.)

### Section III. FORWARD RIFLE COMPANY—PLANNING AND ORGANIZATION OF DEFENSE

#### 51. General

a. *Planning.* The plan of defense includes a scheme of maneuver and a plan of fire support.

b. *Guidance.* The battle group commander furnishes enough guidance to ensure that the company organizes and conducts the defense according to the battle group defense plan. He specifies whether the company is to defend its assigned area or is to defend initially and be prepared for withdrawal to rearward defensive positions.

*c. Boundaries.* Company boundaries, which are extended forward and to the rear of the FEBA, indicate the area of company responsibility. When a company is responsible for the combat outpost, the boundaries are extended forward of the COPL to the limit of effective ground observation; otherwise, their forward extension does not include the COPL. The battle group commander may designate a company rear boundary to fully delineate the area of responsibility.

*d. Coordinating Points.* These points which are designated on boundaries, serve two primary purposes. They indicate the general trace of the FEBA and the COPL (if appropriate) and they designate places on the ground where adjacent commanders coordinate their defensive plans to ensure mutual support. Commanders (or their representatives) coordinate at the coordinating points and decide whether gaps should be covered by fire (direct or indirect), by obstacles and fires, or by outposts and/or patrols. Adjacent unit commanders who wish to relocate a coordinating point may recommend the change to the commander who designated it. They may make mutually acceptable minor adjustments, but they must inform the next higher headquarters.

*e. Battle Area.* The area which a company can defend in any given situation is based on an estimate of the situation. For further guidance, see figure 9. It is emphasized that this illustration is to be used for general guidance and, under no circumstances, as a template to be applied to all situations.

- (1) The term "ideal defensive terrain" as used in the note affixed to figure 9 is defined as having:
  - (a) Excellent short- and long-range observation with no dead space and no natural concealment for the attacker.
  - (b) Excellent fields of fire, such that machineguns and flat trajectory small arms are able to obtain grazing fire out to their effective ranges and allowing units to obtain optimum mutual support.
  - (c) Terrain that provides concealed and covered routes in the company rear area, favorable for both resupply and shifting of troops.
  - (d) Terrain to the front that has either natural obstacles or facilitates the preparation of artificial obstacles.
- (2) It is evident that such terrain is rarely available; and that in defensive situations, the rifle company must adjust to less favorable terrain and will defend on frontages less than that indicated in figure 9.

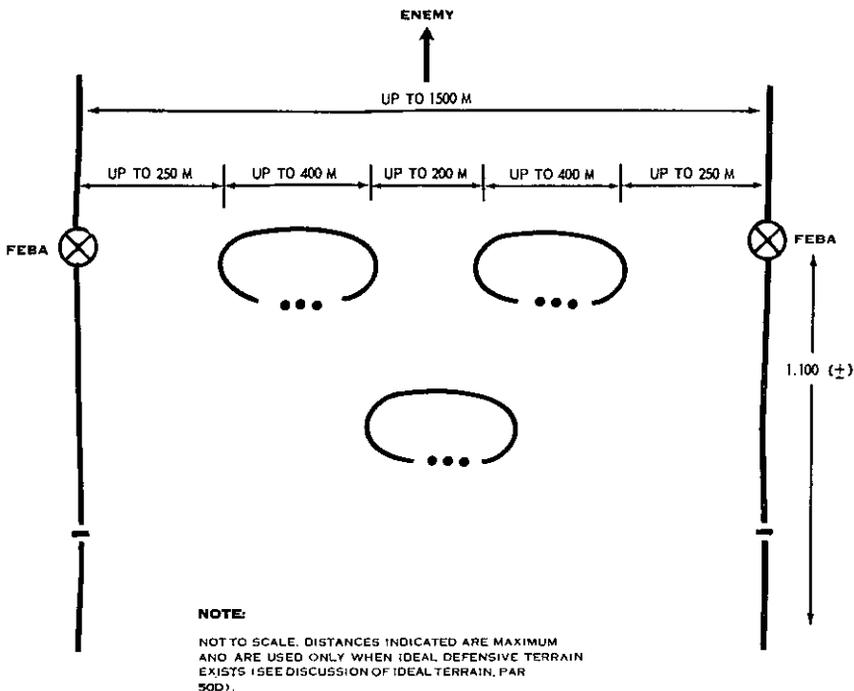


Figure 9. Rifle company defense (guide only).

f. *Forces Employed on FEBA.* Normally, the rifle company employs two platoons forward and one in reserve. A reserve is desirable in order to provide depth and flexibility to the company defense area. Under certain circumstances, three platoons forward is necessary. In this event, the battle group commander usually places elements of the battle group reserve in position(s) to provide depth to the battle area.

g. *Formulation of the Defense Plan.* The company commander develops his plan of defense based on his estimate of the situation (par. 13). He determines the disposition of his platoons and the use of supporting fires and barriers concurrently, since these elements are interdependent. He applies the fundamentals of defense (par. 43) in order to best accomplish the assigned mission under existing conditions. See Appendix II for troop leading procedure.

## 52. Assignment of Platoon Defense Areas

a. Normally, the company organizes its defense on the forward slope; but it may use the reverse slope (Sec. VI) or a combination of forward and reverse slope areas when the situation requires.

b. The company commander analyzes terrain and assigns platoon areas which dominate avenues of approach and protect key terrain features. He considers the frontage each platoon is capable of defending under existing terrain conditions. He does not divide responsibility for defending an avenue of approach, but assigns the approach and terrain which dominates it to one platoon. He retains a company reserve to add depth to the area and flexibility in the conduct of the defense, consistent with requirements for providing adequate forces to defend the FEBA (fig. 10).

c. If the terrain assigned to the company requires all the rifle platoons to be employed on the FEBA, the company commander selects supplementary positions to protect his flanks and rear.

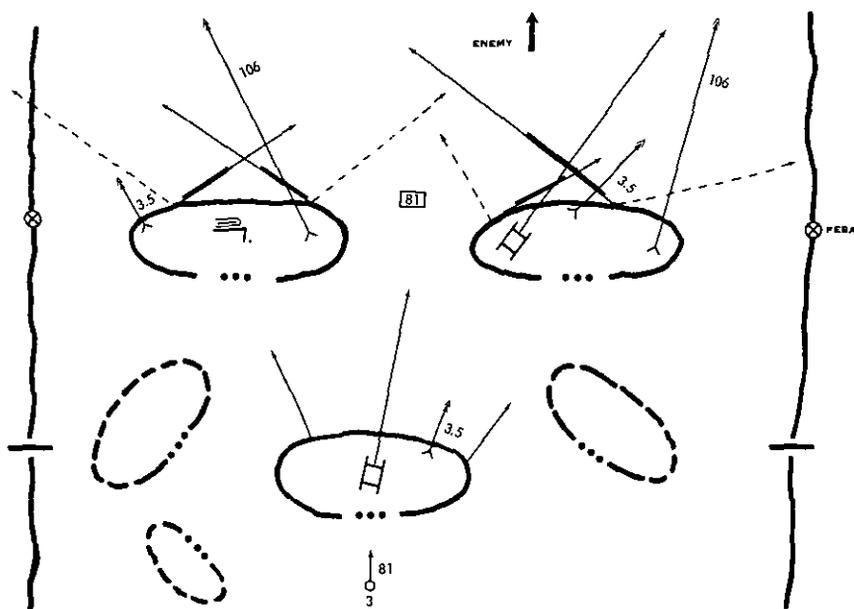


Figure 10. Company defense area, two platoons on FEBA (schematic).

He may shift forward platoons to these positions to counter such threats (fig. 11).

d. The reserve platoon is normally positioned to provide depth to the company area. It protects key terrain features in the company rear and/or controls the most dangerous approach(es) through the company area. Appropriate missions for the reserve and its employment are described in paragraph 60. When the reserve platoon is assigned to the mission of supporting the forward platoons by fire, it should be located within 500 meters of these platoons, though it should be at least 150 meters to the rear of their supplementary positions. He designates supplementary platoon positions as necessary to protect the flanks or to control

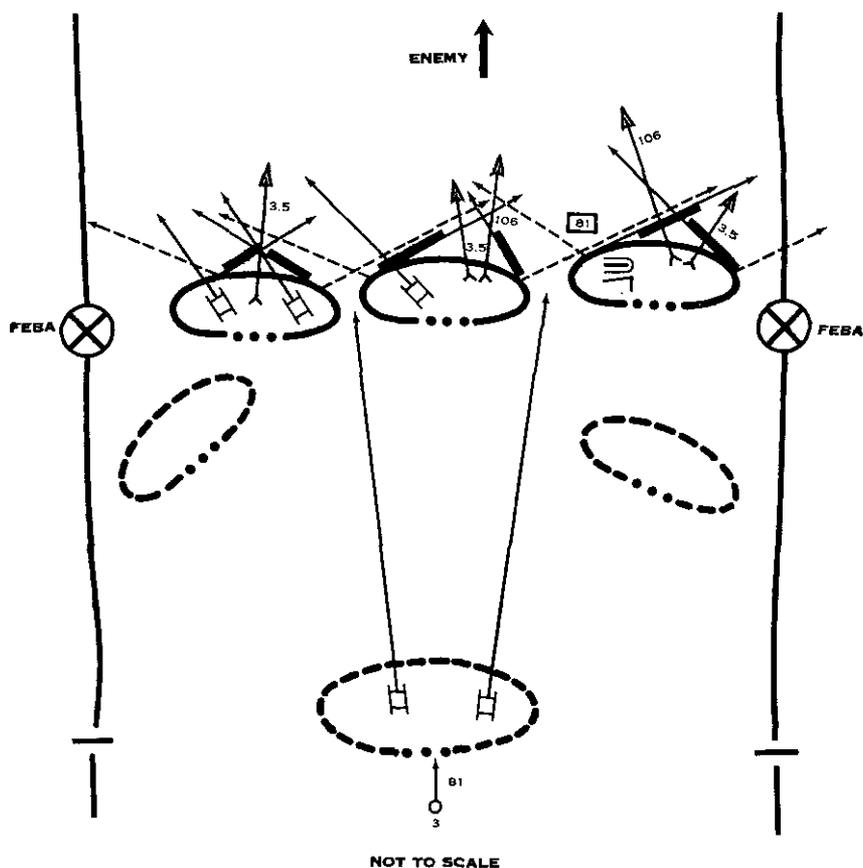


Figure 11. Company defense area, three platoons on FEBA (schematic).

other terrain or approaches that cannot be controlled from the primary position.

e. The company commander preferably assigns platoon areas by indicating to each platoon leader, on the ground, his area of responsibility, the trace of the FEBA, and the flanks of adjacent platoons to permit coordination of fires. When time is limited, he may point out these locations on a map. Boundaries and coordinating points are rarely designated between platoons.

f. Daylight dispositions may not be suitable during periods of reduced visibility. Gaps between forward platoons, which can be covered by observed fire during daylight, may have to be occupied or patrolled at night. In other situations, daylight dispositions may have to be adjusted at night to form a more compact company defense. Plans for the redistribution of platoons must insure adequate surveillance and fire coverage of the increased gaps on the flanks. Normally, these plans must be approved by the battle group commander.

### 53. Fire Support Planning

a. *General.* Fire support planning in the defense involves the preparation of a coordinated fire support plan designed to bring the enemy under fire as soon as he comes within air or ground observation (long-range fires), to hold him under an increasingly heavy volume of fire as he approaches the battle area (close defensive fire), to stop his assault by an intense barrier of fire immediately in front of the battle area (final protective fire), to destroy him by fire if he penetrates the battle area, and to support counterattacks (fires within the battle area). The plan includes fires of organic, attached, and supporting weapons on targets of opportunity, and prearranged fires that can be delivered under any condition of visibility. The fire support plan is coordinated with the barrier plan to provide fire coverage of obstacles. (for further details on fire support planning, see FM 7-40).

#### b. *Barrages.*

- (1) Barrages are prearranged barriers of fire designed to stop or destroy the enemy forward of the FEBA. They are coordinated with other direct and indirect fires and with artificial and natural obstacles. Barrages are fired by mortars and artillery, and are a part of final protective fires. Normally, barrages are planned to cover dangerous avenues of approach into the area to break up an enemy assault against friendly positions on the FEBA. They are usually planned so that the near edge

of their impact area is as close as practicable, and in no case more than 200 meters forward of the FEBA. Barrages take priority over all other fire missions. Artillery barrages are fired on order of the company commander in whose area they are located and, when delivered, are fired continuously at maximum rate for a specified time or until ordered discontinued by the company commander. A barrage may be repeated on call, if necessary. Only one barrage is assigned to a firing unit.

- (2) The widths of barrages of various weapons are shown below. The widths may be increased when necessary, but the effectiveness of the fire will be decreased proportionately. A depth is not ordinarily assigned to a barrage.

<i>Weapon</i>	<i>Unit</i>	<i>Width of Barrage</i>
81-mm mort	Squad	*50 meters
81-mm mort	Section	100 meters
4.2-in mort	Section (Inf BG)	150 meters
4.2-in mort	Platoon (Inf BG)	300 meters
4.2-in mort	Platoon (Abn BG)	200 meters
4.2-in mort	Battery (Abn BG)	400 meters
105-mm how	Battery	200 meters
155-mm how	Battery	300 meters

\* This width cannot be increased.

- (3) The battle group commander designates the general location of the barrages of the heavy mortar platoon/mortar battery and of the direct support or reinforcing artillery. The company commander, in whose area the barrage is located, specifies its exact location to the artillery/mortar forward observer and reports the right and left limits of the barrage line to the battle group commander.
- (4) Based on recommendations of the weapons platoon leader, the company commander either assigns each 81-mm mortar squad a barrage or assigns the entire section a barrage to cover approaches into the company area that are not covered by heavier barrages, or to add to the coverage of heavier barrages.
- (5) When a rectangle is used to show a barrage graphically, the barrage line (center of impact) within the rectangle is the line joining the midpoints of the sides.

*c. Concentrations.* Concentrations for indirect fire weapons are planned to engage enemy targets throughout the company area of responsibility, both forward and in rear of the FEBA. They may include fires to support the combat outpost; to cover avenues of

approach, areas which direct fire weapons cannot reach, gaps between platoons, and other likely target areas; to limit penetration; and to support counterattacks.

*d. Antitank Defense.*

- (1) All antitank defenses, to include both weapons and measures, should be integrated; and, to the extent practicable, be mutually supporting.
- (2) The company commander employs the antitank squads, attached tanks, and/or assault weapons/guns to cover likely armor approaches into the company area. He plans for fires of these weapons to engage enemy armor as soon as it comes within effective range. These elements should be located so they can provide antitank protection laterally and in depth. The antitank squads are normally positioned in the forward platoon areas to take maximum advantage of their range; however, one squad may be positioned in depth when other antitank means are limited. The antitank squads are normally employed singly, so each can cover a separate approach. Alternate positions are selected for use when primary positions become untenable. Supplementary positions are selected to cover armor approaches not covered from primary or alternate positions.
- (3) Tanks and assault weapons/guns may be employed in the company area under battle group control, in which case the antitank weapons under company control are positioned to complement their fires.
- (4) Each rifle platoon leader places his weapons squad's rocket launcher(s) where it can cover the most dangerous armor approaches into the platoon area (after considering the protection offered by other antitank weapons).
- (5) The rocket launchers of company headquarters normally provide antitank protection for the company rear area as directed by the company commander.

*e. Small-Arms Fire.* In addition to the small-arms fire coverage provided by the assignment of platoon areas of responsibility, the company commander may specifically direct fire coverage of particular areas. He may specify that certain areas between the platoons and adjacent units be covered by machinegun fire or other automatic weapons fire. Normally, however, the machineguns are employed by the rifle platoon leaders. The machineguns on attached personnel carriers supplement other fires. See also paragraph 59.

*f. Flame.* Portable or mechanized flamethrowers and flame field expedients may be used to provide close-in support. See FM 20-33 for detailed discussion on fabrication and employment of flame weapons and expedients.

*g. Nuclear Fires.* The company commander's responsibility for planning nuclear fires is the same as for any other fire support means. Decisions concerning the employment of nuclear weapons allocated to the company rest with the company commander within restrictions imposed by the battle group commander. The company commander must ensure that both nuclear and non-nuclear fires are completely integrated. He does this whether the nuclear fires are specifically controlled or requested by him or are planned and directed by higher headquarters.

*h. Weapons Platoon.* For a detailed discussion of the employment of the weapon platoon, see paragraph 61.

*i. Disposition of Fire Support Plan.* The company fire support plan is forwarded to the battle group commander for integration into the battle group fire support plan. Subordinate leaders are informed of the fires available to them for the defense.

## 54. Barrier Plan

*a.* The barrier plan is originated by higher headquarters. It includes a coordinated series, the use of obstacles to canalize, restrict, delay, or stop enemy ground movement. The use of barriers and obstacles is coordinated closely with the fire plan, disposition of units, and plans for the movement of friendly forces during the defense. Care must be taken in planning the barrier systems to avoid interfering with the rapid shifting of units. Barriers and obstacles are planned forward of the FEBA to delay or canalize enemy movement, and within the battle area to limit penetrations to provide a degree of flank protection, and to canalize the enemy into areas favorable to the defender.

*b.* A barrier plan contains applicable portions of barrier plans of higher echelons. It also contains detailed instructions to subordinate units concerning the location and purpose of each barrier and the responsibility of subordinate units for constructing specific obstacles that will make up the barrier.

*c.* Obstacles are most effective when covered by fire (FM 31-10). Care must be taken to provide enough gaps and lanes in the barrier system to permit friendly forces to patrol and counter-attack.

*d.* An obstacle, either natural or artificial, should be exploited to the maximum in organizing an area for defense. Artificial

obstacles are used to extend or supplement natural obstacles if possible. The battle group or higher headquarters generally coordinates the use of extensive obstacles such as antitank ditches and minefields.

e. Barbed wire entanglements are classified as tactical, protective, and supplementary, depending on their use. *Tactical wire* entanglements are designed to break up attack formations and to hold the enemy in areas covered by the most intense defensive fires. They are normally sited along the friendly side of machine-gun final protective lines. They may extend across the entire front of a position, but are not necessarily continuous. *Protective wire* entanglements are located to prevent surprise assaults from points close to the defensive positions. They are close enough to be observed day and night, and far enough away to keep the enemy beyond normal hand grenade range. *Supplementary wire* entanglements are used primarily to break up the pattern of tactical wire, thus deceiving the enemy as to the location of final protective fires. They are also used to connect platoon and company defensive areas, and to canalize the enemy into areas of intensive fires.

f. The battle group commander may authorize the company commander to lay protective minefields (antipersonnel and anti-tank mines) across likely avenues of approach within the company area of responsibility. These minefields provide local protection against infiltration and small unit armor or infantry attacks. Mines are laid in standard or nonstandard patterns and are covered by fire. Antipersonnel mines are placed far enough from the position to keep the enemy out of hand grenade range. The mines may either be buried or concealed on top of the ground. They are placed so they can be rapidly removed by the installing unit. Standard or improvised trip flares or other warning devices may be used to give warning of enemy approach. The company commander is responsible for laying, marking, recording, and reporting the mines; for removing or transferring the minefield, when necessary; and for coordinating with friendly troops who may enter or pass through the minefields in his area (FM 20-32).

g. The use of toxic chemical contamination as part of the barrier plan is normally directed and coordinated by a higher headquarters. The company may be required to cover such areas by fire.

## 55. Employment of Organic Weapons and Attachments

a. *General.* Weapons organic and attached to the rifle company may be employed in general support or direct support of the

company, or they may be attached to subordinate units. The method selected for a given situation should provide for maximum support, the greatest possible flexibility, and the most effective control that can be achieved.

- (1) *General support.* General support requires the firing unit to provide support to all, or the major portion, of the company. The company commander retains overall control of the fires and movement of the unit. He designates initial target areas, specifies general position areas, and controls displacement. He controls the unit through its leader who selects specific weapons positions, controls the fire, controls the unit during displacement, and ensures that it is resupplied. The desirable characteristics of general support include flexibility in massing and shifting fires, continuity of support, ease of control, and simplicity of resupply.
- (2) *Direct support.* When a fire support element is in direct support of a unit, it is responsible for delivering its fires in support of that unit. When the supported unit does not require its fires, it may honor other fire requests. The direct support unit leader selects firing positions and controls displacement in order to provide the support desired. Direct support is seldom employed at rifle company level.
- (3) *Attachment.* When one unit is attached to another, its control, tactical employment, and the responsibility for its administrative support passes from its parent unit to the commander of the unit who receives the attachment. When fire support elements are attached to the rifle company, the company commander may use them in general or direct support, or he may further attach them. For example, he may attach elements to a rifle platoon when the platoon is to operate beyond effective range of the weapons if retained under company control, or when the platoon must operate over terrain whose configuration makes it mandatory for the fire support weapons to accompany the platoon.

*b. 81-mm Mortar Section.*

- (1) Whenever possible, the 81-mm mortars are employed in general support. It is desirable that they be able to support all forward rifle platoons from one position area. Exceptionally, the forward rifle platoons may be too widely separated for the mortars to be used in general support. In this case, one or more squads may be at-

tached to forward platoons while the rest are used in general support.

- (2) When the company is responsible for the COPL, the mortars may frequently be positioned well forward initially, a short distance back of the FEBA, to provide adequate support for the combat outpost. If this does not give adequate support, one or more squads may be attached to the combat outpost.
- (3) When the mortars are employed in general support, the company commander designates a general position area for them, based on the recommendation of the weapons platoon leader.

*c. Antitank Squads.*

- (1) Whenever possible, the antitank squads are employed in general support for flexibility in moving the weapons throughout the company area to meet armor threats. When the terrain does not permit free movement, one or both squads may be attached to rifle platoons.
- (2) One or both squads may be attached to the combat outpost.
- (3) When the antitank squads are employed in general support, the company commander assigns each a general position area and a principal direction of fire, based on the recommendation of the weapons platoon leader.

*d. Tanks.* Tanks and mechanized flamethrowers may be attached to the forward company. The company commander normally retains them in general support to permit flexibility in their employment during the conduct of the defense. When effective control by the tank unit leader is not possible, all or a part of the tank unit may be further attached to rifle platoons. When the tanks are employed in general support, the company commander assigns each a general position area and principal direction of fire, based on the recommendation of the tank unit leader.

*e. Assault Weapons/Assault Guns.* Assault weapons/guns from the battle group assault weapon/assault gun platoon may be attached to the company. Normally, the company commander employs them in general support. He designates their general position areas and principal direction of fire. For details of employment, see FM's 7-19 or 57-21.

*f. Davy Crockett.* Davy Crockett will normally be employed in general support of the battle group or in direct support of the

company. Authority to fire Davy Crockett will not be delegated below battle group level (FM 7-40).

*g. Armored Personnel Carriers (APC).*

- (1) When the company mission calls for a withdrawal and delaying action to subsequent defensive positions, the battle group commander may attach enough APC to mechanize the entire company. The company commander usually further attaches them to his platoons, including the weapons platoon, if possible.
- (2) When infantry and airborne infantry are completely mechanized, APC may be placed in hull defilade positions to support by fire; they may be positioned to provide security to the flanks and rear; or they may be held in covered and concealed positions in rear of the forward platoons until time for the move. The primary purpose of the APC is to provide armor protected mobility and they should not be placed in firing positions if they will be unduly exposed to antitank fire or air attack.
  - (a) When used in firing positions, the APC should be in hull defilade so only the machinegun is visible from the front. The rifle platoon leader will assign each a sector of fire that supplements other fires. The APC driver normally fires the machinegun. If the APC are used to cover the flanks and rear, they take advantage of all available cover and concealment. The rifle platoon leader will select alternate and supplementary positions and routes to them.
  - (b) If the APC are placed in a covered and concealed area, it should be close to the platoon area (normally the first suitable area in rear of the platoon position). The APC are dispersed and positioned to provide all-round security. Normally, the platoon will not provide additional security to the APC.
  - (c) APC are camouflaged as soon as possible. Track marks that will disclose their positions are obliterated. Time permitting, the APC may be dug in or protected with sand bags, though not to an extent that prevents them from moving quickly.
  - (d) At night, the APC may be moved from rear areas to the platoon area for security or to provide additional fires.
- (3) If only enough APC are attached to mount a portion of the company, the company commander normally attaches

APC to the combat outpost until it withdraws. He may then attach them to the reserve so it can more easily perform rear area surveillance or make a protected move to supplementary positions. He may retain them under company control to be employed as dictated by the situation, or attach them to forward platoons when he anticipates having to move the platoons. In making his decision on their employment, the company commander considers the number of APC attached, the mission, plan for conduct of the defense, terrain in the area of operations, contaminated areas to be crossed, enemy mobility and armor capability, enemy air capability, and security requirements. The firepower of the machine-guns mounted on APC is not a primary consideration in making his decision.

## 56. Surveillance and Security

*a.* The company commander establishes a surveillance system to operate day and night, throughout the company area. It includes the use of sentry and listening posts, observation posts, patrols, CBR detection devices, electronic surveillance devices, infrared or other night vision devices, trip flares and anti-personnel mines, noisemaking devices, aerial observers, and any other available means. The object of the system is to give early warning of enemy approach, and detect and report enemy infiltration and activity in the company rear area.

*b.* Normally, the company commander has each platoon establish one or more observation, listening, or sentry posts. They are usually located no more than 500 meters forward of the FEBA. Security posts are established in the rear area, generally by the company reserve, and in the gaps between forward platoons. These security posts, as a rule, consist of two or more men and may be equipped with appropriate surveillance devices.

*c.* Elements of the battle group radar/electronics devices section may be attached to the company. They may be employed on the COPL and, when the COP withdraws, may be used to cover the front and flanks of the company. For details of employment, see FM's 7-19 or 57-21.

*d.* Organization of the FEBA may result in the existence of gaps between units. The rifle companies can expect to provide patrols for surveillance of these areas.

*e.* Patrols are used forward of the FEBA, between forward platoons, and in the company rear area primarily to cover areas

not otherwise under surveillance. They normally operate at irregular intervals over a variety of routes to avoid establishing a pattern of operation.

*f.* An adequate communication system is essential to the functioning of the surveillance system. Alternate means of communication must be provided.

## 57. Priority of Tasks

*a.* Many of the tasks involved in organizing a defensive position are carried on concurrently, but some may require priority. The company commander, therefore, specifies the sequence for the preparation of the position and any special precautions to be taken regarding camouflage. The following is a recommended sequence:

- (1) Establishing security.
- (2) Positioning weapons.
- (3) Clearing fields of fire, removing objects masking observation, and determining ranges to probable target locations.
- (4) Providing signal communication and observation systems.
- (5) Laying minefields and preparing important demolitions.
- (6) Preparing weapon emplacements and individual positions, to include overhead cover, and camouflaging them concurrently.
- (7) Preparing obstacles (other than minefields) and less vital demolitions.
- (8) Preparing routes for movement, and for supply and evacuation.
- (9) Preparing alternate and supplementary positions.
- (10) Preparing CBR protective shelters as required.
- (11) Preparing deceptive installations in accordance with deception plans of higher headquarters.

*b.* The organization of the ground begins as soon as the troops arrive in the area and continues as long as the position is occupied. When it must be organized while the force is in close contact with the enemy, defense against attack may be required during any or all stages of the organization. Maximum use is made of available fires to cover the organization, and smoke may be used to deny the enemy observation of the preparation.

## 58. Counterattack Planning

*a.* A counterattack is a limited objective attack designed to destroy or eject the enemy from an area of penetration, and to

regain lost portions of the battle area. The company has no counterattack capability if all platoons are employed on the FEBA. The reserve platoon usually blocks to limit a penetration; however, in anticipation that proper conditions may develop, the company commander plans for the use of the reserve platoon to counterattack.

*b.* In his planning, the company commander assumes likely penetrations of the FEBA and plans a counterattack to reduce each. He assumes that penetrations will include or threaten key terrain features, and will be of such size that they can be contained by the forward platoons. Such assumptions are necessary to permit or justify a counterattack at company level.

*c.* Each counterattack plan is developed generally like any plan of attack, as discussed in Chapter 4. The maneuver element is normally the reserve platoon and any attached tanks that may be disengaged and used as a part of the maneuver element. The plan consists essentially of control measures such as a line of departure and the route to it, a direction of attack, an objective, and a fire support plan. The LD selected during the planning phase is normally along the line of contact for the assumed penetration. The attack is preferably directed at the flank of the penetration, with the maneuver elements avoiding friendly positions. Fires from these positions are used to the maximum to assist the maneuver element.

*d.* All subordinates are informed of counterattack plans and the plans are rehearsed if time permits. Leaders make necessary reconnaissance.

## 59. Organization of a Forward Platoon Defense Area

*a. General.* The company commander assigns the forward rifle platoon an area to organize and defend. The platoon need not occupy all of the area. It organizes the best defensive terrain within it and covers the unoccupied portion by fire. The area is organized for all-around defense and to provide mutual support with adjacent platoons. The frontage that a platoon can occupy and the area it can defend are determined primarily by the mission, enemy, terrain and weather, strength of the platoon, and the number of nonorganic weapons (such as tanks and antitank weapons) located in the platoon area. For a guide only, see figure 12.

### *b. Actions of Leaders.*

- (1) When the platoon leader receives the company order, he follows, generally, the troop leading steps described in

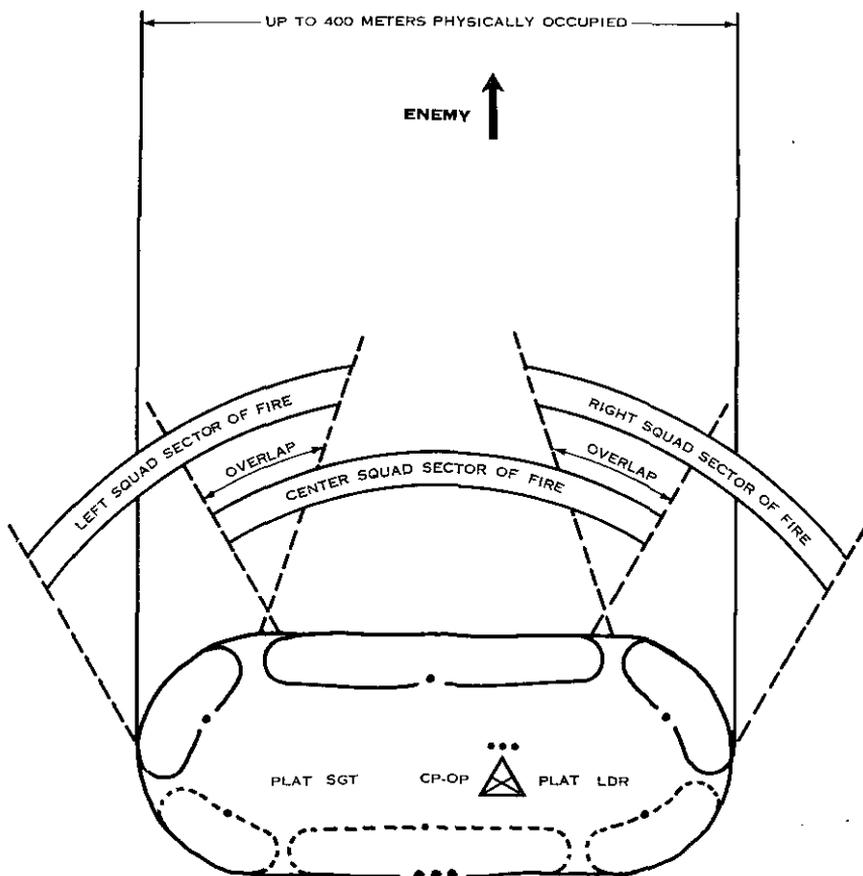


Figure 12. Typical disposition of a forward rifle platoon (schematic).

Appendix II. He reconnoiters his assigned areas, coordinates with adjacent platoon leaders and with leaders of supporting weapons located in the platoon area to ensure mutual support, and formulates his plan. He is normally accompanied on his reconnaissance by the weapons squad leader, who makes recommendations concerning the use of his weapons. As soon as possible, the platoon leader issues his defense order, preferably pointing out on the ground the squad areas, weapons positions, sectors of fire, and other appropriate information. When necessary because of enemy action, he issues his order in a covered position using a map or sketch.

Initially, he may issue a fragmentary order so that preparation of the position can start at once. He gives the complete order later.

- (2) When the rifle squad leaders receive the platoon defense order, they reconnoiter their assigned areas, coordinate with leaders of adjacent squads and of supporting weapons in their areas, and formulate their plans. See Appendix II. They select firing positions for each rifleman and automatic rifleman, assisted by the fire team leaders, if appropriate. A sector of fire is selected for each rifleman, and a sector of fire and principal direction of fire is selected for each automatic rifleman. Each rifle squad leader selects a position for his own foxhole from which he can best control his squad and observe the platoon leader or his representative for signals.
- (3) The weapons squad leader selects the exact firing positions for his weapons, based on guidance from the platoon leader, and coordinates with the rifle squad leaders to avoid conflict in positioning weapons. He selects positions for the ammunition bearers where they can provide ammunition to, and protection for, the weapons, and replaces any crewman who becomes a casualty. The squad leader selects a position for his own foxhole from which he can best control the teams of his squad and observe the platoon leader (or platoon sergeant) for signals. When he cannot find a position that offers all of the desirable advantages, he selects one from which he can control the weapons covering the most dangerous approaches. The gunners or rifle squad leaders then control the other teams as the platoon leader directs. The platoon leader may direct the weapons squad leader to be at the platoon CP-OP.
- (4) Normally, the squad leader issues complete squad orders to a few men at a time after they have begun to prepare their positions.

### *c. Rifle Squad Defense Areas.*

- (1) The three rifle squads are located so as to take maximum advantage of the terrain and the characteristics of the squad weapons. Where maximum frontage is to be occupied (up to 400 meters) the three squads are located abreast in an irregular line if terrain permits and the depth of the area is not a primary consideration. If depth is a primary consideration and maximum frontage

is not assigned, one squad may be positioned to the rear if the terrain permits. Gaps per se are never planned between squads; however, when there are two significant terrain features within the area, a squad may occupy each and cover the area in between by fire. The squads are placed to deliver their heaviest volume of fire forward of the battle area. When there are gaps between platoons, the platoon flanks are refused (bent back toward the rear). The rifle squads prepare and occupy primary positions, usually on the forward slope of the terrain feature being organized (fig. 13), except in a reverse slope defense.

- (2) The frontage that a squad can occupy is affected by the mission, enemy situation, terrain, strength of the squad, the density of fire needed, and the capability of the squad leader to control the squad. It can be as much as 100 meters on ideal defensive terrain. In close terrain, the squad front is much less than 100 meters. The interval between foxholes varies with the terrain and the use of single or double foxholes. In close terrain, the interval may be five meters between single foxholes and 10 meters between double foxholes. On ideal terrain, single foxholes may be as much as 10 meters apart and double foxholes 20 meters apart. The choice between single and double foxholes is influenced by such factors as morale, fields of fire, and unit strength. The use of double foxholes improves individual morale and facilitates continuous observation from each foxhole location since one man can observe while the other rests. They are used whenever conditions permit.
- (3) Fire team integrity is usually maintained within each squad, with each fire team occupying about half of the assigned squad area. Fire team leaders are located in the line of riflemen, generally in the center of their teams where they can best assist the squad leader in control.
- (4) Supplementary squad positions are selected to provide all-around defense of the platoon area. They are normally not more than 200 meters from the primary position. Supplementary positions may not be necessary if the terrain permits the platoon to protect its flanks and rear from its primary position.

*d. Platoon Fire Plan.*

- (1) Before preparing his fire support plan, the platoon leader familiarizes himself with the company fire plan as it

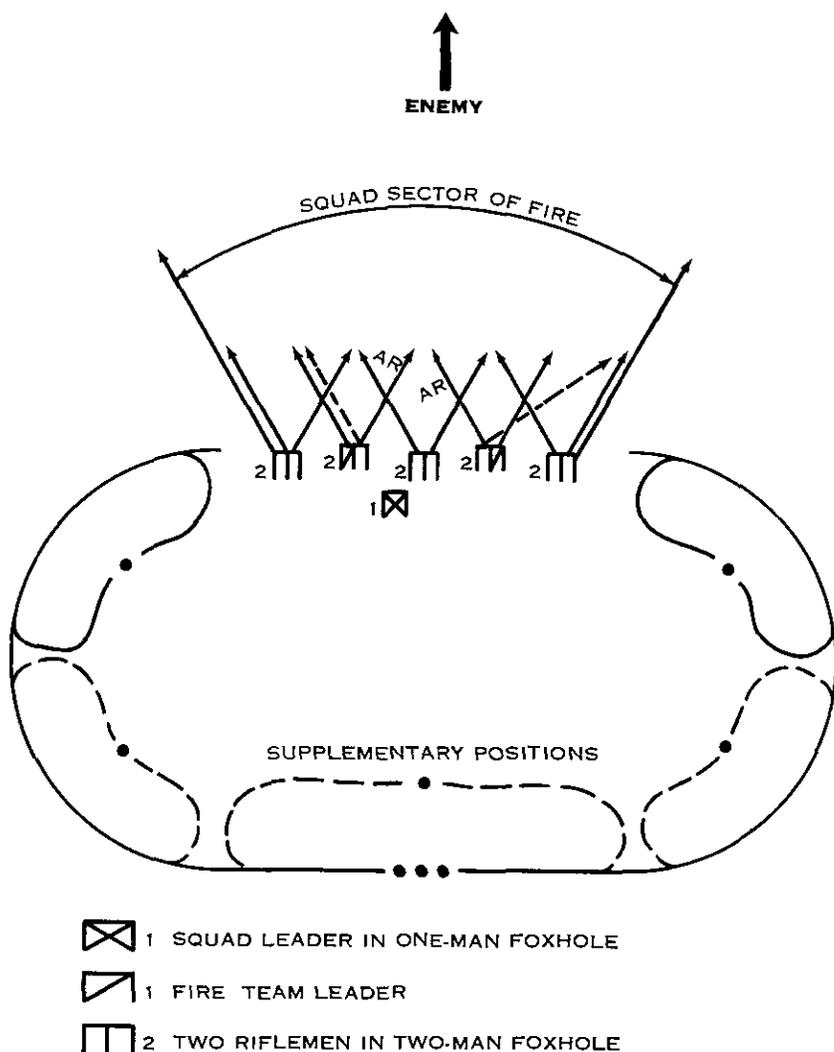


Figure 13. Employment of a rifle squad in defense (schematic).

affects the defense of his area. He uses a map, overlay, or sketch to memorize the location and designated numbers of artillery and mortar concentrations and barrages in his area. When time and facilities permit, the platoon leader gives copies of the map, overlay, or sketch to his subordinate leaders. Normally, an 81-mm mortar forward observer operates in the platoon area and is

available to assist the platoon leader in planning and calling for fires. The platoon leader coordinates the fires of the rifle squads and organic and attached weapons with the company fire support plan to provide for maximum defense of the platoon area.

- (2) The forward rifle platoon distributes its fire to cover its front and flanks and facilitate mutual support with adjacent platoons. Each rifle squad is assigned a sector of fire. The squad sectors of fire overlap to ensure complete coverage of the platoon frontage and, when possible, extend to the front of adjacent units. The platoon leader may assign certain automatic rifles firing positions which allow them to exchange fires with adjacent units and supplement the employment of the machineguns.
- (3) The platoon machineguns are normally positioned on the FEBA to cover the most dangerous foot approaches into the platoon area or to comply with general instructions from the company commander, such as covering the gaps between platoons or providing mutual support with an adjacent platoon. While it is desirable to employ the machineguns in pairs to ensure continuity of fire, they will often have to be used singly because of the frontage assigned and the number of foot approaches into the platoon area. The platoon leader selects their general position areas and assigns each a sector of fire and a final protective line. If the terrain does not permit the use of a final protective line, he may assign a principal direction of fire and a sector of fire, or a sector of fire only. The platoon leader plans for alternate and supplementary positions. When employed in pairs, the machineguns should be far enough apart to avoid being neutralized by one incoming mortar or artillery round.
- (4) The rocket launcher provides close-in antitank protection for the platoon area. It covers the most dangerous armor approach into the platoon area. As a secondary mission, it may be employed against enemy crew-served weapons and grouped personnel. The platoon leader selects its general area within the platoon area and a principal direction of fire. Its location and principal direction of fire are coordinated with other antitank weapons in the platoon area. The platoon leader also selects alternate and supplementary positions for the rocket launcher.

- (5) The rifle squad leader selects a firing position and sector of fire for each rifleman, taking advantage of the best fields of fire. The sectors of fire should overlap to ensure complete coverage of the squad front. The squad leader also selects a sector of fire and a principal direction of fire for automatic riflemen, if the platoon leader does not assign them specific missions. He normally places them where they can cover dangerous approaches into the squad area and, if possible, where they can cover the entire squad area.
- (6) Fire control measures are included in the platoon leader's defense plan. They normally include the designation of terrain features past which the enemy must advance before the platoon opens fire, and signals for final protective fires.
- (7) The fires of weapons must be coordinated with the use of mines, wires, flares, and field expedients. Antipersonnel mines and trip flares are placed in and near tactical wire in front of the defense area. The use of field expedients such as fougasses and noisemaking devices add materially to the effectiveness of the fire plan.
- (8) The authority to call for final protective fires is established by the battle group coordinated fire plan. Usually, it is delegated down to the forward rifle platoon leaders to ensure that the fires are delivered when needed.

*e. Command and Observation Post (CP-OP).* The platoon leader selects a combined CP-OP where he can observe to the front and flanks of his area and control his platoon. Preferably, the platoon CP-OP has cover for all personnel and access to concealed routes to the company command post. The platoon sergeant goes where he can best assist the platoon leader in control. When he is stationed away from the CP-OP, he maintains contact with the platoon leader, and controls that portion of the platoon most difficult for the platoon leader to control from his position.

*f. Security.*

- (1) The platoon provides its own security by constant observation to the front, flanks, and rear. Enough men are kept alert to maintain an effective warning system. While the position is being prepared, a minimum of one sentinel is posted in each squad area to give warning of hostile ground, air, or CBR attack. Additional sentinels are posted forward and to the flanks and rear as required.

- (2) At night and during other periods of limited visibility, additional security measures are necessary. Listening posts, patrols, and surveillance devices, coordinated by the company commander, are employed forward of the battle area, in the gaps between forward platoons, and to the rear of the platoon area. Although the company commander may prescribe certain security measures, the platoon leader adopts any additional measures that are necessary. Mines, wire, flares, and field expedients can be used to provide added security. The percentage of individuals kept on an alert at night depends on the fighting characteristics and nearness of the enemy. When the enemy normally attacks at night, or is close to the defense position, the entire platoon may be kept on the alert. When security echelons such as a combat outpost line and other security measures are in effect to the front, as few as two men on alert in each squad area may be enough.
- (3) Sentinels and listening posts should be relieved often enough to keep them alert (normally about every two hours).

*g. Control and Communication.*

- (1) The platoon headquarters has a telephone in the company wire net and a radio in the company radio net. The platoon leader may also use the communication facilities of any forward observer or supporting units located in his area, pyrotechnic signals as well as messengers.
- (2) For communication within the platoon, the platoon leader uses all means available including voice, wire, radio, messenger, arm-and-hand signals, and prearranged signals. When more positive control is necessary, he moves, as needed, to achieve direct control.
- (3) The squad leader controls his squad primarily through the fire team leaders and by oral and visual signals and by personal contact. It is imperative that the squad leader anticipate difficulties in control and improvise communication expedients, such as having information and orders passed from foxhole to foxhole.
- (4) Additional telephones may be furnished to the platoon for use on listening posts.

*h. Organization of the Position.*

- (1) When the platoon arrives at the position, squad leaders move their squads to their areas immediately. The pri-

ority of tasks on the position is specified in the order (par. 57). Security is posted; crew-served weapons are set up; and positions, sectors of fire, and principal directions of fire (if appropriate) are specified for each individual. The squad leader checks to ensure that each foxhole will, upon completion, have the desired observation and sector of fire. Fire team leaders assist the squad leader, as directed, in organizing and preparing the position.

- (2) During preparation, all leaders supervise the actions of the men closely. Noise and light discipline are enforced and movement is held to a minimum. Camouflage progresses concurrently with the preparation of the position (FM 21-75). Range cards are prepared and checked. Leaders verify sectors of fire and, as appropriate, final protective lines and principal directions of fire to ensure adequate fire coverage. Adjustments are made to correct any deficiencies noted. Individuals are questioned to ensure that they have received their orders and understand them.
- (3) Preparation of the area is continuous. Improvements are made to strengthen the position as long as it is occupied.

## 60. Reserve Rifle Platoon

a. The reserve platoon(s) is normally placed behind the forward platoons to provide depth to the company defense area (par. 52).

b. The company commander assigns the reserve platoon a primary position and one or more supplementary positions. He specifies the order in which the supplementary positions will be prepared. He further assigns the reserve one or more missions and states the priority for accomplishing each. Appropriate missions are to—

- (1) Limit penetrations.
- (2) Protect the company flanks and rear.
- (3) Support the forward platoons by fire.
- (4) Perform surveillance in the company rear area and provide security.
- (5) Participate in a counterattack.

c. If the company is responsible for furnishing troops for the COP, the reserve platoon is normally assigned this mission. This allows the forward platoon to use all its personnel to prepare its position on the FEBA. This permits the withdrawing combat out-

post to pass through units in prepared positions. While the reserve platoon is on the COPL, the company commander has other elements of the company prepare reserve platoon positions, if at all possible. For a discussion of the combat outpost, see paragraph 47.

*d.* The organization of a reserve platoon position is generally the same as for a forward rifle platoon (par. 59), except that final protective fires are not planned. The entire platoon normally occupies its primary position. When the terrain makes it hard for the reserve to move to supplementary positions, it may have to organize and occupy more than one position initially. If so, the integrity of the rifle squads is maintained, though the weapons squad may be divided.

*e.* The reserve platoon limits penetrations, protects the company flanks and rear, and supports the forward platoons by fire from prepared positions (either primary or supplementary) normally on or near key terrain in the company rear area. The company commander designates the position to be occupied. He may order the platoon to move from one position to another as required by the enemy situation. In supporting the forward platoons by fire, the reserve may fire into the gaps between platoons and at any enemy attempting to attack the forward platoons from the rear.

*f.* When the company commander assigns security and surveillance missions for the reserve, he normally states them specifically and he may direct the reserve to establish sentinel or listening posts forward of, in rear of, and in the gaps between forward platoons, or he may order it to patrol throughout the company area and to maintain contact with adjacent units. For additional discussion of security and surveillance, see paragraphs 56 and 59.

*g.* Due to its limited counterattack capability, the reserve platoon is rarely committed in a counterattack role. When assigned this mission, the reserve platoon leader prepares plans for his platoon to implement company counterattack plans. He may assist the company commander in preparing the counterattack plans. A counterattack plan is essentially the same as any attack plan (Ch. 4). All leaders of the reserve are thoroughly oriented on counterattack plans. The plans are rehearsed if time permits. For conduct of the counterattack, see paragraphs 64–67.

## 61. Weapons Platoon

*a. Missions and Employment.* The primary mission of the anti-tank squads is to provide antitank protection for the company. A

secondary mission is to reinforce the fires of the other weapons located on the FEBA. The 81-mm mortar section provides close and continuous fires to the company. It accomplishes this mission by firing concentrations in support of the combat outpost (if appropriate), firing concentrations both forward of and in rear of the FEBA, and firing barrages. For the employment of the antitank and mortar squads, see paragraphs 53 and 55.

*b. Actions of the Platoon Leader.* The weapons platoon leader normally goes with the company commander to receive the battle group defense order. He may go with the company commander on his reconnaissance, or he may make a separate reconnaissance. He prepares recommendations on the employment of his platoon (pars. 53 and 55). If general support appears to be feasible, he prepares recommendations on general position areas, to include alternate and supplementary positions; the disposition of forward observers; the principal direction of fire for each anti-tank squad; and the location of 81-mm mortar barrages and concentrations. See also Appendix II.

*c. Mortar Fire Planning.* As soon as possible, the platoon leader coordinates with the artillery FO and/or heavy mortar FO assisted by the mortar section leader, and prepares a mortar fire plan. Based on instructions from the company commander, he plans 81-mm mortar barrages and concentrations. He plans concentrations on likely target areas both forward of and within the battle area and to support any counterattacks (par. 53). He submits this plan to the company commander for approval. When approved, it is normally prepared in overlay form and distributed to the mortar and artillery forward observers and rifle platoon leaders.

*d. Selection of Mortar Positions.* Based on the general position area directed by the company commander, the section leader normally selects the position area for the squads, leaving the selection of the exact site for each mortar to the mortar squad leader. Usually the three squads are located in one general firing position area. In selecting the firing positions, the section leader considers the provision of maximum coverage for the company area, the maximum and minimum close support ranges of the mortar, defilade, concealment, mask and overhead clearance, room for dispersion between squads; firm ground to support the base plate, routes for ammunition resupply, and security which may result from locating the position near a reserve platoon area. See paragraphs 53 and 55.

*e. Selection of Antitank Squad Positions.* The antitank squad leader normally selects the exact firing position for his weapon,

based on instructions from the platoon leader. Observation and fields of fire forward of the position are essential. Backblast clearance is always considered. It is desirable, whenever the terrain and tactical situation permit, to select a position from which the squad can reinforce fires of other weapons along the FEBA as well as perform its primary antitank mission. The 106-mm rifle is employed on the carrier, whenever possible, from partial defilade. Enemy action may make it necessary to place the weapon in defilade and move it into firing position only to engage a target. The squad leader selects a number of alternate positions so the weapon can move frequently while engaging enemy armor. The weapon may be used on the ground mount when enemy observation and the terrain make it inadvisable or impractical to use the carrier; the carrier is placed in a nearby covered position. The use of the ground mount is avoided whenever possible, since it restricts the mobility of the squad.

*f. Rocket Launchers.* The platoon leader employs his two organic rocket launchers to furnish close-in antitank protection, usually for the mortar squads. He specifies a principal direction of fire for each launcher.

*g. Communications and Control.* The elements of the weapons platoon employed in general support are controlled by the company commander through the weapons platoon leader. The platoon leader positions himself where he can best help to control the elements of his platoon, or as the company commander directs. Wire is used to the maximum extent possible to communicate with the antitank squads, the FDC, and the forward observers. The wire system is supplemented by radio and by the wire facilities of the rifle platoons. The FDC is normally located close enough to the mortar positions so that commands may be given by voice, but wire facilities are available and may be used if required.

*h. Ammunition Resupply.* See paragraph 114a(4).

*i. Forward Observers and Observation Posts.* One forward observer party is normally attached to each forward platoon while the remaining FO's occupy observation posts as directed by the weapons platoon leader. The observers adjust fire and, as a secondary mission, report information concerning the enemy. Mortar observation posts should give maximum observation of the approaches into the company area. When a mortar squad is attached to a rifle platoon, one FO party and one fire direction computer accompany the squad. The weapons platoon leader may establish a platoon OP to supplement the observation of the forward observers with the rifle platoons. He, or any member of

the platoon who can adjust mortar fire, may operate the platoon OP.

*j. Organization of Positions.* As the squads arrive at their assigned areas, each squad leader places his squad in a temporary firing position where it can cover its assigned sector or principal direction of fire. The squads then work on their primary positions. The weapons are moved to the completed, camouflaged primary firing positions, and the platoon leader checks them at his earliest opportunity.

- (1) *Antitank squads.* Emphasis is placed on clearing fields of fire and providing backblast clearance. After the primary squad position is prepared, the squad leader examines it from the direction of the enemy to check on the camouflage and concealment. The squad then determines the ranges to the most likely target areas and prepares a range card. Finally, the squad prepares alternate and supplementary positions.
- (2) *81-mm mortar section.* After the primary mortar positions are completed, the squads place their mortars and begin registration. Normally, they first register barrages, then the concentrations farthest from the battle area. Coordination in registration is necessary to avoid endangering security and reconnaissance elements and work details forward of the battle area. The fire direction center maintains a firing data sheet with the data necessary to fire each barrage and planned concentration. The mortar squads prepare alternate and supplementary positions.

## 62. Communications and Contact

*a.* The company installs a complete wire system to control its units and fires. Wire communication is preferred to radio because it is more secure. Nevertheless, the company establishes a complete radio net and, usually, keeps the radio on listening silence in the event of a wire failure.

*b.* Unless otherwise specified, a unit is responsible for maintaining contact with the unit on its right. The company commander normally specifies the action to be taken by the right forward platoon concerning contact with the right adjacent company. See paragraph 21.

## 63. Command and Administrative Installations

*a. Observation Post (OP).* The company commander selects an observation post, normally in a forward platoon defense area.

It should give the best possible view of the company defense area, its flanks, and approaches. It is manned at all times by personnel of company headquarters, who report all enemy information. The commander may establish more than one observation post to provide observation over the entire company area of responsibility. Although the observation post is the company commander's battle station, he goes where he is needed. He keeps the command post informed of his location.

*b. Command Post (CP).* The command post is set up in the rear portion of the company battle area. It is located preferably in a defilade position that is concealed from air and ground observation. Concealed and covered routes to the front and rear are desirable to facilitate communication and supply. A covered and concealed shelter should be constructed whenever practical to assure uninterrupted operations under enemy attack. The command post normally provides its own security. Additional security may be obtained by locating it near a reserve platoon position. Personnel must be present in the command post at all times.

*c. Company Distributing Point (CDP) (Company Trains).* See paragraph 30.

## Section IV. CONDUCT OF THE DEFENSE, FORWARD RIFLE COMPANY

### 64. General

This section deals with the conduct of the defense of a forward rifle company whose mission is to defend its assigned area.

### 65. Conduct of the Defense During Daylight

*a.* The conduct of the combat outpost is described in paragraph 47.

*b.* All leaders and forward observers search for targets for indirect fire weapons and call for and adjust their fire. Tanks and antitank weapons open fire on appropriate targets when the enemy comes within effective range. If the enemy seems to know the location of the FEBA, all weapons along the FEBA open fire as he comes within their effective range. If it appears that the enemy is probing to locate the defense positions, all but a few specified fires may be withheld until he is well within effective rifle range. Then all weapons along the FEBA engage appropriate targets within their sectors of fire. If the enemy attacks without armor, the defender's tanks, antitank squads, and rocket

launchers may engage such targets as crew-served weapons, vehicles, and groups of personnel. Leaders actively control the fires of their units to ensure that all fires are effective. They move their weapons to alternate or supplementary firing positions as required.

*c.* The rate of fire increases as the enemy approaches the FEBA. If the attacking force includes tanks as well as infantry, the tanks are engaged by antitank weapons and medium artillery, while small-arms fire and light artillery are directed at the attacking infantry. Every effort is made to separate the tanks and infantry. The company commander moves his antitank squads and attached tanks to supplementary positions to reinforce the fires in a threatened area as required. If the infantry attack is repelled but the tanks continue to advance, small-arms fire is directed at tank periscopes and exposed tank crewmen.

*d.* If the enemy is repelled, he is pursued by all available fire. If he breaks contact, units in the battle area reestablish local security and send patrols forward to regain contact. The defender delivers harassing and interdiction fires in areas where the enemy is likely to be regrouping. Troops along the FEBA reorganize, evacuate casualties, redistribute and resupply ammunition, and strengthen their defenses.

*e.* During the conduct of the defense, all leaders keep their next higher commander informed of the situation at all times. Aggressive leadership on the part of all leaders is essential. Fire team leaders assist their squad leaders in the control of the squads, particularly in fire control. Squad leaders normally do not fire their weapons except during close-in defense action. The weapons squad leader controls all or a portion of his weapons or assists the platoon leader as directed (par. 59b(3)). During the conduct of the defense, leaders move from place to place so they can influence the action through personal leadership.

*f.* If the enemy continues his advance through the close defensive fires, the platoon leader in the threatened area calls for the final protective fires for his defensive position. The platoon delivers maximum fires along with the barrages and machinegun final protective fires. Automatic riflemen and riflemen fire within their sectors except when directed otherwise by their fire team leaders. Elements to the flanks of the platoon reinforce their own fires, if possible. Mechanized flamethrowers engage the enemy. The company commander calls for the fires of indirect fire weapons that are not firing barrages to reinforce the fires in the threatened area.

*g.* If it appears that a penetration of the company's sector of the FEBA is probable, the commander moves the reserve to supplementary positions from which it can block the penetration and/or support threatened units by fire. If the penetration or threat is in the area of an adjacent company, he positions his reserve to protect the endangered flank. He initiates the movement of the reserve so it can be in position before the enemy advance brings him too near.

*h.* If the enemy assault reaches the position, the defender repels him by fire, grenades, prepositioned portable flamethrowers, and close combat. All available antitank weapons engage enemy tanks. Individuals along the FEBA continue firing until forced to take cover to protect themselves and their weapons from the crushing action of the tanks. They resume their firing positions and continue to fight as soon as the tanks pass. Tanks that penetrate the forward area are engaged by the antitank weapons that are positioned in depth.

*i.* If the platoon area is penetrated or if it is threatened from the flanks or rear, the platoon leader may adjust his defenses by moving men and weapons from the least engaged area into supplementary positions to meet the threat. If it becomes necessary, the company commander can improvise a reserve from available personnel and use it to reinforce the threatened area. He calls for the fires of all weapons that can profitably engage targets within the penetration. If organized resistance within the penetrated area has ceased, the company commander may call for indirect fires to be placed in the area. Fires are also placed across the base of the penetration to prevent the enemy from reinforcing it.

*j.* The company normally attempts to limit a penetration of the forward platoons with the reserve and to destroy the enemy by fire. It relies on a higher echelon to eject the enemy by counterattack. Exceptionally, the company may counterattack (par. 67).

## 66. Conduct of the Defense at Night

*a.* At night, the company relies on patrols, listening posts, and surveillance devices to detect an advance or infiltration. If the company contacts its defense position at night (par. 52), it ensures surveillance of the gaps thus created on its flanks.

*b.* The security elements report the advance of the enemy and call for illumination and supporting fires. They withdraw before they become engaged in close combat.

*c.* Illumination is used extensively to expose the enemy as he approaches the forward platoon areas. It is the responsibility of

the company commander to inform units on his immediate right and left of the intent to use illumination or the possibility of its use when such usage will hamper the operations of other units. If infrared viewing devices are available, the area may be illuminated with only infrared light. As a general rule, weapons are not fired until targets are visible. When surprise is desired, fires are opened only on the order of leaders. All leaders maintain rigid fire control to prevent indiscriminate firing which only results in needless expenditure of ammunition and disclosure of positions. Leaders may direct some weapons to fire at flashes and, in some instances, at sounds. Crew-served weapons fire with predetermined firing data or stakes, and by using artificial illumination. Trip flares and field expedients such as the fougasse can be used to provide illumination.

*d.* When the enemy starts his assault, the platoon leader calls for final protective fires in the threatened area. His automatic rifleman and riflemen fire within their sectors except as otherwise directed by their fire team leaders. Stakes, set up during daylight, assist them in covering their assigned sectors. They use hand grenades to supplement other fires as the enemy gets close to the position.

*e.* Other aspects of the conduct of the defense at night are generally the same as for the conduct during daylight.

## 67. Counterattack

*a.* If the enemy penetrates the forward positions and seizes or threatens key terrain, all available fires are delivered in an attempt to destroy or eject him. If this fails, the company commander must decide whether to try to block further penetration with his reserve or to counterattack. Normally, he does not attempt a counterattack unless the enemy has been stopped and is not being reinforced. To counterattack, his maneuvering force with its available fire support must be strong enough to destroy the enemy and restore the penetrated area. The company commander can rarely constitute so strong a counterattacking force. When an enemy force is strong enough to penetrate his forward positions, he usually has to retain all of his reserve to block it.

*b.* If the company counterattacks, the entire reserve (with attached tanks not otherwise engaged) is normally the maneuver force. All available fires are used to support the counterattack. The commander implements the appropriate counterattack plan, modifying it with fragmentary orders as necessary to meet the existing situation. The maneuver force, avoiding friendly posi-

tions, makes a quick, decisive assault and mops up the penetrated area. Following the counterattack, the company commander may order all or part of the reserve to occupy and defend the area regained, or he may order it to return to positions in rear and have the forward platoon reoccupy the area.

c. When the company commander decides to commit his reserve in a counterattack, he immediately notifies the battle group commander. He designates a temporary reserve from available personnel, such as personnel of company headquarters, and drivers. He may order the temporary reserve to occupy a prepared reserve platoon blocking position.

## Section V. PERIMETER DEFENSE

### 68. General

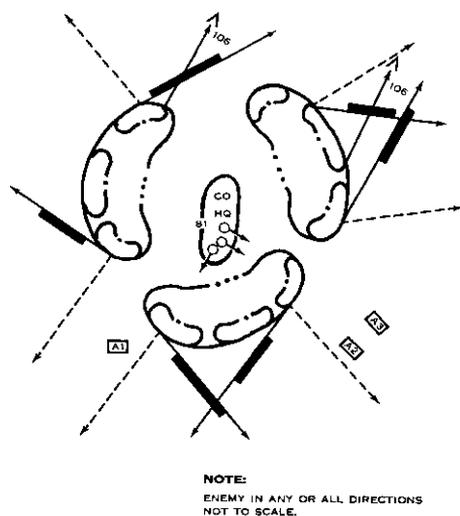
a. In a perimeter defense, the company is physically disposed to meet an attack from all directions at once. The company may have to adopt this defense when it is separated from the remainder of the battle group either by enemy action or by its assigned mission.

b. The fundamentals of defense (par. 43) are applied to the maximum extent possible.

### 69. Organization of the Defense

a. A perimeter defense established by a rifle company consists of a perimeter and a reserve area (fig. 14). Each of the platoons on the perimeter is assigned a portion to organize and defend. The reserve may consist of a portion of a rifle platoon plus elements of the weapons platoon and company headquarters acting as riflemen. If all three rifle platoons are needed on the perimeter, the reserve may consist only of elements of the weapons platoon and company headquarters.

b. The frontages of the company and platoons on the perimeter are generally the same as described for the defense in paragraphs 51 and 59, except that the company front is generally circular rather than linear. The company commander assigns platoon frontages based on the criticality of approaches, and the observation and fields of fire available. Platoons with the most dangerous approaches are assigned narrower frontages. Gaps between platoons are covered by fire and observation. In close terrain, gaps on the perimeter are generally reduced. Gaps may have to be occupied at night to prevent infiltration.



*Figure 14. Company in a perimeter defense.*

c. Security is provided generally as described in paragraphs 56 and 59.

## 70. Fire Support

a. The employment of organic and attached weapons in the perimeter defense is generally as described in paragraphs 53, 55, 59, and 61.

b. Machineguns are normally employed singly to provide adequate coverage of all dangerous approaches.

c. The 81-mm mortar section is usually located in the reserve area.

d. Fires may be available to the company from fire support units outside the perimeter. These fires are utilized as described in paragraph 53.

e. The company commander closely supervises the use of weapons on the perimeter to ensure that gaps are adequately covered by fire and that maximum mutual support is achieved.

## 71. Conduct

a. The conduct of the perimeter defense is generally the same as described in Section IV, this chapter.

b. If the enemy succeeds in penetrating the perimeter, the company normally counterattacks. All available troops not actively engaged are used to destroy or eject the enemy and to restore the lost portion of the perimeter.

c. Resupply is usually accomplished by air. Helicopters are normally used to evacuate casualties.

d. Patrols are used to maintain contact with the enemy. The company is alert for any withdrawal of the enemy force. Should such a substantiated withdrawal occur, the company must be prepared for immediate redeployment consistent with its implied or stated missions, on order of the battle group commander.

## Section VI. REVERSE SLOPE DEFENSE

### 72. General

a. *Use.* A reverse slope defense is one organized on the portion of a terrain feature that is masked by a crest from enemy direct fire and ground observation from the front. All or any part of the forces on the FEBA may be on the reverse slope, depending on the terrain in the area to be defended. A successful reverse slope defense depends on control of the crest either by fire or physical occupation. The battle group commander may direct the occupation of a reverse slope position under the following conditions:

- (1) When the forward slope is untenable because of enemy fire.
- (2) When the forward slope has been lost or not yet gained.
- (3) When the terrain on the reverse slope gives better fields of fire than the forward slope.
- (4) To avoid a dangerous salient or reentrant.
- (5) When possession of the forward slope is not essential for observation.
- (6) To assist in achieving deception and surprise.

b. *Advantages and Disadvantages.* In a reverse slope defense, the forward elements of the battle area are protected from enemy ground observation and direct fire weapons. Enemy indirect fire weapons normally must deliver unobserved fires, which reduces their effectiveness. When the enemy has been deceived as to the true defense situation, he may advance to close contact before he realizes he has discovered the battle area. Then it is too late for him to deliver nuclear fires without endangering his own forces. The defender may effectively employ deceptive measures such as

dummy positions on the forward slope. These advantages permit greater freedom of movement, more detailed improvement of the position, ease of supply, and rest for the troops. Two major disadvantages are the difficulty of maintaining observation of the enemy and the restricted range for direct fire weapons. Without observation, the effectiveness of friendly direct and indirect fires is limited. Obstacles and minefields on the forward slope cannot be covered by direct fire weapons. If the enemy seizes the crest, he can have the advantage of attacking the battle area moving downhill while a counterattack to eject him must move uphill.

### 73. Organization of the Defense

*a. Disposition of Troops* (fig. 15). The reverse slope is generally organized according to the fundamentals of defense (par. 43). Special considerations include the following:

- (1) Observation and security (O&S) groups are established on or just forward of the topographical crest to give observation over the unit's entire front. These groups may vary in size from two men to a rifle squad (usually from the reserve platoon). They may be reinforced with machineguns, antitank weapons, and tanks. At night these groups are strengthened to prevent infiltration and surprise. If the company is part of the battle group in a reverse slope defense, the O&S groups may be controlled by the battle group commander.
- (2) The forward platoons are located within effective small-arms range of the crest. Troops on the reverse slope are located to permit maximum fire on the crest, the approaches around the crest, and on the forward slope of adjacent terrain features. A desirable location for the reserve platoon is the military crest of the next high ground to the rear, if it is within supporting range.

*b. Fire Support.* The employment of organic and attached weapons and supporting fires are generally as discussed in paragraphs 53, 55, and 61.

- (1) Machineguns and other automatic weapons are placed where they can deliver the most effective surprise fire on the enemy as he crosses the crest. Their sectors of fire should provide maximum coverage between the FEBA and the crest. Machinegun final protective lines are designated as in the forward slope defense.
- (2) In the reverse slope defense, antitank squads may be positioned in the reserve platoon area (*a*(2) above) to better advantage than when defending the forward



slope. Firing positions on the next high ground back of the forward platoons often give better fields of fire than positions in the forward area.

- (3) The reserve platoon can often provide more effective fire support for forward platoons than in the defense of the forward slope.
- (4) Barrages are normally placed along the crest of the hill to deny it to the enemy (par. 53*b*). When the FEBA is as much as 500 meters back of the crest, it may be more advisable to locate the barrages closer to the FEBA than to the crest. In this case, concentrations are planned both on and short of the crest to keep the enemy under fire as he advances toward the planned barrage area.

#### 74. Conduct

The conduct of a reverse slope defense generally parallels that of a forward slope defense. The O&S groups give warning of an enemy approach and delay and disorganize him with long-range fires. To give a better coverage of the front during periods of poor visibility, warning and illuminating devices such as flares, searchlights, infrared equipment, and antipersonnel mines are used extensively. As the enemy forces the O&S groups to withdraw, prearranged concentrations are delivered on the forward slope to disrupt the enemy's attempts to mass for an assault. Automatic weapons with the O&S groups are withdrawn first so they can occupy their primary firing positions before the enemy reaches the crest. Direct fire weapons within the battle area withhold their fires until suitable targets appear. As the enemy crosses the crest, barrages (or concentrations) are fired. All other indirect fire weapons capable of doing so fire concentrations in support of the threatened area. If the enemy makes a penetration, the counterattacking force destroys or ejects him and re-establishes the O&S groups on the crest.

### Section VII. DEFENSE OF A RIVERLINE

#### 75. General

*a.* The fundamentals of the defense of a riverline are the same as for other defenses (par. 43).

*b.* The battle group order may require the company to defend on or close to the near bank or, if that terrain is not adaptable, on terrain farther to the rear which controls approaches from the river. When the FEBA is near the river, the COPL is located

on the far side. When the FEBA is farther to the rear, the COPL may be either on the near or far side of the river, depending on the terrain.

c. The advantages afforded by a river obstacle are exploited to the maximum. But leaders and troops must be careful not to overestimate the value of the river as an obstacle.

d. Defense planners must consider the various means available to the enemy for crossing the river, such as individual flotation devices, boats, amphibious vehicles, and helicopters.

## 76. Organization of the Defense

a. *Disposition of Troops.* Forward platoon defense areas are selected and organized generally as described in paragraphs 52 and 60. When the FEBA is near the river, the forward platoons are positioned to cover the most dangerous crossing areas. When the FEBA is farther to the rear, forward platoons are positioned to cover the most dangerous approaches from the river. The company commander retains a reserve whenever possible. He may have to select many supplementary reserve positions to provide depth in areas of a likely enemy crossing and to permit defense against airmobile attack.

b. *Fire Support.* The employment of organic and attached weapons and the use of supporting fires are generally as discussed in paragraphs 53, 55, 60, and 61.

- (1) When the FEBA is near the river the following special considerations apply: Machineguns are positioned to cover dangerous crossing sites and avenues of approach to them. The terrain along a river usually offers excellent fields of fire and permits grazing enfilade fire to be delivered along the front. Final protective lines may be established to graze the river or the far bank.
- (2) Antitank squads and attached tanks are positioned where they can cover likely crossing sites for amphibious vehicles and cover avenues of approach to the river.
- (3) Barrages are normally planned on the far bank at probable crossing sites (par. 53b).

c. *Security and Surveillance.* Security and surveillance are as described in paragraphs 46, 56, and 60, with the following modifications:

- (1) When the combat outpost is located on the far bank, it seldom has tanks attached unless there are bridges or fords which can be kept intact for their withdrawal.

Plans for withdrawing the combat outpost include both primary and alternate crossing means. Crossing means available may include helicopters and attached personnel carriers. When the COPL is on the near side of the river, elements of the outpost patrol aggressively on the far bank. The patrols are particularly alert to locate lucrative nuclear targets and to determine where the enemy will attempt to cross.

- (2) When the FEBA is near the river, local security elements are often placed on the far bank where they patrol aggressively. The patrols are particularly alert for any enemy withdrawal which might indicate their intent to use nuclear weapons. Plans for withdrawing the security elements include both primary and alternate crossing means.
- (3) Special consideration is given to providing adequate surveillance of rear areas to detect airborne attack.

*d. Use of Armored Personnel Carriers (APC).*

- (1) Special consideration is given to attaching APC to the combat outpost patrols, and other security elements that operate on the far bank.
- (2) It is normally desirable for the reserve to be mechanized so it can move rapidly to supplementary positions. See paragraphs 55 and 60.

## 77. Conduct

*a.* When security elements withdraw to the near side of the river, bridges are blown, fords are mined, and boats and barges are destroyed in accordance with directives.

*b.* When the FEBA is near the river, the defender attempts to keep the enemy from crossing. The company commander shifts his reserve as necessary to block a possible penetration. If the enemy succeeds in crossing and making a penetration, the company normally contains the penetration until a higher echelon can counterattack (par. 67).

*c.* If the FEBA is located farther to the rear, the company determines the enemy's principal crossing sites, destroys him by fire, and counterattacks while he is astride the river, or blocks his exit from the landing areas. The destruction of the enemy force, including his crossing equipment, rather than the restoration of the FEBA, is the primary consideration.

### 78. Missions and Employment

*a.* The reserve of a battle group in defense consists generally of one or more rifle companies and all or a portion of a tank company. Normally, the battle group reserve maneuver elements will be combined arms teams (infantry-tank). When aircraft are available, a portion of the reserve may be an airmobile force.

*b.* A reserve rifle company may be assigned one or more of the following tasks:

- (1) Block or canalize an enemy penetration.
- (2) Protect the battle group flanks and rear.
- (3) Act as the maneuver element in a counterattack.
- (4) Perform security and surveillance missions.
- (5) Assist in preparing forward company defense areas.
- (6) Cover the withdrawal of forward companies.
- (7) Relieve a forward company.
- (8) Support the forward companies by fire.

*c.* The battle group commander designates blocking positions in the battle group rear area. He specifies the priority of construction and designates the positions to be occupied initially.

### 79. Organization of Positions

*a.* Reserve positions are organized generally the same as in a forward company area (pars. 51-63).

*b.* The 81-mm mortar section may be directed to reinforce the fires of the mortars of a forward company (par. 55). In this case, barrages are planned and fired as requested by the reinforced unit. When no reinforcing mission is assigned, the mortars of a reserve company do not fire barrages. They may be assigned concentrations to fire, subject to the battle group commander's discretion. Mortars will be prepared to fire within, and to the flanks of the battle area.

*c.* The construction of obstacles is coordinated closely with battle group to permit the desired movement of friendly forces in the battle group rear area.

### 80. Security

*a.* A reserve rifle company may be required to attach elements (normally rifle platoons) to the forward companies for use on the combat outpost.

b. The company may be given the responsibility for providing the entire COP forward of the battle group. This may occur when time for preparing the forward company area is limited, when the COPL is beyond supporting distance of the forward companies, and when a COP is to be established forward of new defensive positions in a night withdrawal (par. 47).

c. The company provides security of the battle group rear area as directed by the battle group commander. The battle group rear area is inclosed by the flank boundaries, a line generally parallel to the front running through the rear of the forward company boundaries, and a line generally parallel to the front running through the rear of the battle group flank boundaries. The rear area security mission normally requires the reserve company to provide protection against attack by airborne forces, guerrillas, and infiltrators in the rear area (par. 49). Rear area security measures may include the use of observation, sentinel, and listening posts; foot and motorized patrols; roadblocks; and warning and surveillance devices (pars. 56 and 60).

## 81. Counterattack Planning

a. The battle group commander directs and supervises the preparation of battle group counterattack plans. The battle group reserve is normally the counterattack maneuvering force, though unengaged elements of the battle group are often included. The plans normally attach all friendly forces in the penetrated area to the maneuvering force. When the maneuvering force consists of more than one company, it may be commanded by the deputy battle group commander.

b. Each battle group counterattack plan usually assigns the maneuvering force a line of departure, direction of attack, and objective. An attack position is generally designated but used only when necessary. The company commander prepares a plan for his company to implement each of the battle group plans. Subordinate leaders of the company also prepare their plans. See also paragraph 60.

## 82. Conduct

a. Throughout the conduct of the defense, the reserve company commander keeps informed of the situation and, in turn, informs his subordinates. The entire company must react quickly and effectively to battle group orders. The company commander anticipates the possible commitment of his company and prepares plans accordingly. Reliance is placed on fragmentary orders.

b. The company or its elements may be ordered to move to positions to block or canalize an enemy penetration or to protect the battle group flank(s). Movement is rapid (by vehicle if possible), and over previously reconnoitered routes that give maximum concealment and cover. For conduct of the defense from these positions, see paragraphs 64 through 67, this chapter.

c. When the company participates in a counterattack, the original plan will normally have to be revised slightly by fragmentary orders to make it applicable to the situation. For conduct of the counterattack, see paragraphs 64 through 67, this chapter. The success of the counterattack depends largely on surprise, boldness, and speed of execution. When the enemy has been destroyed or ejected from the penetrated area, the company may be ordered to assume responsibility for that area or to move to positions in the battle group rear. If the counterattack force cannot entirely restore the original battle area, it consolidates the ground gained.

## Section IX. RELIEF IN PLACE

### 83. General

a. Secrecy is essential in preparing for and conducting a relief. Darkness and reduced visibility help to preserve secrecy, so reliefs are made more frequently at night than during daylight. The relief is conducted as rapidly as possible, consistent with secrecy and control.

b. During a relief, units are particularly vulnerable to nuclear and nonnuclear fires. To avoid a concentration of troops, platoons may be relieved one at a time unless a particular situation requires all company elements to be relieved at once.

### 84. Planning the Relief

Plans are as detailed and complete as time permits and include—

a. *Reconnaissance.* Preceding the relief, the incoming company commander and platoon leaders conduct a daylight reconnaissance of the defense area, routes, and locations where guides will be met. They familiarize themselves with defensive dispositions and plans, the terrain, and the enemy situation. The outgoing company commander makes necessary plans for conducting his part of the relief. He usually needs to remain with his unit, so he designates representatives to reconnoiter the outgoing route, guide locations, and the new area to be occupied, as appropriate.

b. *Liaison Personnel.* The commander of the incoming company and his platoon leaders take liaison personnel forward with them

on their reconnaissance and arrange to leave them on the positions to be occupied. The liaison personnel keep informed of all changes occurring after the reconnaissance. When practicable, liaison personnel from the outgoing unit remain on the position long enough to further orient the newly committed unit commanders.

*c. Exchange of Crew-Served Weapons, Supplies, and Equipment.* Commanders of the incoming and outgoing units arrange for the mutual exchange of crew-served weapons which cannot be easily moved or whose removal would disrupt the effective delivery of fires. The exchange is based upon the authority included in the relief order of the next higher commander. Outgoing units normally leave excess ammunition, field fortification material, wire lines and switchboards, range cards, and minefield records on position. Radios and radars are not usually exchanged.

*d. Attachments.* To simplify control and reduce the number of guides, the incoming rifle company commander normally attaches weapons crews to the rifle platoons in whose areas they will operate. The outgoing rifle company commander usually does the same. Both incoming and outgoing rifle platoon leaders ordinarily attach weapons crews to the rifle squads in whose area they are to operate. Attachments during the relief are generally made for the movement only.

*e. Guides.* The guides should reconnoiter and mark relief routes in advance. The incoming and outgoing companies should use different routes to facilitate control and dispersion. The activities of the guides should be supervised to ensure efficiency and avoid unnecessary delays. An incoming company is usually guided by its own personnel to the rear of the battle area of the outgoing company. From this point forward it is guided by personnel of the outgoing company. There should be no break in the movement when changing guides or at any other time. Personnel of the outgoing company guide their unit during the complete movement to the rear.

*f. Periodic Reports.* All commanders provide for periodic progress reports to be made during the conduct of the relief.

*g. Security.* Normal activities are simulated as much as practicable. Local security elements are normally maintained by the outgoing unit and are usually the last elements of that unit to be relieved. The relief is not mentioned in the clear over electrical means of communication. The size and activities of reconnaissance parties are limited and the movement of vehicles is restricted. Light and noise discipline is enforced.

*h. Relief Order.* The relief order, which follows the standard operation order sequence, includes such specific items as the times for the relief to begin and end; the time or condition for exchanging responsibility for the battle area; routes; attachments; march formations; the designation and location of crew-served weapons, equipment, and supplies; security measures; action to be taken in the event of hostile action during the relief; and the requirement for periodic reports to be submitted by subordinate leaders during the conduct of the relief.

## 85. Conduct of the Relief

*a. General.* See paragraph 82.

*b. Incoming Company.* At the time prescribed for the start of the relief, the incoming company moves forward to the company release point, where it is released to the control of the company commander. Without delay, the company moves to the platoon release point. Guides lead the platoons from the platoon release point to the squad release points, where other guides lead the squads to their positions. The incoming and outgoing squad leaders then relieve a few men at a time until the relief is completed. Enough time is allowed for each man of the incoming squad to be thoroughly oriented by the man he is relieving.

*c. Outgoing Company.* As each squad (with attachments, if any) is relieved and the squad leader has been relieved of responsibility for the position, the squad moves directly from its assembly area to the platoon assembly area. When the platoon leader is relieved of the responsibility for his defense area, he joins his platoon in the assembly area and moves it to the company assembly area without further delay. When the company commander is relieved of responsibility for the company area, he rejoins his company. Throughout the conduct of the relief, commanders at all levels are responsible for the dispersion and security of their units. When time permits, the relief of self-propelled weapons should be phased so as to minimize noise and avoid a betraying movement.

## 86. Command During the Relief

*a.* Commanders at each echelon should be together at the command post or observation post of the outgoing unit to facilitate control and communication.

*b.* The execution of a relief takes place under the direction of the commander of the outgoing unit. He usually remains responsible for the defense of the area until the majority of the relieving

unit is in position and communication and control have been established by the incoming commander. The exchange of responsibility is agreed upon by the commander concerned and verified by receiving the concurrence of their next higher commanders. If the enemy attacks before the incoming commander assumes responsibility for the defense, he assists the outgoing commander with all means available to him. In this event, the elements of the incoming company already in the area are attached to the outgoing company for the conduct of the defense.

## CHAPTER 4

### OFFENSE

---

#### Section I. GENERAL

#### 87. Mission

a. The mission of the rifle company and rifle platoon in offensive action is to close with the enemy by means of fire and maneuver in order to destroy or capture him.

b. The mission of the weapons platoon is to furnish close and continuous fire support for the attacking rifle platoons and to provide antitank protection for the company.

(1) *Antitank squads.* The primary mission of the antitank squads is to provide antitank protection for the company. They have a secondary mission of providing close fire support to the attacking rifle platoons.

(2) *81-mm mortar section.* The mission of the 81-mm mortar section is to furnish close and continuous fire support to the attacking rifle platoons.

#### 88. Concept of Offensive Operations

a. Rifle elements, moving under the protection of supporting fires or exploiting the effects of these fires, maneuver to a position from which they can assault the enemy and complete his destruction by close combat. The effects of enemy fires are reduced primarily through surprise, rapidity of movement, dispersion, and use of supporting fires.

b. The company may attack with or without the support of tactical nuclear or chemical weapons.

#### 89. Employment of the Rifle Company and Rifle Platoon

a. When offensive action is planned, the battle group commander assigns mission(s) to the company and designates attached and/or supporting units. The mission of an attacking rifle company is usually expressed in terms of terrain objectives to be seized. The battle group commander assigns the company either a zone of action, an axis of advance, a direction of attack, or a

combination of these control measures. The company may be all or part of the main or supporting attack of the battle group, or it may be all or part of the battle group reserve. The company may be foot mobile, motorized, mechanized, or transported by aircraft. For a discussion of offensive maneuvers in which the company may participate as part of the battle group, see FM 7-40.

b. The rifle platoon normally attacks as part of a coordinated company action. With attachments, it may be employed for short periods of time as an independent force. Using the fires of organic, attached, and supporting weapons to neutralize the enemy, the platoon maneuvers to an advantageous position from which it can close with the enemy. It attacks by fire and maneuver. When possible, it maneuvers against the enemy's flank or rear.

## Section II. PREPARATION FOR THE ATTACK

### 90. Actions of the Company Commander

a. The company commander normally receives a battle group warning order which permits early planning and the initiation of preparations for the attack. The warning order is usually fragmentary and may contain such information as the time of the attack, mission, preliminary plan for the employment of elements of the battle group, information pertaining to the issuance of the battle group attack order, and administrative instructions necessary for proper preparation. The company commander in turn issues an appropriate warning order to his subordinates.

b. Based on the battle group warning order, the company commander decides who will accompany him when he goes to receive the battle group order. He normally takes with him the weapons platoon leader, artillery forward observer, leaders or representatives of other attached or supporting units, his communication chief, and a radiotelephone operator. This provides that appropriate leaders or their representatives will be immediately available to the company commander after receipt of the order to assist him in formulating his plan of attack.

c. The plan of attack consists of a scheme of maneuver and a fire support plan. These are developed concurrently, since they are interrelated. In developing his plan of attack, the company commander keeps in mind the accomplishment of his mission in the shortest possible time and with the fewest casualties. He strives to develop a plan which is simple yet complete, provides for flexibility, will achieve surprise, directs the major effort

against the principal objective(s), and minimizes the vulnerability of the company to nuclear and nonnuclear fires and to CBR attack.

d. For a discussion of the actions of the company commander in formulating his plan, issuing his order, and supervising the preparation of the company for action, see Appendix II.

## 91. Actions of the Rifle Platoon Leader

a. The platoon leader normally receives a warning order before the attack which gives him fragmentary information and instructions on the time and place to report to receive the company order. Based on this information, he issues his warning order to his subordinates and starts the platoon preparations (par. 96). The platoon leader, usually accompanied by one man to act as a guide, reports to receive the company attack order. The platoon sergeant and/or squad leaders may also accompany him when it appears their assistance will be needed for reconnaissance and coordination. In the absence of the platoon leader, the platoon sergeant or senior squad leader, as appropriate, supervises platoon preparations for the attack.

b. The platoon leader's actions are organized so he can make the best use of his available time before the attack. His actions, stated generally here, are discussed in detail in Appendix II. The platoon leader sends the guide back to guide the squad leaders forward to receive the platoon attack order, unless other arrangements to bring them forward have been made. After he receives the company order, the platoon leader coordinates with adjacent and supporting unit leaders and, if a passage of lines is to be made, with the leader of the unit through which his platoon is to pass. He conducts his reconnaissance, making a thorough terrain analysis. Based upon his estimate of the situation (par. 13), he formulates his plan of attack, which consists essentially of a scheme of maneuver and a fire support plan. These two portions of the plan of attack are discussed separately in paragraphs 106 and 107.

## 92. Issuance of the Platoon Order

At the appropriate time, the platoon leader assembles his subordinate leaders, including attached unit leaders, and issues his attack order. Before issuing his order, he orients his subordinates from a terrain vantage point. If he cannot do this, he may use a map, sketch, or other field expedients for the orientation. In issuing his order, he follows the standard operation order sequence and includes only such information as his subordinates

need to know. He questions his subordinates to insure that they thoroughly understand the order (App. III).

### 93. Actions of Rifle Platoon Squad Leader

After receiving the platoon attack order, the squad leaders make their reconnaissances and formulate their plans. Their actions are described in appendix II.

*a. Rifle Squad Leader.* While on reconnaissance, the rifle squad leader studies the terrain, paying particular attention to the route, landmarks on which to guide, and known or suspected enemy positions. Based on his estimate of the situation (par. 13), he plans the actions of his squad from the time it crosses the line of departure through consolidation of the objective. He plans in detail his assigned tasks, any anticipated action at danger areas along the route, such as seizing key terrain features short of the objective, and his squad's part in the assault and consolidation.

*b. Weapons Squad Leader.* During his reconnaissance, the weapons squad leader selects exact firing positions for weapons (including both primary and alternate positions) according to the platoon leader's instructions. He pays particular attention to targets, routes to weapons positions, routes for displacement, and the route that the maneuver element will take to the objective.

*c. Issuance of Orders.* Since rifle squad members normally do not see the terrain before the attack, the squad leader uses a sketch or an improvised sandtable to orient them. The squad leader issues his order, if time permits, in the assembly area. On occasion, the available time will be so limited that he must issue his order while moving forward from the assembly area. The squad order is issued in the standard operation order sequence.

### 94. Actions of the Weapons Platoon Leader

*a.* The weapons platoon leader usually accompanies the company commander to receive the battle group attack order. Before doing so, he issues a warning order to his platoon sergeant. After receipt of the battle group order, the company commander may direct the weapons platoon leader to accompany him on his reconnaissance or to conduct a separate reconnaissance. Based upon the battle group order, the company commander's concept for the attack, and his own reconnaissance, the weapons platoon leader decides what recommendations to make on the employment of his platoon. If general support appears to be feasible, he also prepares recommendations on general position areas, disposition of forward observers, methods of displacement (par. 114), and targets (par.

107). During his reconnaissance, the platoon leader makes a thorough terrain analysis. He selects principal directions of fire for the antitank squads and general firing position areas for the antitank squads and mortar section subject to the company commander's approval of his recommendations. During this time, the platoon prepares for the attack, normally under supervision of the platoon sergeant.

*b.* If the company order attaches squads to rifle platoons, the weapons platoon leader ensures that the leaders of those squads report to their respective rifle platoon leaders as soon as possible. When time permits, the weapons platoon leader makes an additional reconnaissance after the company attack order is issued. His actions are described in Appendix II. He issues his attack order as soon as possible, giving the section and squad leaders maximum time to make their preparations. Whenever possible, he orients his leaders from a terrain vantage point. If he cannot do this, he uses a map, sketch, or an improvised sandtable. In addition to other information, his order includes the method of employment of each squad and, if in general or direct support, the general position areas, disposition of the mortar forward observers, principal directions of fire and targets for the antitank squads, and tentative plans for displacement.

*c.* The section and squad leaders, in turn, reconnoiter, select exact firing positions, and coordinate with rifle platoon leaders to learn what routes the rifle platoons will use. They normally issue their squad orders in the assembly area.

*d.* When a squad is attached to a rifle platoon, the squad leader may make recommendations to the rifle platoon leader on the employment of his squad, to include the general position area, targets, and plans for displacement. The rifle platoon leader controls the squad.

*e.* As soon as possible, the platoon leader (assisted by the platoon sergeant and the fire direction computers) prepares a plan, usually in overlay form, of 81-mm mortar fires to support the attack. This plan is given to the forward observers and to the company commander, generally with enough copies to issue to the rifle platoon leaders and one copy to be forwarded to battle group.

## 95. Assembly Area

Prior to the attack, the company may occupy an assembly area, normally designated by the battle group commander. In the assembly area, elements of the company are dispersed to the maxi-

imum extent practicable to reduce vulnerability to enemy fires. Advantage is taken of available concealment and cover, and maximum use is made of camouflage. Elements of the company are disposed to permit all-around defense, if required. Individual shelters are dug. Security is posted to prevent surprise by enemy ground or air action. Antitank weapons are positioned to provide protection against surprise enemy armor attack.

## 96. Preparation of the Company for the Attack

Normally, the preparations for the attack are completed while the company is in the assembly area. These preparations include reconnoitering, formulating plans, and issuing orders, as well as the following:

- a. Additional ammunition is drawn and distributed.
- b. Weapons, vehicles, equipment, and personnel are checked for readiness. Vehicles are refueled (topped off) and lubricated.
- c. Equipment not needed for the attack is collected and stacked for later pickup.
- d. Extra or special equipment needed for the operation is issued.
- e. Troops are allowed to rest to the maximum extent possible consistent with security, briefing(s), and preparations for the attack.
- f. Maps or map substitutes are prepared and issued to subordinate leaders, including, as a minimum, platoon and attached unit leaders.
- g. Organic vehicles join their respective units as required.
- h. Units attached to the rifle company may join the company.
- i. Communication equipment is checked for serviceability, and necessary frequencies and call signs are issued together with any special communication instructions.
- j. Specialized training and rehearsal are conducted as required.

## Section III. PLANNING THE ATTACK

### 97. General

- a. The plan of attack includes a scheme of maneuver and a plan of fire support.
- b. Sound and timely planning for the attack is important since improperly conceived plans or delays increase the vulnerability of

the company and jeopardize chances for success. In nuclear warfare, with emphasis on speed and aggressiveness, the time available for planning may be short; therefore, the company commander and subordinate leaders must make maximum use of the logical steps and thought processes incorporated into the estimate of the situation (par. 13) and troop leading procedures (App. II).

### 98. Scheme of Maneuver \*

a. The scheme of maneuver is the plan for the placement and movement of maneuver elements to accomplish the mission. The company maneuver elements are the rifle platoons and tank platoons when attached. Included in the scheme of maneuver are the following: organization for combat; control measures; formations; use of the reserve; provisions for security, reorganization, consolidation, and dispersal; and plan for continuation of the attack.

b. Each maneuver element is given a specific mission prescribing its role in the scheme of maneuver. Missions assigned to attacking platoons are usually in terms of terrain objectives to be seized. The company commander gives his platoon leaders maximum freedom of action consistent with the overall plan.

c. In determining the scheme of maneuver, the company commander considers the means of mobility provided by the battle group commander.

d. The discussion of the scheme of maneuver contained in this section pertains primarily to a dismounted daylight attack; but it is generally appropriate for all types of attack, with minor modification and amplification. For special considerations involved in formulating the scheme of maneuver for other types of attack, see applicable sections of this chapter.

e. Task organization is the temporary organization for conducting a specific operation. At company level it entails the temporary assignment of units or personnel to subordinate elements of the company. For example, 81-mm forward observers from the weapons platoon must be assigned to rifle platoons as appropriate. Similarly, aidmen from the battle group medical platoon are assigned. In certain situations, tanks or antitank squads may be attached to rifle platoons.

### 99. Control Measures

The company commander controls the maneuver elements in the attack by utilizing the control measures listed below, as appropriate. To give his subordinates maximum freedom of action, he

prescribes the minimum control measures necessary to insure the progress of the attack in the desired manner.

*a. Time of Attack.* This is usually prescribed in the battle group order. It is the time when the leading element of the attacking companies must cross the line of departure. In conjunction with the line of departure, the time of attack assures the commander that his attacking elements and fire support units are coordinated at the beginning of the attack.

*b. Attack Position.* This is normally the last concealed and covered position short of the line of departure which is occupied by elements of the company to allow final coordination and other last-minute preparations, and to deploy in the initial attack formation. On occasion, the attack position need not be designated.

- (1) A halt in the attack position is made only when final preparations cannot be completed in the assembly area or on the move. Any unnecessary delay in an attack position needlessly exposes the unit to enemy fires and may reduce the degree of surprise which can be achieved. It is particularly undesirable to use an attack position for a passage of lines.
- (2) The attack position is usually selected by the company commander, except when close control by the battle group commander is required, as in a night attack or attack of a riverline. Desirably, an attack position offers concealment and cover from enemy direct fire and observation, is easily recognizable on the ground, and is large enough to accommodate the company, adequately dispersed, in the initial attack formation.
- (3) An attack position should be occupied for the minimum time necessary.

*c. Line of Departure (LD).*

- (1) A line of departure is a line designated to coordinate the beginning of an attack. Desirably, it should be easily recognizable on the ground, generally perpendicular to the direction of attack, under control of friendly units, and not under enemy direct fire or observation. For units not in contact, a line of departure is normally prescribed for their employment based upon terrain. When the line of departure cannot be fixed on terrain, the line of contact may be designated as the line of departure (LD is LC).
- (2) In some instances, the LD specified by the battle group commander may be unsuitable for elements of the com-

pany. When this occurs, the company commander may select and use a company LD in the immediate vicinity of the battle group LD, but the company must cross the battle group LD at the time specified in the battle group order.

- (3) If the LD is the line held by another unit already in contact with the enemy, coordination is required to ensure the uninterrupted passage of lines in order to minimize the time that a remunerative nuclear target is presented. Speed and secrecy are emphasized. When possible, plans are made for the attacking elements to be guided through gaps between elements in contact.

*d. Zone of Action.* A zone of action is an area bounded by the line of departure, final objective, and boundaries on one or both flanks. Boundaries on unexposed flanks are specified, but the boundary on an exposed flank may not be specifically designated. A unit is free to maneuver and fire throughout its assigned zone to accomplish its mission. When the commander of a unit desires to enter or fire into the zone of an adjacent unit, he coordinates the matter with the adjacent unit commander and notifies the next higher commander of the action. Except in an airborne operation, a unit is not required to clear enemy resistance from its zone unless specifically directed. It may bypass enemy resistance which does not jeopardize the accomplishment of its mission, provided such action is promptly reported to the next higher commander. Zones of action are normally used for control in dismounted attacks.

- (1) Boundaries defining a zone of action extend only as far as the particular situation requires. Normally, they will extend sufficiently forward of the objective to provide for positioning of local security posts forward of the consolidated position. They are usually drawn along easily recognizable terrain features in such a manner that division of responsibility for key terrain features is avoided. If one flank of the company is exposed, the battle group commander does not normally designate a boundary on that flank. In this case, the company commander determines the width of his zone by analyzing the mission, mobility of the company, and the ability of elements of the company to maneuver in the zone without risk of defeat, and by determining the presence and location of reconnaissance elements on the flank.
- (2) A platoon zone of action should include at least one adequate avenue of approach to the platoon objective. In

selecting boundaries between platoons, the company commander avoids dividing avenues of approach or key terrain features between two platoons. Platoon boundaries are normally designated on the ground in terms of easily recognizable terrain features. If platoon zones of action are prescribed and an overlay is issued in conjunction with the attack order, boundaries are shown on the overlay.

- (3) When a platoon leader desires to maneuver or fire in the zone of an adjacent platoon of the company, he coordinates with the adjacent platoon leader and notifies the company commander. When a platoon leader desires to maneuver or fire in the zone of an adjacent company, the company commander must coordinate the action with the adjacent company commander and notify the battle group commander.

*e. Axis of Advance.* This is a line of advance extending in the direction of the enemy and indicating the *general* route along which attacking elements will move. It is most frequently used as a control measure in fluid or mechanized operations. A unit moving on an axis may bypass enemy forces which do not jeopardize the accomplishment of its mission provided the next higher commander is promptly informed of such bypassing. Deviation may be made to bypass obstacles; however, a major deviation must be reported. The axis of advance is represented on a map or overlay by an "open" arrow labeled "Axis of Advance" starting at the line of departure or other designated point and continuing to the objective.

*f. Direction of Attack.* A direction of attack is a specific direction or route which the main attack or center of mass of the unit will follow. The terrain along the direction of attack must be cleared of effective enemy resistance. Because of its restrictive nature, a direction of attack is normally used only when a commander must maintain close control over the maneuver of subordinate elements to accomplish a closely coordinated scheme of maneuver. It is often used to designate the direction of a counter-attack. A direction of attack is represented graphically by an unlabeled arrow.

*g. Checkpoint.* This is an easily identifiable point on the terrain used either to control movement or as a reference point for reporting the location of friendly units or other information (enemy activity, obstacles, etc.). It may be used "in the clear" to report the location of units or to designate targets for supporting weapons. The company commander may designate as checkpoints

those terrain features to which rapid reference may be required during the conduct of the attack. For simplicity, the number of checkpoints designated is held to a minimum consistent with anticipated needs. A checkpoint is represented graphically by a circle with the checkpoint number inside.

*h. Contact Point.* This is a point on the terrain where two or more units are required to make physical contact. Contact points are seldom designated by the company commander for use during the attack, except as required after seizure of the objective when platoons have dispersed. A contact point is represented graphically by a square with the number of the contact point inside.

*i. Phase Line.* A phase line is a line utilized for control and coordination, usually a terrain feature extending across the zone of action. It is located on an easily recognizable terrain feature such as a ridgeline, stream, or road. It is used to control the forward movement of units. Units report arrival at (and sometimes clearance of) phase lines, but do not halt unless so ordered. A phase line may be used to limit the advance of attacking elements.

*j. Final Coordination Line.* (Final coord line: This should not be abbreviated any further to prevent confusion with "fire coordination line.") This is a line used to coordinate the lifting and shifting of supporting fires, and the final deployment of the attacking echelon in preparation for conducting an assault against an enemy position. It is located as close to enemy positions on the objective as attacking troops can move before becoming dangerously exposed to friendly supporting fires. It should be recognizable on the ground. Ideally, it should have concealment and cover. When a requirement exists for two or more elements of a unit to assault simultaneously, elements of the attacking echelon may be halted to await the arrival of other elements.

- (1) When enemy positions are known and supporting fires can be carefully planned in advance, the company commander may select a tentative final coordination line while planning the attack. He normally selects a tentative final coordination line only for those objectives on which a coordinated assault by two or more platoons is planned, leaving the selection of other final coordination lines to the platoon leaders.
- (2) Often, a final coordination line cannot be selected ahead of time. It may be selected or changed during the attack (par. 113).

*k. Objectives.* An objective is a designated locality or geographical feature to be captured or reached in the course of an

attack or during movement. Assigned objectives will be seized and controlled. Based upon his estimate of the situation (par. 13), the company commander may subdivide the company objective(s) into platoon objectives and, in addition, assign such intermediate platoon objectives as are necessary.

- (1) Objectives may be—
  - (a) Terrain which dominates all or the major portion of the company zone or axis of advance and which, if occupied by the enemy, would jeopardize the accomplishment of the mission.
  - (b) Terrain on which difficult combat is anticipated, indicating a need for a period of reorganization.
  - (c) Terrain from which a coordinated attack will be launched.
  - (d) Terrain required for purposes of control, as in areas where observation is limited or where distances involved require displacement of supporting weapons.
- (2) Terrain features selected as platoon objectives should have as many of the following desirable characteristics as possible:
  - (a) They are easily recognizable on the ground.
  - (b) They should provide for convergence of effort.
  - (c) They are within effective range of the company 81-mm mortars.
  - (d) They are neither too wide nor too deep to be controlled by the platoon after seizure. (Normally, the platoon seizes the dominant portion of the objective in its assault.)
- (3) The number of objectives selected should be the minimum required to maintain control, coordination, and the progress of the attack in the manner desired by the commander.

## 100. Company Formations

*a.* In formulating his scheme of maneuver, the company commander determines how many rifle platoons he will use in the attack echelon and how many he will retain in reserve. The initial attack formation is the initial disposition of the rifle platoons as they cross the LD. It is changed, as required, during the conduct of the attack.

*b.* The company commander plans to employ all of the combat power necessary to ensure success. He will utilize as many platoons and as much fire support as are necessary to ensure accomplish-

ment of the mission. While there are no fixed sets of conditions which will determine the most appropriate formation for a given situation, the following discussion may serve as a guide:

- (1) A formation of one platoon in the attack and two platoons in reserve provides limited firepower to the front but a strong reserve. This formation may be appropriate when information of the enemy is vague or when the company has one or both flanks exposed; when only a single, narrow avenue of approach is available, and/or when attacking to seize a deep objective, as in mechanized operations.
- (2) A formation of two platoons in the attack and one platoon in reserve provides moderate firepower to the front consistent with retaining a reserve large enough to influence the action. This formation may be appropriate when relatively detailed information of the enemy is available.
- (3) A formation of three platoons in the attack provides maximum firepower to the front, but provides no reserve with which to influence the action. This formation may be appropriate when a wide area must be cleared rapidly or when the feasibility of using a reserve is limited, as in a night attack or attack of a riverline.

#### 101. Other Platoon Missions

For appropriate missions for the reserve platoon(s), see paragraph 102. For appropriate missions for attached tanks see paragraphs 118 through 123.

#### 102. Use of Company Reserve

*a.* The reserve is the portion of the rifle company withheld from action at the beginning of an engagement so that it will be available for employment at a decisive moment. It is employed to ensure the success of an attack or to maintain its momentum, but it may be ordered to accomplish, or be prepared to accomplish, other specific missions. Appropriate missions may include one or more of the following:

- (1) *Protect one or both flanks to the company.* Normally, this is done with flank combat patrols. The company commander usually prescribes the size of these patrols and he may control their movement. The entire reserve may be echeloned to protect the exposed flank.
- (2) *Maintain connecting group contact with adjacent units.* The size and actions of connecting groups are normally prescribed by the company commander. Control may be

exercised by either the company commander or the reserve platoon leader.

- (3) *Attack from a new direction.* The company commander commits his reserve to maintain or regain momentum of the attack, maneuvering the reserve against the enemy flank or rear.
- (4) *Assume the mission of the attacking platoon(s).* If the attacking echelon, or portion of it, has become disorganized or ineffective because of heavy casualties, the reserve may replace it. The commander should commit it in a new direction rather than through the disorganized element.
- (5) *Mop up a position which has been overrun or bypassed by the attack echelon.*
- (6) *Protect the reorganization and consolidation of the attack echelon.* The reserve may be employed in whole or in part to protect a flank, to complete a company perimeter, to install protective minefields, or to outpost or patrol to the front and flanks of the attacking echelon during reorganization and consolidation.
- (7) *Assist the assault echelon with the fire of the machineguns of its weapons squad.* The machineguns may be placed in position along the LD to support the attack by firing at enemy positions on the objective or along the route of the assault echelon. The machineguns should revert to the support of the reserve platoon, when needed.

b. The reserve is positioned where it can best perform its assigned mission(s)

- (1) The company commander prescribes the initial location(s). It is often in a concealed and covered area a short distance back of the LD, but the assignment of certain reserve missions may dictate otherwise. The commander plans subsequent, easily identifiable locations to keep the reserve far enough forward to be available immediately to influence the action. The reserve usually displaces from one location to another on order of the company commander.
- (2) The company commander may place all or part of his reserve in the zone of the rifle platoon expected to make the best progress, or he may echelon all or a part of it toward an exposed flank. If there is a large gap between attacking platoons, he may have the reserve follow between them.

## 103. Security

a. Security is the responsibility of each leader in the company, regardless of the measures taken by higher commanders. The company commander plans for security against enemy air and ground action. Security measures are designed to protect the unit by providing warning in time to permit the necessary repositioning of forces or other action to meet the threat.

b. The company may attack with one or both flanks exposed. The company commander may position all or part of his reserve so as to protect an exposed flank, use combat patrols to protect it, and/or plan fires to cover likely avenues of approach into the flank.

c. Connecting groups, which periodically report the location of the flank of adjacent units, and aerial observers add a degree of security by providing the company commander with information regarding the situation on the flank.

d. The close-in security of the command post is normally provided by personnel available at the command post under the supervision of the executive officer. The security of the command post is increased when it is located near reserve elements or weapons positions.

e. See Chapter 7 for security in movements to contact.

## 104. Reorganization and Consolidation

a. The company commander prepares plans for the reorganization and consolidation after seizure of an objective. These plans, announced in the attack order, are necessarily tentative and may be changed as required during the conduct of the attack.

b. Consolidation is the organizing and strengthening of a newly captured position so it can be used to defend against an enemy counterattack. The plan for consolidation includes the responsibilities of rifle platoons for defending assigned areas, the designation of general position areas and missions for organic and attached weapons and tanks, the use of patrols to maintain contact with the enemy, and security measures. The plan may also designate contact points between dispersed platoons to further delineate areas of platoon responsibility. The platoon areas assigned for consolidation normally block enemy approaches to the objective.

c. Reorganization is the restoration of order in a unit accomplished by replacing casualties if possible, reassigning men if necessary, replenishing the ammunition supply, and performing whatever other actions are necessary or possible in order to

prepare the unit for further operations against the enemy. The plan for reorganization includes such other items as special instructions regarding ammunition resupply, vehicular movement, reporting of casualties, and the movement and general location of the command post.

#### 105. Continuation of the Attack

a. When the attack is to be continued beyond the initial objective, the company commander makes a preliminary plan for it while making his plan for the initial attack.

b. The preliminary plan is based on a detailed map and aerial photograph study, ground or air reconnaissance, and instructions received from the battle group commander. Preliminary planning reduces the time required for reconnaissance and troop leading after seizure of the initial objective. The plan includes the employment of the rifle platoons and attached tanks, including any anticipated changes in formation, the employment of supporting weapons, and new missions to be assigned the reserve.

c. The company commander includes as much as practicable of the plan for the continuation of the attack in the initial company attack order.

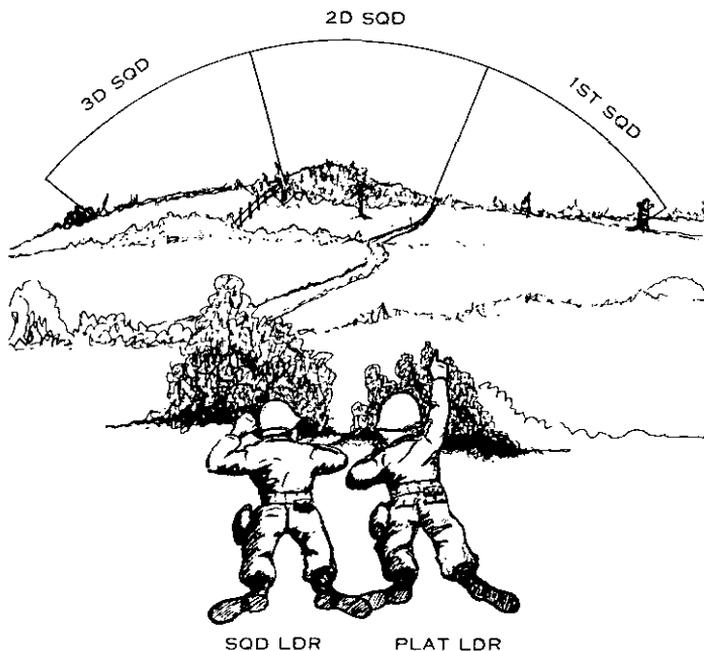
#### 106. Rifle Platoon Scheme of Maneuver

a. The scheme of maneuver is essentially the plan for the employment of the rifle squads to accomplish the assigned mission. It should be simple and flexible and should achieve maximum surprise. It includes—

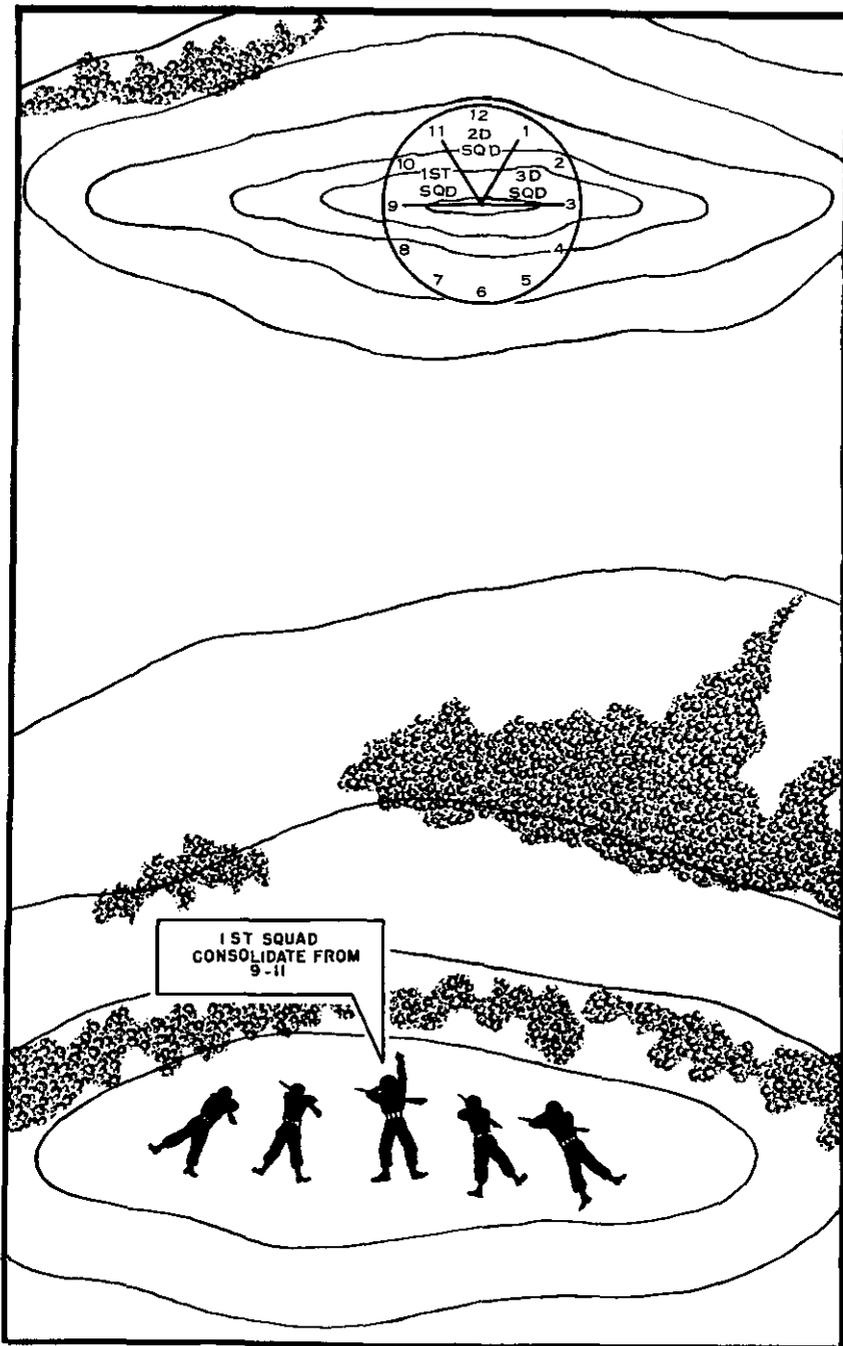
- (1) *Route.* The selected route should take advantage of available concealment and cover, supporting fires and, if possible, should direct the attack at the enemy flank or rear. However, the company commander may restrict the choice of routes to coincide with his overall plans.
- (2) *Formations.* The platoon leader selects an initial attack formation and may designate formation changes along the route. The choice of formations is influenced to a great degree by factors of METT, visibility, and the desired degree of flexibility and speed. For appropriate platoon formations, see Appendix IV.
- (3) *Assault.* Normally, the platoon leader selects a tentative final coordination line, if one has not been designated by the company commander. In selecting the final coordination line, he considers how close the platoon will be able to approach the indirect fires falling on the objective,

and the possibility of masking supporting direct fires and available cover and concealment from enemy fires.

- (4) *Consolidation.* The platoon leader designates the area of responsibility for each squad and a general location for each organic and attached crew-served weapon in order to defend the objective against an enemy counter-attack. The most desirable method of assigning areas of responsibility is to point out terrain features which mark the limits of each area (fig. 16). Often such terrain features will not be visible, in which case the platoon leader uses the clock system. This system places an imaginary clock on the platoon objective with the center of the clock on the center of the platoon objective. The 6 o'clock—12 o'clock axis is specified on the ground by the platoon leader as extending from one outstanding feature to another, visible in the area, and usually in the direction of the attack. Squad sectors and weapons position areas are assigned by hour numbers (fig. 17).
- (5) *Control.* The platoon leader positions himself where he



*Figure 16. Terrain feature method of designating squad areas for consolidation.*



*Figure 17. The clock system may be used for consolidation on the objective.*

can best control the entire platoon and influence its actions. The platoon sergeant is placed where he can best assist the platoon leader. Designation of a base squad, oral orders, radio, flares and smoke streamers, and arm-and-hand signals are normally used to control the platoon.

b. The platoon leader plans to employ his entire platoon in the attack. On rare occasions, a squad may be retained in reserve; may be employed to protect an exposed flank, to attack from a new direction, or to assume the mission of another squad.

### 107. Fire Support Planning

a. The fire support plan supports the scheme of maneuver and is developed concurrently. It represents the company commander's decision on the use of all available fires including those of organic, attached, and supporting weapons. This plan includes targets to be taken under fire, time of delivery of fire, duration of fire, types of fires and weapons to be used, means of communication, and time for displacement, where applicable. The plan is based on the company commander's scheme of maneuver, information received from battle group, information of the enemy, the terrain, and on the recommendations of fire support unit leaders or their representatives.

b. The artillery forward observer is normally the company commander's principal assistant in fire support planning. He makes recommendations on the use of supporting fires and, if appropriate, air strikes and naval gunfire. Based upon the company commander's decision, he forwards requests for fires to the FSC located at battle group. Other individuals who assist the company commander in fire planning are the weapons platoon leader and leaders or representatives of attached or direct support units. They make recommendations on the use of fires of their units. Leaders of organic and attached units also make recommendations concerning position areas and methods of displacement for their units.

c. In developing his fire support plan, the company commander considers such items as the nature of the target, effects desired, weapon capabilities, and availability of ammunition. In general, he plans fires to neutralize known and suspected enemy positions to permit the rapid movement of maneuver elements to seize and consolidate the objective. These fires may be planned as scheduled or on-call fires. Often, the fires available cannot effectively engage all known or suspected enemy positions simultaneously. Consequently, the company commander must decide which enemy positions are likely to have the greatest effect on the accomplishment

of the mission during various phases of the attack and plan his fires to neutralize them at appropriate times. He may plan on-call fires to cover likely enemy avenues of approach into the flanks of the company and to support the consolidation of the objective. The fire support plan normally provides the greatest concentration of fire on enemy positions located on the objective just prior to the assault.

*d.* The company commander is notified of the approval or disapproval of the fire requests he submits to higher headquarters. He changes his fire support plan as required to compensate for the support requests that are disapproved.

*e.* Fire support from a unit in contact may be made available to an attacking rifle company passing through or around its position. After coordination, the attacking company commander integrates the additional supporting fires into his company fire support plan.

*f.* The company commander may assign the reserve platoon(s) the mission of supporting the attacking platoon(s) by machinegun fire (par. 102). When he assigns such a mission, the company commander normally designates initial position areas and targets for the machineguns.

*g.* Smoke can be used effectively to reduce hostile observation and conceal the attacker's maneuver, to mark targets, and as visual signals. As the use of smoke must be approved by the highest echelon affected by the smoke, the company commander generally coordinates with the battle group.

*h.* Toxic chemical fires are authorized and coordinated by higher headquarters. Portable or mechanized flame support may be provided. The company commander integrates the flame support into his fire support plan .

*i.* Close air support may be furnished to the rifle company on an immediate request or preplanned basis. Preplanned requests for support of the company scheme of maneuver are submitted to the battle group S3 Air. Immediate air strikes may be obtained against targets of opportunity by requests through command channels to the battle group S3 Air, or through the artillery forward observer.

*j.* The company commander ensures that communications are adequate to control fires during the attack. Control measures may include radiotelephone brevity codes and visual signals to be used in shifting, lifting, or calling for fires, as appropriate.

*k.* The company commander's responsibility for planning and employment of nuclear weapons is the same as for any other fire

support available to him. Decisions concerning the employment of nuclear weapons allocated to the company rest with the company commander within restrictions imposed by the battle group commander. The company commander must ensure that both nuclear and nonnuclear fires are completely integrated. He does this whether the nuclear fires are specifically controlled or requested by him or are planned and directed by higher headquarters. When surface or subsurface bursts of nuclear weapons are authorized by appropriate higher authority, added tactical advantage may accrue to the company through the use of radioactive fallout which occurs.

*l.* For additional discussion of fire planning and coordination, see FM 7-40.

### 108. Employment of Organic and Attached Weapons

*a.* The company commander employs the 81-mm mortar section in general support whenever centralized control will permit delivery of fires in support of all or the major portion of the company throughout the zone or along the axis of advance. Forward observers of the weapons platoon are positioned as directed by the company commander (par. 114).

*b.* The antitank squads are employed in general support whenever centralized control will permit these squads to provide anti-tank protection for the company or, if appropriate, close fire support for the attacking platoons. Considerations in determining the method of employment include the ability of the company commander to control the squads throughout the attack and the ability of the squads to move rapidly throughout the area of operations to meet an armor threat.

*c.* The company commander employs attached fire support units in general support whenever the mobility of these units, the capabilities of their weapons, and control considerations permit them to provide the desired fire support under centralized control. Davy Crockett (weapon) will normally be employed in general support of the battle group or in direct support of the company. For details concerning the employment of Davy Crockett, see FM 7-40.

### 109. Rifle Platoon Fire Support Plan

*a.* The fires of company and higher unit weapons are planned to support the attack by neutralizing enemy positions while the platoons maneuver to close with the enemy. These fires, announced in the company order, are considered by the platoon leader to determine if they will adequately support his scheme of maneuver.

Frequently, the platoon leader will be accompanied by an 81-mm mortar forward observer who can assist him in fire planning. If the platoon leader desires additional supporting fires, he requests them from the company commander.

b. In addition to considering nonorganic supporting fires, the platoon leader plans the employment of organic and attached weapons. If available support fires are inadequate to support his scheme of maneuver, he may use a rifle squad to provide additional supporting fires. The platoon leader's plan for organic and attached supporting weapons includes—

- (1) *Initial employment.* The platoon leader designates general firing positions and assigns targets. His decision on the employment of these weapons is influenced by the observation and fields of fire available.
  - (a) *Machineguns.* If positions are available near the LD which afford observation and fields of fire over the route to the initial objective, machineguns of the weapons squad may occupy these position just prior to H-hour. If a portion of the route is obscured from these positions best fire support may result if one machinegun occupies a position near the LD while the other accompanies the maneuver element. If no fields of fire and observation exist over the route from positions near the LD, both machineguns should accompany the maneuver element.
  - (b) *Organic antitank means.* Due to the comparatively short range of the platoon's organic antitank means, they will normally accompany the maneuver element until a suitable firing position becomes available. If no armor threat exists, they are used to fire on other appropriate targets such as grouped personnel, bunkers, etc.
  - (c) *Attached weapons.* The platoon leader's plan for the use of attached weapons is based on observation, fields of fire, weapon characteristics, and the recommendations of the leaders of attached units.
- (2) *Along the route.* Plans are made for the weapons to displace to new positions as their fires are masked by the advance of friendly elements, when control becomes difficult, or the range becomes excessive for effective fire.
- (3) *Employment during the assault.* Machineguns, organic antitank means, and attached weapons should be in position to cover the movement of the rifle squads in the

assault. They provide maximum fire support during the assault, continuing to fire until masked by the advance of friendly troops. One or more machineguns may accompany the rifle squads in the assault.

- (4) *Consolidation.* General locations are designated for each weapon on the objective covering likely avenues of enemy counterattack. Routes for displacement to the objective should permit rapid movement and early occupation of positions.
- (5) *Control.* The platoon leader plans to keep his organic and attached supporting weapons within communicating distance so he can control the fire throughout the attack. If this is not feasible, the platoon sergeant and/or weapons squad leader may be used to assist in this control. Radio as well as sound and visual signals are used.

c. The platoon leader will plan for the breaching of obstacles and enemy fortifications which may be encountered along the route and within the objective area. When there are suspected but unlocated bunkers in the area, the platoon leader makes special preparation in the event one or more of the suspected bunkers are encountered. These special preparations include—

- (1) Informing the squad leaders of the suspected bunkers and other possible bunker locations.
- (2) Arming the platoon with additional WP and HE hand grenades. Special equipment and weapons (wire cutters, bangalore torpedoes, flamethrowers, demolitions, etc.) will be obtained as needed.
- (3) Tentatively designating the elements of the platoon to comprise the fire support and the maneuver elements and assigning special tasks to the maneuver element.
- (4) Assignment of available special equipment to the squad having the mission of final neutralization of the bunker.

d. At the designated time and place, the platoon leader assembles his subordinate leaders, including attached unit leaders, and issues his attack order following the standard operation order format. If possible, before issuing his order, he orients his subordinates from a vantage point. Otherwise, the platoon leader uses a map, improvised terrain model, or a sketch. In issuing his order, he includes only such information as his subordinates will need to know. Following issuance of the order, he asks questions of his subordinates to ensure that the order is thoroughly understood.

*e.* Whenever feasible, the platoon should conduct a rehearsal of the planned attack on terrain which approximates that of the objective area as closely as possible. A rehearsal is a valuable means of ensuring that squad and individual tasks are understood, that planned control measures are adequate, that radios are in working order, and that the planned scheme of maneuver and fire support can accomplish the assigned mission. The rehearsal should cover movement to and past the LD, actions on unexpected enemy contact, actions at the final coordination line, the assault, and consolidation of the objective. These actions can be telescoped in time and space.

## Section IV. CONDUCT OF THE ATTACK

### 110. General

*a.* Once launched, the attack is conducted aggressively until the objective is seized. Attacking units move forward as rapidly as possible, keeping the enemy off balance and allowing him no time to react. Enemy weaknesses are exploited whenever detected. Leaders at all echelons remain flexible, altering plans as required by the situation.

*b.* The company commander goes where he can best influence the action of the company. He makes maximum use of the chain of command within his company to ensure efficient operation and control. He makes a continuing estimate of the situation and is alert to the possible courses of action open to him when new and changing situations occur. He remains constantly abreast of the situation and keeps his subordinates and the battle group commander informed at all times. When a situation develops which is beyond the capability of the company, the company commander requests assistance from the battle group commander.

*c.* The company commander influences the action by his personal presence, by the control and efficient use of his supporting fires, and by the timely and efficient employment of his reserve.

### 111. Movement From Assembly Area to Line of Departure

*a.* The movement forward from the assembly area is frequently made under control of the executive officer who acts on the company commander's instructions. Often the platoons will be under the command of the platoon sergeant or senior squad leader for this movement. Departure from the assembly area is timed so that the movement to and across the LD will be continuous or, if an attack position is used, so that the company will arrive at the

attack position at the appropriate time (par. 99b). The order of march prescribed should facilitate deployment into the initial attack formation or occupation of the attack position, as appropriate. Multiple routes forward may be used to facilitate deployment while on the move. Weapon elements may precede the remainder of the company in order to occupy firing positions.

b. If an attack position is used, platoons post security and occupy assigned areas generally in their initial attack formations. Final preparations for the attack are completed. Movement from the attack position is timed so the leading elements of the company cross the LD at the prescribed time. If no attack position is used, deployment into initial platoon and squad attack formations is accomplished and bayonets are fixed on the move.

c. If the company is to pass through another unit already in contact, the movement should be made rapidly and with the greatest possible secrecy to minimize vulnerability to a nuclear attack. Responsibility for the zone normally is transferred from the unit in contact to the attacking company at the time of attack.

## 112. Movement From the Line of Departure to the Final Coordination Line

a. Using the concealment and cover provided by the terrain and the protection afforded by supporting fires, the attacking platoons move rapidly toward their assigned objectives. Based on the enemy, terrain, and effectiveness of friendly supporting fires, some units may advance while others are held up. If an attacking platoon is subjected to effective smallarms fire before launching its assault, the platoon(s) returns fire and requests supporting fires to help neutralize the enemy position and continue toward its objective, or it may employ fire and maneuver and/or fire and movement to eliminate the enemy resistance. If the attack echelon is subjected to hostile artillery or mortar fire, it moves rapidly through or around the impact areas. Platoons not stopped by enemy fire continue forward even though adjacent units are halted. This advance may outflank enemy resistance holding up adjacent units, making it possible for flanking fires to be delivered against the enemy and for other elements to maneuver against his flank or rear. The application of fire alone normally results in a stalled attack and unnecessary casualties.

b. The platoon leader marches well forward in the platoon formation so he can more effectively control his unit. When the platoon encounters enemy resistance, the platoon leader makes an estimate of the situation and employs fire and maneuver as appropriate (App. V). When it appears that fire and maneuver by one

squad can overcome the resistance, he directs this action, if it has not already been started. He insures that other squads assist this action by fire and that they do not interfere by also employing fire and maneuver. If more than one squad will be required to overcome the resistance, the platoon leader quickly gives the necessary commands or signals. It may be possible for the platoon to neutralize the enemy position by fire and then bypass it. When a position is bypassed, the company commander is notified.

c. The lead squad of the platoon formation is normally the element which first encounters the enemy. It quickly returns the enemy fire and, if possible, the squad leader maneuvers one fire team using a concealed and covered route to strike the enemy flank or rear (fig. 18). It is desirable to have fire superiority over the enemy before maneuver is accomplished. Appropriate squad battle drill is used (App. V) with one team maneuvering while the other team supports its movement by fire. Upon receiving the squad leader's signal or command, the team leaders start the action directed. If necessary, team leaders repeat the signal or command given by the squad leader. Team members base their actions on their team leader. Team leaders participate in the fight and exercise control primarily through example, but use more positive means of control when necessary. The squad leader coordinates the action of the teams. He goes where he can best control and influence the action. If forward movement by the squad is not possible, the squad continues to deliver fire pending instructions from the platoon leader.

d. The weapons squad of each platoon as well as other weapons attached to the platoon support the forward movement initially from the LD if possible. The weapons squad leader or gunner specifies the method and rate of fire and gives the command to open fire on indicated targets as required. Enough fire is placed on a target to neutralize it, but consideration is given to conserving ammunition for other targets during the attack. The squad leader or gunner observes the progress of the maneuver element and engages targets which threaten it. When both machineguns are located close together, the squad leader anticipates the masking of fire and displaces the weapons by team echelon, one team displacing before the fires of the other team are masked. When the weapons are separated, teams may displace under the control of the gunner when their fires are masked or when troops get beyond supporting distance. One or both machineguns may have to accompany the maneuver elements if fields of fire are limited. The organic antitank weapons will usually accompany the maneuver elements.



*Figure 18. Squad attack using fire and maneuver.*

*e.* The company commander keeps abreast of the progress of the attack by observation and through radio contact with his platoon leaders. Throughout the attack, he closely coordinates the movement of his attack echelon and the fires of supporting weapons. To save time and reduce casualties, he keeps the attack progressing rapidly under the protection of supporting fires. He displaces the reserve to keep it close enough to the attack echelon to be committed rapidly (par. 102). He anticipates situations requiring the commitment of the reserve and develops plans for its future employment (par. 115). As flank security requirements change during the attack, he adjusts security measures accordingly. Based upon recommendations of fire support unit leaders, he orders the displacement of weapons in general support so as to provide continuous support to the attacking platoons. He orders the displacement of the command post to keep it close enough to the attack echelon for effective control.

f. Strong enemy action may halt the advance in spite of the use of all available supporting fires and the commitment of the reserve. In such a situation, the company consolidates the ground already seized and continues to place fire on the enemy and notifies the battle group commander. No withdrawal is made except on orders of the battle group commander. Consistent with orders from the battle group commander, the company commander attempts to maneuver elements to strike the enemy flanks and rear. Every effort is made to overcome the resistance rapidly to permit resumption of the advance.

## 113. Movement From the Final Coordination Line to the Objective

a. The final coordination line is a location on the ground at which the attacking echelon completes its deployment in preparation for conducting an assault. The point at which the final coordination line is located is determined by how close the attacking force can get to the objective without suffering unacceptable casualties from friendly supporting fires. Because of the dispersion characteristics of typical larger caliber fires, this is approximately 100–150 meters; however, this distance may be reduced if terrain permits, or if the commander determines that fewer casualties will be suffered if the attacking echelon moves closer to the enemy positions under cover of supporting lines as in the case of a well prepared defensive position.

b. If the commander has previously designated a tentative final coordination line, he determines whether the existing situation permits its use. If a tentative final coordination line has not been prescribed prior to commencing the attack, the commander will designate one at the earliest possible time in order that coordination may be made in preparing for the assault. He may do this by referring to previously designated checkpoints or phase lines or by specific reference to identifiable terrain features. When the tentative final coordination line is selected or changed, both the attacking echelon and fire support units must be immediately notified.

c. As the attacking echelon approaches the final coordination line, supporting fires on the enemy position increase in intensity. The attacking echelon completes its deployment so it will be in a formation to conduct an assault as it crosses the final coordination line. In some situations, the attacking troops may be halted so deployment may be completed and all elements cross the final coordination line simultaneously. If such a halt is required, it will be accomplished short of the final coordination line so supporting fires can continue on the enemy position.

*d.* When deployment is completed, the attacking echelon crosses the final coordination line. At this time, supporting fires dangerous to the troops are lifted or shifted while others continue to fall on the enemy position. The attacking troops, together with direct fire supporting weapons, increase the intensity of their fires in order to maintain fire superiority over the enemy. This lifting or shifting of the supporting fires, normally controlled by the company commander, must be coordinated closely with the advance of the attacking troops. The commander is assisted in this by reports or signals from his platoon leaders or by his own observation of the attack. As the fires of direct fire weapons become masked by the attacking troops, they are shifted by the gunners.

*e.* The successful movement of the attacking echelon is largely dependent upon the effectiveness of the supporting fires. Normally, enemy resistance will dictate an advance by fire and movement, employing individual squad rushes or creeping and crawling. In this case, the enemy position(s) offering resistance must be singled out by platoon and squad leaders as individual objectives.

*f.* When the fires of the attacking echelons have eliminated or neutralized effective enemy fire, assault fire techniques are employed. This condition cannot be predetermined prior to crossing the final coordination line, but may occur at any time between the final coordination line and the enemy position. Riflemen move rapidly to close with the enemy, firing aimed or well-directed shots, either from the shoulder or underarm position at locations in their zone of advance that could conceivably contain an enemy (fig. 19). When an enemy exposes himself or a definite target appears, the riflemen must fire an aimed shot. Regardless of whether the riflemen fire from the shoulder or underarm position, it will usually be necessary to pause momentarily in order to ensure an aimed or well-directed shot. This phase of the assault is characterized by the volume and accuracy of fire and violence of action. It is designed to kill and demoralize the enemy, and keep him down in his hole until the riflemen can close with and kill or capture him. Squad automatic weapons are fired in short bursts, covering the squad front. Grenade launchers (M79), hand grenades, and flame-throwers may be used to overcome pockets of resistance such as bunkers.

*g.* The assaulting troops, having closed with the enemy, clear the enemy's positions and move over the objective far enough to place fire on any withdrawing elements and to protect against a counterattack.

*h.* Control of the assaulting elements of the company is exercised as follows:



*Figure 19. Assault, fire when closing, with the enemy,*

- (1) The company commander locates himself where he can best influence the action. This may be with one of the assaulting platoons or at a vantage point.
- (2) In cases where more than one platoon is participating in the assault, a base platoon is designated. Platoons, in turn, designate base squads. All squads guide on the base squad; the base squad leader designates a base fire team within his squad. In other squads, the fire team closer to the base squad is designated as the base fire team.
- (3) Since the units must be prepared to protect against counterattack and/or resume the attack after the objective is seized, all leaders ensure that individuals do not "waste" ammunition during the assault by indiscriminate firing.
- (4) All leaders ensure that a heavy volume of accurate fire covers the objective, and that the assault moves forward aggressively. As the noise and confusion of battle normally makes control by voice difficult, leaders often have to move to critical points of action where they can make certain their commands are understood and carried out. It is at this time that preplanned pyrotechnic signals may be decisive.

*i.* For a detailed discussion of conduct of the assault under varying conditions, see Chapter 2, Section II, FM 7-15.

## 114. Employment of the Weapons Platoon

### *a. General.*

- (1) During the attack, the weapons platoon leader locates himself where he can assist the company commander. He may remain with or near the company commander or he may go where he can best observe the advance of the attacking platoons and control the employment and displacement of his sub-elements simultaneously. The platoon sergeant performs such duties as the platoon leader directs. He normally accomplishes or supervises ammunition resupply. The two rocket launchers organic to platoon headquarters are used to provide close-in anti-tank protection as directed by the platoon leader.
- (2) Throughout the attack, the weapons platoon leader makes timely recommendations to the company commander concerning the employment of the weapons. He recommends the method and time for displacement, changes in the

method of employment of one or more of the squads as required by changes in the situation, and the best way to utilize the fires. He keeps the company commander informed of the status of ammunition supply, especially when hand-carry of mortar ammunition is involved.

- (3) During the attack, radio is the principal means of communication. It is supplemented by wire, messenger, and other means whenever possible. The FDC is provided with an additional radio so it can maintain continuous communication during displacement.
- (4) The weapons platoon leader specifies how ammunition will be resupplied to the squads, based on the company plan. A primary duty of the platoon sergeant is the supervision of this resupply. The company commander may use some of the platoon's  $\frac{3}{4}$ -ton trucks and trailers to establish the company distributing point (company trains). Therefore, depending on the number of vehicles available to the platoon, it may use a  $\frac{3}{4}$ -ton truck and trailer or the  $\frac{1}{4}$ -ton truck and trailer to carry ammunition to the squads; it may place a  $\frac{3}{4}$ -ton trailer loaded with ammunition at the mortar position, to be replaced with a full trailer as it becomes empty; in exceptional cases, the antitank squads may secure ammunition directly from the company distributing point using their organic vehicles; the platoon may use carrying parties; or vehicles under company control may distribute ammunition directly to the squads.

*b. Antitank Squads.*

- (1) *Control.* The antitank squad leaders may take their orders from either the company commander or the weapons platoon leader or, if attached to a rifle platoon, from the rifle platoon leader. In a general support role, the antitank squads operate in the company command net.
- (2) *Targets.* The primary target for the 106-mm rifles is enemy armor. If the antitank squad is firing in close support of a rifle platoon and an enemy tank appears, the squad leader immediately takes the enemy tank under fire. The squad may engage point targets such as crew-served weapons, small groups of enemy personnel, and bunkers or pillboxes in a close support role. To ensure immediate availability of ammunition for their primary role, the 106-mm rifles usually fire on definitely located point targets only.

- (3) *Selection of firing positions.* The antitank squads are normally employed individually. They are placed to cover likely enemy armor approaches into the company zone or along the axis of advance, or to permit close fire support for the attacking platoons, depending on their assigned mission. If possible, primary positions are selected which will permit the squads to provide both antitank protection and close fire support. Positions that permit flanking and oblique fires on enemy armor are desirable. It is also desirable that the positions provide partial defilade for both gun and crew. Enemy action may make it necessary to place the gun in complete defilade and move it into firing positions only when lucrative targets appear. In this case, the squad leader acts as observer and gives the crew timely orders. Alternate and supplementary positions are selected.
- (4) *Occupation of firing positions.* The antitank squads move from the assembly area or from previous firing positions and occupy new firing positions early enough to support the advance. The squad leader designates the exact position and also how the position is to be occupied. A route should be selected which permits the position to be occupied free from enemy observation. Positions that must be occupied under enemy observation are occupied rapidly at the last possible moment.
- (5) *Displacement.* The antitank squads displace on order or when they can no longer accomplish their assigned mission from their initial positions. Both squads may displace at the same time to support the lead elements of the company, or one of the squads may remain in position while the other displaces to provide antitank protection for the company flanks and rear. Displacement is made by vehicle over previously planned routes. The antitank squad leader ensures that he has a maximum load of ammunition on carrier before starting his displacement.

c. *81-mm Mortar Section.*

- (1) *General.* When the section is employed in general support, it normally fires from one centrally located position area with one fire direction center. When a mortar squad is attached to a rifle platoon, one forward observer, one radiotelephone operator, and one fire direction computer accompany it so that it can establish its own FDC. An attached squad normally relies on wire for communication between the observer and the mortar position.

- (2) *Targets.* The mortars generally engage area type targets. The most effective fire is observed fire, but during periods of poor visibility the FDC can place fire by computing data from maps or by adjusting from previously fired concentrations.
- (3) *Selection of firing position.* The information required for selecting the mortar position can be obtained from a map, a terrain reconnaissance, and, for displacement, from information from FO parties accompanying the attacking platoons. The following factors should be considered:
- (a) The mortar position is normally well forward in the attack to take advantage of the greater accuracy of the mortar at short ranges and to provide fires for as long as possible without displacing. Initial objectives should be within their effective close support range.
  - (b) The position should allow mortar coverage of all rifle platoon objectives and the key terrain features between and to the flanks of these objectives.
  - (c) The position should be in defilade and should give mask and overhead clearance that will allow the mortars to fire at minimum and maximum elevations.
  - (d) Routes of supply should be short, covered, and concealed, and should permit vehicular movement into the firing position if possible.
  - (e) Alternate positions are selected. Movement to them is ordered by the platoon leader or, in his absence, the section leader, when enemy fire threatens the mortars and crews. Supplementary positions are also selected to permit coverage of areas which cannot be covered from primary or alternate positions. The company commander is notified when a move to alternate or supplementary positions is necessary.
  - (f) A position should allow adequate dispersion between mortars.
- (4) *Occupation of firing position.*
- (a) The mortar section moves from the assembly area or from previous position in time to occupy the new firing position and, if possible, register the mortars before the attack. The platoon leader may start the section moving before issuing his attack order; the determining factors are the distance involved and the time required for initial preparation of positions.

- (b) The mortar section usually moves by vehicle to the new firing position. Upon occupation, vehicles are dispersed in a concealed and covered area nearby or released to company control, as appropriate (a(4) above). When the terrain and enemy action prevent vehicular movement, the mortars and ammunition must be hand-carried; the mortar squads cannot do this alone, so arrangements must be made to obtain assistance. The mortars are emplaced; the squad leaders are given initial firing data; one mortar is designated as base mortar and all other mortars are then laid parallel. Mask clearance is checked prior to firing. When the squads are ready to fire, the company commander and forward observers are notified.
- (5) *Forward observers (FO)*. There are three forward observer parties in the mortar section, each consisting of an FO and a radiotelephone operator. These FO parties are positioned as directed by the company commander. One FO party is normally assigned to each of the attacking rifle platoons. One party may accompany the company commander or be assigned to the reserve. Before the attack, the FO establishes an observation post from which he can make an initial registration of planned fires. During the attack, the FO party remains with or near the leader of the rifle platoon to which it is assigned.
- (6) *Fire direction center (FDC)*. When the section is employed in general support, the fire direction computers establish and operate an FDC at or near the mortar firing positions. It is normally close enough to the mortars to allow commands to be given by voice. Nevertheless, wire equipment is available for the establishment of a wire system between the FDC and the mortar position. The FDC receives fire requests, computes the data, and sends fire commands to the mortars. The platoon leader, section leader, or the senior fire direction computer decides the number of weapons to be used and the number of rounds to be fired for each request.
- (7) *Displacement*. Displacement is by vehicle when the terrain, enemy situation, and availability of vehicles will permit. There are three methods of displacing the section when it is employed in general support.
- (a) *Three echelons*. This method is normally used when time is available, since it permits two squads to continually be in position, ready to fire. One squad dis-

places with enough men to establish a new FDC. The second squad does not begin displacement until the first squad reports that it is ready to fire.

- (b) *Two echelons.* When displacement is begun while fire missions are numerous, only one squad displaces initially; when fire missions are few, two squads displace initially. In either case, enough men accompany the initial echelon to establish a new FDC. This method is faster than displacement by three echelons and still enables the mortars to provide continuous fire support.
- (c) *One echelon.* This method involves the displacement of the entire section at one time. This is the least desirable method because it does not permit the mortars to provide continuous fire support.

## 115. Employment of the Company Reserve

a. The commander commits his reserve to ensure accomplishment of the mission. He uses it to exploit an advantage gained by the attack echelon or to maintain the momentum of the attack. Preferably, he commits it against enemy weakness rather than against enemy strength.

b. When the reserve consists of more than one platoon, the company commander commits only as much of the reserve as is required to accomplish a specific mission. He commits the entire reserve when necessary.

c. During the attack, the company commander keeps the reserve platoon leader(s) informed of plans for his anticipated employment.

d. When the commander commits his reserve, he immediately informs the battle group commander of the fact, and reconstitutes a reserve as soon as possible.

## 116. Reorganization and Consolidation

a. The company commander reports the seizure of the objective to the battle group commander. Consolidation starts as soon as the objective has been seized. Plans announced in the attack order are revised as necessary. If appropriate, the company commander prepares to continue the attack.

b. Reorganization is continuous throughout the attack. It includes the reassignment of personnel to key jobs made vacant by casualties, reestablishment of the chain of command, and redistribution of ammunition. During reorganization after seizure of the

objective, the situation, strength, and ammunition status are reported to the battle group commander. Ammunition is brought forward and issued as required, and casualties are evacuated. Enemy information is reported and prisoners are sent to collecting points.

*c.* During the consolidation, organic and attached weapons are moved forward rapidly and integrated into the overall plan for the defense of the objective area. Possible routes of enemy counterattack are covered by direct and indirect fires.

*d.* Within platoons, plans for consolidation made before the attack serve as a basis for the organization of the assigned area. Adjustments are made as required by the situation. Squads occupy assigned sectors of responsibility and security is posted to warn of enemy approach. Squad leaders, assisted by the fire team leader, assign individual positions and sectors of fire. Automatic rifles are located to cover critical approaches into the squad area. Men start digging in immediately. Organic and attached supporting weapons are positioned to cover possible routes of enemy counterattack. A consolidation report is made to the company commander. The platoon leader inspects the platoon area and continues to improve the defenses. If the attack is to be continued, leaders reconnoiter, make plans, and issue necessary fragmentary orders.

*e.* To prevent surprise, patrols operate to the front and flanks to maintain contact with the enemy and with adjacent units.

*f.* The company commander may use his reserve in the consolidation by positioning it to block an exposed flank, to extend the depth of the defense, or to trade positions and missions with the platoon which bore the brunt of the attack. The reserve may be employed temporarily to provide security during consolidation.

### 117. Continuation of the Attack

When the attack is to be continued beyond the initial objective, the halt on the initial objective is as short as possible consistent with orders from the battle group commander. Having previously made a tentative plan for continuing the attack, the company commander makes a reconnaissance and, using the information acquired on the reconnaissance, changes his tentative plan as necessary. His order for the continuation of the attack is normally fragmentary.

## Section V. EMPLOYMENT OF ATTACHED TANKS

### 118. General

*a.* One or more tank platoons may be attached to the rifle company. Since a tank platoon generally operates more effectively as

a unit, the rifle company commander normally employs an attached tank platoon as a unit under company control.

b. Aided by the recommendations of the tank platoon leader(s), the rifle company commander decides how the tanks and infantry will move in relationship to one another.

c. Mutual support and teamwork between tanks and infantry are essential. Infantry and armor leaders at all echelons closely coordinate their plans of action. The tanks assist the infantry by destroying enemy armor and weapons positions and by breaching lanes through barbed wire and antipersonnel minefields. The infantry assists the tanks by locating and destroying enemy tank-hunter teams and antitank gun positions, and breaching or locating routes through or around obstacles. During the conduct of the attack, tank commanders and infantrymen communicate with one another by radio, visual signals, personal contact, and the external interphone on the rear of the tank. If the attached tanks are from the division armor battalion or from an armor group, their radios will net with the infantry radios. If the attached tanks are from an armored division unit, the tanks and infantry must carefully coordinate the use of radio communications, since the only radios in these tanks which will net with the infantry radios are limited to a range of one mile.

d. When available, tanks should be utilized with infantry in the attack as a maneuver element, a fire support element, or a combination of both.

## 119. Dismounted Infantry and Tanks

Dismounted infantry and tanks may be employed on converging routes or on the same route. When employed on the same route, the infantry and tanks move either at different speeds or at the same speed.

a. *Converging Routes.* Attached tanks may be employed with dismounted infantry by having tanks and infantry move on separate routes which converge on the objective (fig. 20). When this is done, the tanks follows terrain most appropriate to its employment. Usually, the tanks will initially support the movement of the dismounted infantry by fire. The movement of the tanks will then be timed so that they assault the objective first; desirably, under time fire. This technique of the tanks assaulting slightly in advance of the infantry takes maximum advantage of the shock effect of the tanks. Tanks and infantry may also assault at the same time. Careful planning is required to ensure coordination of the assault phase of this attack.



Figure 20. Dismounted infantry and tanks attacking on two converging routes.

b. *Same Route.* Dismounted infantry and tanks may move on the same route as follows:

- (1) *Different speed.* When tanks and dismounted infantry attack together on the same route, the tanks may initially support the advance of the infantry by fire. As the infantry approaches the final coordination line, the company commander orders the tanks forward for the assault phase. If the defenses on the objective are hastily prepared and lack overhead cover, the movement of the tanks may be so timed that they pass through the infantry and assault the objective under artillery and mortar time fire, followed closely by the infantry assault. When positions on the objective cannot be neutralized by time fire, the movement of the tanks is so timed that they join the infantry at the final coordination line, and both infantry and tanks assault together. In either case, the movement of the tanks forward from their initial firing positions must be carefully timed to prevent either tanks or infantry from halting at the line.
- (2) *Same speed.* Dismounted infantry and tanks may ad-



*Figure 21. Dismounted infantry and tanks attacking together.*

vance together at the same speed (fig. 21) when they need close mutual support or when there are no positions from which the tanks can initially support by fire. The infantry may move slightly in advance of the tanks (being sure not to mask their fires), between them, or immediately in rear of them. As the advance progresses, the relative positions of tanks and infantry are adjusted according to enemy resistance and the terrain. This technique of movement permits close coordination and maximum mutual support, but sacrifices the speed of the tanks which makes them more vulnerable to antitank fires.

## 120. Mechanized Infantry and Tanks

*a. Same Route.* In a mechanized attack, infantry and tanks may both advance simultaneously (each in an appropriate formation) (fig. 22) or the infantry may follow the tanks by bounds (fig. 23). The tanks lead so as to best utilize their firepower and provide protection to the APC. The method used for a given attack is dependent upon the commander's estimate of the situation rather

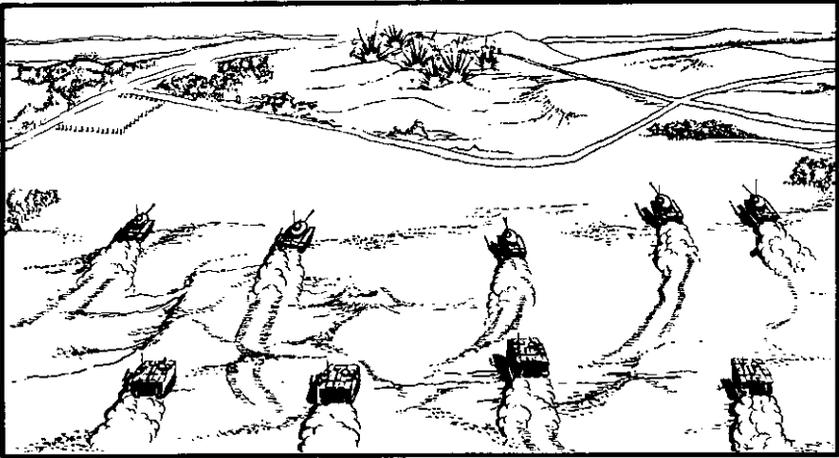


Figure 22. Mounted infantry and tanks both advancing in line formations.

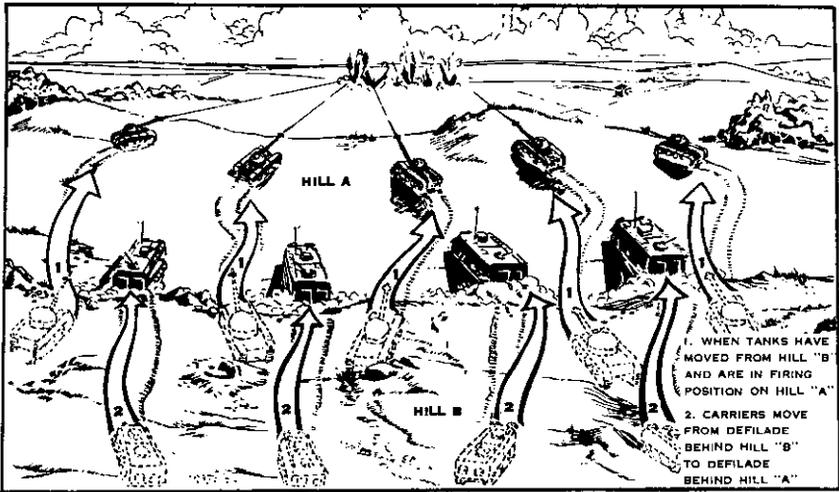


Figure 23. Mounted infantry following tanks by bounds.

than upon an arbitrary decision that one of the methods is better for all situations. Regardless of the type formation adopted, the distance between tanks and APC must not become great enough to let enemy forces into the gap, thereby separating the tank and infantry units; also it must not be so great as to deny the tanks rapid infantry support when needed. In determining the position

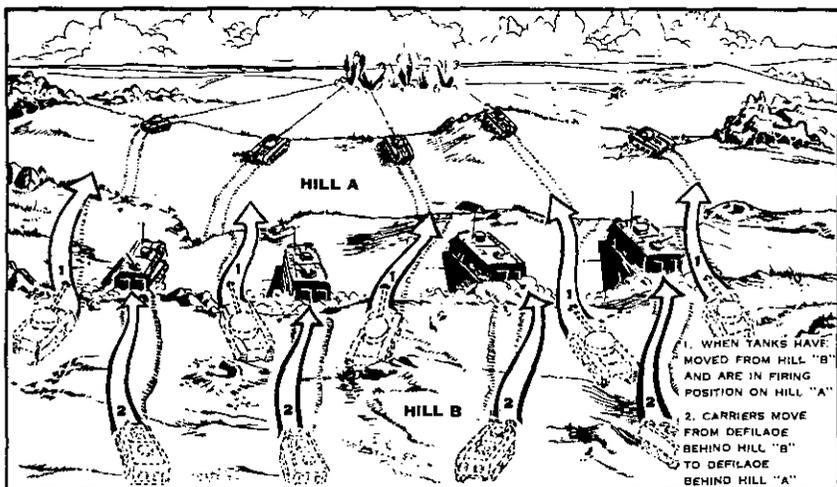


Figure 23. Mounted infantry following tanks by bounds (intervening terrain feature)—Continued.

of the APC in relation to his tanks, the commander must continuously evaluate the relative importance of the availability of the mounted infantry and their vulnerability to enemy fire.

*b. Separate Routes.* In some situations it may be necessary or desirable for mechanized infantry and tanks to move on separate routes. This will be the case when the amphibious capability of the personnel carriers is exploited. In such situations, the tanks support the attack by fire and join the infantry as soon as practicable. Once the infantry and tanks are reunited, the attack continues as described in paragraph 120a. It is emphasized that separation of the APC from the tanks increases the danger to the APC of enemy fires. For this reason, APC and tanks use separate routes only when forced to do so. (As an exception, see par. 129).

*c. Utilization of APC.* The mobility and armor protection of the APC must be utilized to the utmost. The mechanized infantry should remain mounted as long as possible so that—

- (1) The attacking force can move forward at the speed of the tanks and APC in order to rapidly close with and destroy the enemy.
- (2) The battlefield mobility of tanks and mechanized infantry will be retained.

- (3) Casualties will be minimized in areas swept by small-arms and artillery fire.
- (4) Artillery airbursts can be employed in support of the attacking force.
- (5) A degree of protection will be afforded against the effects of nuclear weapons.
- (6) The energy of the infantry will be conserved so that it will be better able to fight when needed.

*d. Dismounting from APC.* Mechanized infantry dismounts when it is necessary for it to—

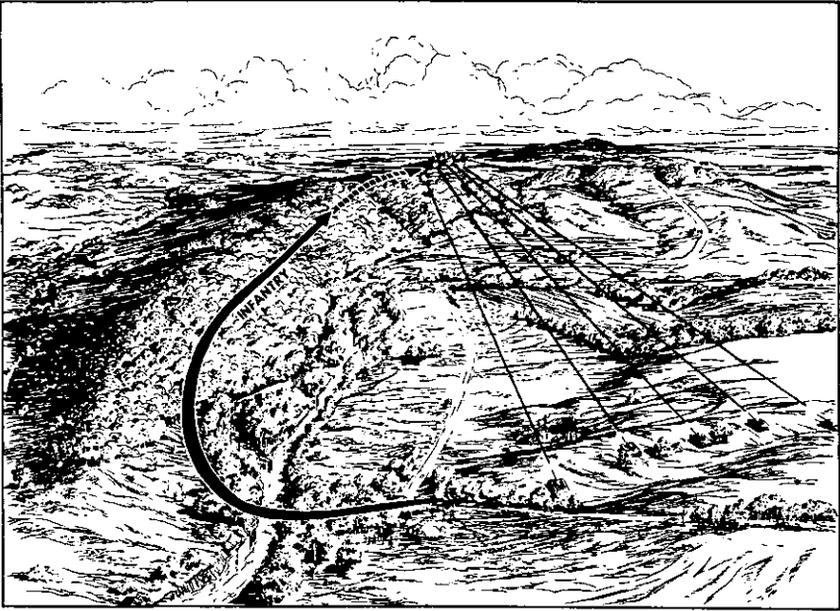
- (1) Prevent its destruction by enemy antitank fire.
- (2) Assault a defended objective.
- (3) Breach or remove obstacles which prevent the forward movement of the tanks.
- (4) Assist in the neutralization or destruction of antitank weapons which are holding up the forward movement of the tanks and APC.
- (5) Lead an attack through heavily wooded areas or very rough or broken terrain.
- (6) Lead an attack across defended rivers which cannot be crossed by APC.
- (7) Attack through fortified areas or through defended towns and villages which cannot be bypassed.
- (8) Assist the tanks forward under certain conditions of low visibility and restricted fields of fire (darkness, smoke, heavy woods, broken terrain, etc.).
- (9) Mop up an objective and assist in the consolidation.

## 121. Tanks Support by Fire Only

In some instances, tanks will be able to support by fire only. This is the least desirable use of tanks (fig. 24) and should be employed only when conditions exist that prevent the tanks from reaching the final coordination line. Even though the shock action and some measure of the firepower of the tanks are lost, they may be used effectively. As soon as the tank obstacles are breached or a suitable avenue of approach is uncovered, the tanks should rejoin the attacking infantry as rapidly as possible. Conditions dictating the use of this method are present when—

*a.* Obstacles exist short of the objective which the tanks cannot bypass and when reduction would delay seizing the objective.

*b.* Terrain must be seized which is impassable to tanks.



*Figure 24. Tanks support by fire only.*

## 122. Infantry Riding Tanks

When tanks and infantry must advance rapidly and no personnel carriers are available, infantrymen may ride on the tank decks. This technique is effective when trying to regain contact with the enemy; when exploiting the effects of nuclear weapons; or when the terrain and the enemy situation indicate that fewer casualties will result from rapid movement than from a dismounted advance. However, infantrymen mounted on tanks are extremely vulnerable to all types of fire, and they reduce the maneuverability and firepower of the tanks. The infantrymen must dismount as soon as they come under effective small-arms artillery or antitank fire, or when dismounted infantry action is required.

## 123. Reorganization and Consolidation

In completing the assault, the tanks move aggressively through the depth of the objective and take up hull defilade positions where they can cover likely enemy armor approaches and aid the infantry in repelling counterattacks. During the hours of darkness, it may be necessary to withdraw the tanks to locations within the or-

ganized positions. The company attack order designates tentative position areas for the tanks during the consolidation. The tanks are resupplied as required, either on the position or in a covered area immediately to their rear. If enemy fire prevents resupply of the tanks on position, they move to the rear individually or by section to accomplish resupply and then return. Crews perform maintenance as the situation permits.

## Section VI. MECHANIZED RIFLE COMPANY IN ATTACK

### 124. General

*a.* A unit is considered to be mechanized when it has enough armored personnel carriers (APC) attached to mount all of the foot elements. A rifle company is most frequently mechanized in fluid operations, when rapid movement over great distances is required. Such operations include attacks against light or discontinuous enemy resistance and the exploitation of the success of other units or the effect of nuclear weapon attacks. For a discussion of the company as part of an attack by a mechanized battle group, see FM 7-40.

*b.* In the attack, the mechanized rifle company normally has enough APC attached to mount all the rifle platoons and may have enough to mount the mortar squads. The main advantage of the APC is the armor-protected mobility they provide. They also furnish some additional firepower. For a discussion of the characteristics, capabilities, and limitations of APC, see FM 55-37.

*c.* The techniques in planning and the techniques and tactics for conducting the attack described in Sections III, IV, V, and VII, this chapter, generally apply to a mechanized attack.

*d.* For purposes of discussion in this section, a mechanized attack is one in which attacking rifle platoons are mounted in APC for any part of their movement forward of the LD.

### 125. Terrain Considerations

Track vehicles operate most effectively over rolling terrain, where their cross-country mobility may be used to the best advantage. In close terrain, such as woods, infantry may have to dismount to provide protection against enemy tank-hunter teams. Terrain obstacles are considered not only with respect to track vehicles, but also to wheel vehicles that carry supporting weapons.

### 126. Enemy Considerations

Enemy defenses have a considerable effect on the selection of routes and on the ability to move mounted in the attack. Enemy

armor, antitank defenses, emplacements having overhead cover, and artificial obstacles are particularly important. Airburst artillery and mortar fires are ineffective against personnel with overhead cover, so mounted movement in proximity to covered positions is not normally practicable. Enemy armor, antitank defenses, and obstacles may preclude or greatly restrict mounted movement forward of the LD until they are destroyed or neutralized by dismounted action or other means. Against hastily prepared positions with weak antitank defenses, mounted movement may be practicable all the way to the objective.

## 127. Control

*a. General.* The attack is controlled primarily by radio and visual means, augmented as necessary by motor messenger. Each APC is equipped with a radio set. Unit standing operating procedure may contain detailed instructions on the use of visual signals, including arm-and-hand signals, flag signals, panels, pyrotechnics, smoke grenades, and smoke streamers.

### *b. Control Measures.*

- (1) An attack position is used more frequently in mechanized attacks than dismounted attacks. Considerations in selecting an attack position are the same as for a dismounted attack, except that the area selected is generally considerably larger.
- (2) The company is normally assigned an axis of advance or, less frequently, a zone of action. A mechanized rifle company is rarely required to clear a zone. The company commander may assign axes of advance or zones of action to his attacking platoons. Zones should be wide enough to permit maneuver. To facilitate a rapid advance, platoons should not be required to clear their zones unless the company zone must be cleared.
- (3) The main advantage in mechanizing an attack force is to enable it to advance steadily and rapidly. Since the use of intermediate objectives tends to slow an attack, they are designated less frequently for a mechanized attack than for a dismounted attack. Checkpoints and phase lines are particularly useful when it is likely that fire support elements will not be able to keep up with the attack echelon. The need for the close and continuous support of these elements must be weighed carefully against the advantages which might result from the rapid, uninterrupted advance of the attack echelon.

- (4) The company commander normally selects a dismount area(s) forward of the LD, where his attack echelon dismounts from its carriers. The dismount area may be short of the final coordination line, at the final coordination line, or on the objective. It should be concealed and covered if possible, and as far forward as the terrain and enemy situation permit. In selecting the dismount area, the company commander estimates how far forward his attack echelon can move mounted before becoming vulnerable to enemy tanks, antitank guns, obstacles, or tank-hunter teams. He also considers the protection afforded by the attached tanks, supporting fires (including time fire over the advancing carriers), the terrain, and the effects of nuclear weapons on enemy defensive positions. The dismount area selected during the planning stage of the attack is only a *tentative* location, and it may be changed during the attack as required by the situation. Normally, the dismount area is located on the objective only when tanks are attached to the company and when enemy resistance is effectively neutralized by fire.
- (5) The company commander selects the final coordination line, even though it may be practicable for his mounted force to move straight onto the objective, because enemy action may force his troops to dismount earlier than intended.

## 128. Attached Tanks

The attachment of tanks has a pronounced effect on the attack of the company. When operating without tanks, the ability of the company to move forward of the LD mounted is greatly curtailed because of the vulnerability of the APC to enemy fires. A mechanized attack without tanks is feasible when the enemy defenses have been so devastated (as by nuclear fires) that the possibility of effective enemy reaction is remote. When tanks are attached, they provide protection for the APC by destroying enemy tanks and antitank weapons. In addition, they divert fire which otherwise might be directed at the APC. The tanks are usually employed in the attack echelon as the lead element (par. 120).

## 129. Employment of Armored Personnel Carriers

*a.* When enough APC are attached to the company to mechanize all the rifle platoons, the company commander normally further attaches four APC to each. When additional APC are available,

he retains one as his command vehicle and attaches others to the weapons platoon for use by the mortar section.

b. If the commander has only enough APC to mechanize a portion of the company, he must determine how he can best use them to accomplish his mission. Based on the situation and his plan of attack, he may attach them to the reserve platoon(s) or the attacking platoons. A mechanized reserve provides flexibility in that it can be moved rapidly to influence the action. If only the attacking platoons can be mechanized, the commander must consider the problem that may arise if the reserve cannot keep up with them.

c. The platoon leader normally attaches one of his four APC to each of his squads. The squad leader commands the APC and, under the supervision of the platoon leader, is responsible for its positioning, movement, camouflage, and all other aspects of its employment. The platoon leader and platoon sergeant ride in separate APC and command the APC they ride in, but only while they are mounted.

## 130. Formations

The considerations involved in selecting a company attack formation are basically the same, whether the company is mechanized or dismounted.

a. A column formation is used more frequently for a mechanized attack than for a dismounted attack, because the mechanized company generally attacks to seize deep objectives and the enemy situation is often obscure. Within the column, elements are located in the order of anticipated commitment, with tanks normally leading.

b. The number of tank platoons attached to the company may affect the company commander's decision in selecting a formation for a mechanized attack.

c. For more information on mechanized rifle platoon formation, see Appendix IV.

## 131. Plan for Use of the Reserve

The mobility of a mechanized reserve allows the company commander flexibility in planning for its use in view of the reduced reaction time required. For example, it may be able to provide flank security and maintain contact with adjacent units, while retaining the capability of maneuvering rapidly to influence the action of the attack echelon. Positioning the reserve near an

exposed flank or near the area of anticipated commitment may not be required as with a dismounted reserve, thus permitting greater dispersion within the company. The plan of attack may call for the mechanized reserve to move by bounds; or, when an attack echelon is expected to advance rapidly, the reserve may be ordered to follow it at a specified distance.

### 132. Security

Since the reserve can move rapidly to meet an enemy threat on a flank, primary consideration is given to providing early warning. Mechanized flank patrols may be used for this purpose. They move by bounds from one dominant terrain feature to the next as the attack progresses. In determining the number of squads to be used as flank patrols, the company commander considers the effects of depleting the reserve. Observation in the area may provide adequate security without the use of patrols.

### 133. Fire Support Planning

*a.* Since the movement of mechanized maneuver elements is rapid, detailed planning and coordination of supporting fires are essential to permit the timely delivery, shifting, and lifting of fires. Flexibility of fires to meet unforeseen situations is mandatory.

*b.* Maximum consideration is given to the use of supporting fires to protect the movement of tanks and APC. Emphasis is placed on the neutralization of known or suspected enemy antitank weapons. Smoke may be used to screen the forward movement and the dismounting of the infantry in the dismount area. Artillery and mortar fires, using airbursts, may be used effectively to provide protection from antitank weapons when the enemy does not have the protection of overhead cover.

*c.* When the company commander plans the employment of fires of the weapons platoon, he also plans the displacement of the weapons in relation to the movement of his maneuver elements. He plans for the exclusive use of nonorganic fires during periods when continuous fire support cannot be provided by these organic means, as during a very rapid advance. In such a situation, the 81-mm mortar section may advance in the column with the mortars on carrier until they are needed. He normally uses the antitank squads in general support, and he may have them provide antitank protection to the company flanks while tanks protect the front. For nuclear fire planning and employment of Davy Crockett, see FM 7-40.

### 134. Conduct of the Attack

*a.* Movement forward and across the LD is continuous, with deployment into the initial company and platoon attack formations being accomplished on the move if practicable. If a halt in the attack position is necessary, it should be as short as possible.

*b.* The movement from the attack position to the LD is in a deployed formation that permits maximum use of concealment and cover. This formation will place the maneuver elements on the LD in the relative position from which they will start the attack.

*c.* Movement forward of the LD is made as rapidly as the terrain, speed of the vehicle, and use of supporting fires permit. During the forward movement, the .50 caliber machineguns on the APC may fire at known or suspected enemy positions. Tanks and APC of the attack echelon advance as described in paragraph 120.

*d.* During the advance, the infantry dismounts rapidly for action when the situation requires. When any part of the movement forward of the LD must be made through close terrain such as woods, infantry must dismount to provide the necessary close-in security for the APC and tanks. The APC and tanks then adapt their speed to that of the dismounted infantry. When the close terrain has been crossed, the men on foot remount, and the advance is continued.

*e.* The attacking units advance mounted as far forward as possible. Upon reaching the dismount area, the vehicles halt under available cover and the infantry rapidly dismounts. Maximum fires, including smoke, are placed on enemy positions at this time. When practicable, the APC occupy suitable firing positions (preferably in hull defilade), and the fires of the .50 caliber machineguns (manned by the driver) support the dismounted advance of the infantry. The attack continues dismounted as described in paragraphs 112 through 117.

*f.* When the dismount area is on the objective, APC and tanks move rapidly to that area (with hatches closed) under artillery and mortar fires, using airbursts. When they reach the dismount area, supporting fires are shifted or lifted, and the infantry dismounts immediately to eliminate any enemy remaining on the objective. The exact timing of the shifting of fires is of great importance. The last rounds of the concentration may be colored smoke to indicate when the infantrymen inside the APC are to dismount.

*g.* In the attack using tanks and infantry, unless proper coordination is effected, the following undesirable situations may develop:

- (1) Tanks and infantry become unduly separated, thereby allowing the enemy to destroy the dismounted infantry and attack the unsupported tanks at close ranges.
- (2) Tanks cruise the objective, thereby becoming needlessly exposed to enemy fires.
- (3) APC are left in exposed positions when the infantry dismounts with the result that needless losses occur from enemy antitank or other fires.
- (4) Personnel may remain mounted too long, exposing both the APC and infantry to destruction by enemy short-range weapons.

*h.* If the APC receive effective tank or antitank fire before they reach the dismount area, the platoon leader must determine *immediately* what steps he must take prior to dismounting the infantry. Often, his safest course of action is a continued rapid movement if cover is available a relatively short distance forward, especially if artillery and small-arms fires are falling around the APC. If the APC are on the crest of a hill when fired upon, it may be feasible for them to back into defilade, although halting the vehicles makes them stationary targets. If they are in the open when fired upon and no cover is available for a great distance, the platoon leader may be forced to halt his vehicles and dismount his platoon. Continued forward movement of the vehicles in this situation would probably risk their destruction. Regardless of the circumstances, all available supporting fires including those of the APC mounted machineguns, are directed at the known or suspected source of enemy fire. The company commander, forward observers, and leaders of fire support units must be constantly alert for such an occurrence and must react without hesitation to neutralize the enemy's fire. Smoke or white phosphorus rounds fired immediately into the enemy position by direct fire weapons will screen the mechanized platoon in moving to cover and/or dismounting. Upon dismounting, the infantry continues the attack on foot.

*i.* The company commander normally follows closely behind the attacking platoons to keep abreast of their progress and the situation as a whole. He closely coordinates the movement of his platoons and the fires of supporting weapons. He ensures that FO's (mortar and artillery) maintain close and continuous liaison with him. He ensures the timely and rapid displacement of organic and attached supporting weapons to provide continuous fire support and antitank protection. He may have to halt his attacking platoons on intermediate objectives until his weapons are in position. In some situations, he may decide to maintain the rapid rate

of advance, placing complete reliance upon the fire support provided by higher headquarters rather than delay his attacking echelon until his organic and attached weapons can displace.

*j.* Because of the fluid nature of mechanized operations, situations may change rapidly. Flexibility on the part of all leaders is essential, and reliance is placed on fragmentary orders at all echelons.

*k.* After seizing the objective, the attacking force reorganizes, consolidates, and disperses in much the same way as in a dismounted attack.

- (1) APC will be brought forward to rejoin their units. Any one of several techniques may be employed: radio, messenger, or pyrotechnic devices. In some situations (limited visibility, lack of effective enemy antitank fires, etc.), APC may follow the dismounted infantry, keeping the last man in sight. This latter technique has the advantage of keeping the APC close to its unit with little time lost in remounting; however, it may result in the

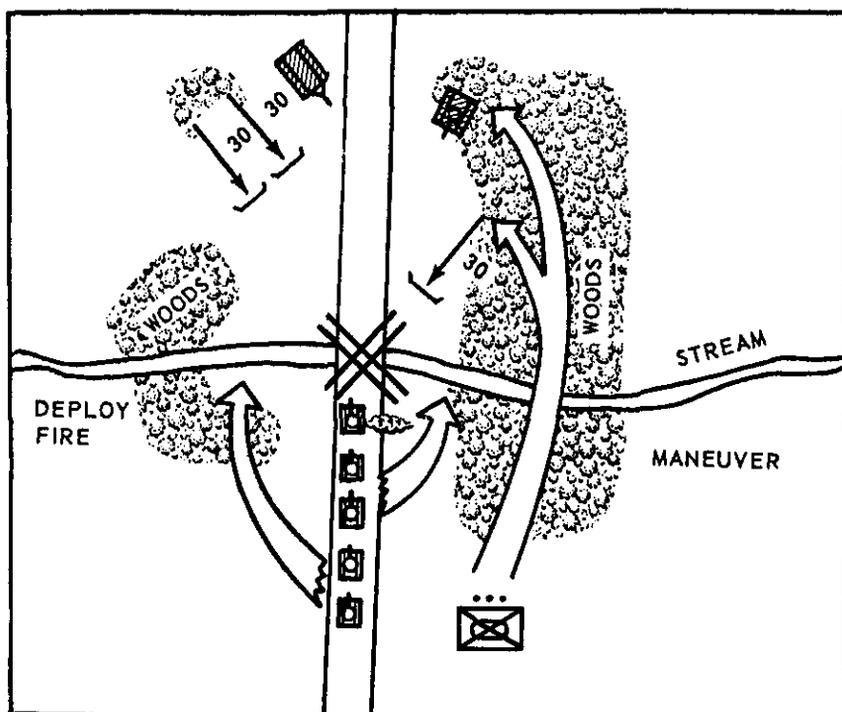


Figure 25. Attack from a march column to reduce a roadblock (schematic).

loss of APC if the unit becomes involved in a fire fight. The method used must be coordinated with the APC driver before the infantry dismounts.

- (2) In the consolidation, the APC occupy hull defilade positions so they can provide fire support if this does not unduly expose them to enemy antitank fires. Otherwise, they should be placed in a covered position as close by as possible. Some of the APC may be positioned to provide security to the flanks and rear.
- (3) The APC are resupplied on position if possible, or in a covered area immediately behind the position.

*l.* The attack from the march column differs from the coordinated attack in that there is not time for detailed reconnaissance and planning. Instead, the lead elements must attack swiftly and in mass. For speed and to keep the initiative, elements are placed in the column in the order of expected employment (figs. 25 and 26).

## 135. Pursuit

*a.* The rifle company normally conducts the pursuit as part of a larger unit. The pursuit starts when the enemy cannot maintain his position and tries to escape or retreat. Pursuit begins only upon the order of a higher commander. Once begun, it is characterized by boldness and rapidity of action and is pushed to the limit of endurance. It is continued day and night. At company level, security measures are limited in the interest of speeding the advance. No opportunity is given the enemy to reorganize his forces.

*b.* To conserve the strength of troops and to provide speed, maximum use is made of all available transportation to overtake, envelop, and destroy the enemy. The company may be preceded by reconnaissance elements which have the mission of finding the enemy so pursuing rifle elements can engage him.

*c.* The battle group commander allows the company commander maximum freedom of action. His orders usually are brief and fragmentary, giving objectives, and axis of advance, or a zone of action. Objectives are generally distant and may include such terrain features as high ground, important road junctions, stream crossings, and defiles.

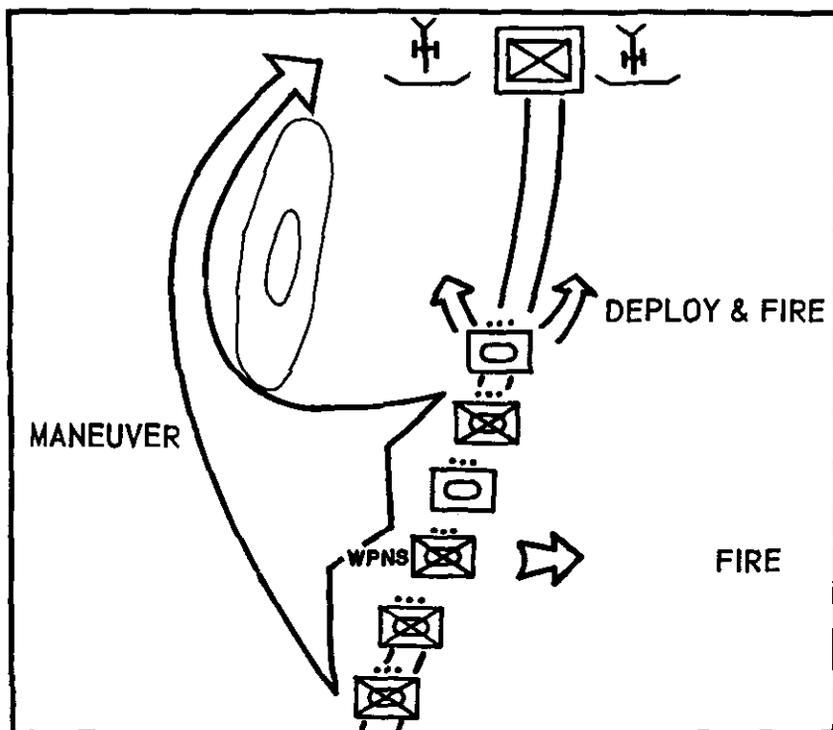


Figure 26. Company task force attack from march column against heavy resistance (schematic).

## Section VII. RIFLE COMPANY IN A RESERVE ROLE

### 136. General

a. *Mission.* The rifle company, as all or part of the battle group reserve, is employed on one or more of the following missions:

- (1) An attack to exploit an enemy weakness.
- (2) An attack from a new direction on an enemy position which, because of its strength, has halted or threatens to halt the advance of the attacking echelon.
- (3) An operation against the hostile rear area to extend an envelopment or exploit a successful envelopment.
- (4) The assumption of the mission of an attacking element that has become disorganized, depleted, or for any reason has been rendered ineffective.

- (5) The reduction of enemy resistance that may have been bypassed by the attacking echelon or that may subsequently develop to the rear of the attacking echelon.
- (6) The protection of the battle group's flanks and rear.
- (7) The maintenance of contact with adjacent units.
- (8) The assistance of adjacent units when such action favors the accomplishment of the battle group mission.
- (9) Support the attack with the fire of its crew-served weapons.

*b. Movement.* The battle group order prescribes the initial location of the company. The company moves to subsequent locations on order of the battle group commander. In a mechanized attack, the battle group commander normally prescribes a route for movement of the reserve, using march objectives and phase lines for control and coordination.

*c. Planning.* Since the battle group order may include more than one contingent mission for the company, several plans may be required to comply with the order. These plans are as complete and detailed as circumstances permit. Fire support plans for the various schemes of maneuver normally include only on-call fires initially. Subordinate leaders are thoroughly informed of all plans so they can execute them promptly.

### 137. Conduct of the Attack

*a.* During the attack, the battle group commander may require the reserve company commander (or his representative) to accompany him until the reserve is committed. He may require the company commander to make recommendations on subsequent reserve locations or to otherwise assist in the preparation of plans for the employment of the company.

*b.* The company commander must keep himself informed of the situation at all times so he can execute an assigned mission promptly. He aggressively seeks information by maintaining close contact with the battle group commander, by monitoring transmissions over the battle group command net, and by reconnoitering. Based upon changes in the situation, he anticipates missions which are likely to be assigned to the company and prepares plans accordingly. He keeps his subordinates informed of the situation and the plans.

*c.* The battle group order committing the reserve is normally fragmentary and may or may not be according to a previously prepared plan. Similarly, the company commander's order is

normally fragmentary, as time usually does not permit detailed planning or the issuance of lengthy orders.

*d.* When committed, the reserve is automatically relieved of any security or contact responsibilities contained in the initial battle group attack order, unless such responsibilities are specifically directed in the new order.

*e.* The conduct of the attack, reorganization, consolidation, and dispersal of the reserve company are carried out as discussed in Section IV, this chapter.

## Section VIII. NIGHT ATTACK

### 138. General

*a. Purpose.* A night attack may be made to gain surprise, to maintain pressure or to exploit a success in continuation of daylight operations, to seize terrain for subsequent operations, or to avoid heavy losses by using the concealment afforded by the darkness. Night attacks are a normal part of operations and become increasingly important as enemy firepower increases.

- (1) Night combat generally is characterized by a decrease in the ability to place aimed fire on the enemy; a corresponding increase in the importance of close combat, volume of fire, and the fires of fixed weapons which are laid on definite targets or target areas by daylight; difficulty in movement and the maintenance of control, direction, and contact. Despite these difficulties, the night attack gives the attacker a psychological advantage in that it magnifies the defender's doubts, apprehensions, and fear of the unknown.
- (2) The difficulties of night attack are reduced by adequate planning and preparation and by thorough training in night operations. Normally, more time is required to plan and coordinate a night attack than a daylight attack. Thorough ground and/or air reconnaissance by leaders at all echelons is highly desirable. Because of difficulties in control, the scheme of maneuver is usually simple.

#### *b. Techniques.*

- (1) A night attack may be conducted by stealth, by using daylight techniques, or a combination of the two. In an attack by stealth, an attempt is made to maintain secrecy and achieve surprise in closing with the enemy before he discovers the attack. The particular technique

employed depends on such factors as the enemy strength and degree of preparation of his positions, his security measures, the terrain, and light conditions. The situation may permit an attack by stealth to seize the initial objective, with the continuation of the attack being made using daylight techniques. Other situations may require daylight techniques for the entire attack. In any event, every effort is made to achieve the maximum degree of surprise, regardless of the techniques used.

- (2) This section deals primarily with techniques used in an attack by stealth. Certain of these techniques may be applicable even though the attack is made generally like a daylight attack.

### 139. Reconnaissance

If possible, all leaders reconnoiter during daylight, dusk, and darkness. Reconnoitering during different conditions of light assures maximum familiarity with the terrain. The company commander normally limits the size of reconnaissance parties and prescribes other limitations on reconnaissance essential to the maintenance of secrecy. Infrared or other night vision devices may be used to assist in reconnaissance and to detect the enemy use of such equipment.

### 140. Surprise and Secrecy

Positive measures are taken to ensure secrecy and increase surprise. In addition to the limitations on reconnaissance parties, the movement of vehicles and weapons is held to a minimum. Light and noise discipline is rigidly enforced. Registration of weapons is avoided or accomplished in a way which will not indicate our intention to the enemy. Significant change in any type of activity is avoided.

### 141. Control Measures

The degree of visibility determines the measures taken to assure control. Because visibility is often poor, the limited ability to control maneuver normally requires the company to move generally in a straight line over open terrain towards its objective. Terrain features used as control measures, if not easily identifiable at night, may be marked by artificial means. Control measures which are emphasized in a night attack are:

*a. Assembly Area.* The assembly area is normally assigned by the battle group commander. It may be closer to the line of departure than for a daylight attack.

b. *Release Points.* These are points at which a higher commander releases control of a unit to its commander. Company release points are designated by the battle group commander. The platoon release point is designated by the company commander, and the squad release point is designated by the platoon leader. Platoon and squad release points are located to provide a gradual deployment during movement to the probable line of deployment. They should be located far enough back to allow attack units to complete their lateral movement before reaching the probable line of deployment, yet far enough forward to permit centralized control as long as possible.

c. *Attack Position.* An attack position is normally used in a night attack. It is often designated by the battle group commander, or he may delegate its selection to the company commander. The attack position should be in defilade but need not offer as much concealment as in daylight; it should be easy to move into and out of.

d. *Point(s) and Line of Departure.* The company commander normally selects a point(s) of departure. It is a point(s) on the ground where the company will cross the prescribed line of departure.

e. *Routes.* The company commander selects the route the company will use from the company release point to the platoon release point. The platoon leader selects the route from the platoon release point to the squad release point. Normally, this selection is made on the basis of observation of the area from a position to the rear of the line of departure. The route from the platoon release point to the squad release point is usually announced as a direction. The routes from the squad release point to the probable line of deployment are also announced as direction for squad movement. Guides are normally used to assist in the movement to the probable line of deployment. See also paragraph 149.

f. *Probable Line of Deployment (PLD).* This is the location on the ground where the company commander plans to complete final deployment prior to moving out with squads in squad line. The probable line of deployment should coincide with some visible terrain features to assist in its identification at night. It should be generally perpendicular to the direction of the attack and as close to known enemy positions on the objective as it is estimated the company can move without being detected. If the enemy has wire obstacles in front of his position, the probable line of deployment should be on the enemy side of the obstacle, if feasible. The company commander selects the probable line of deployment if the battle group commander does not do so.

*g. Zones of Action and Objectives.* The company is normally assigned a zone of action and, in addition, may be assigned a direction or azimuth of attack. The company objective is usually smaller than for a daylight attack so the company can clear it in a single assault. The company commander usually assigns platoon zones of action by designating a portion of the probable line of deployment and an objective for each platoon. Platoon objectives should be small enough to be seized and cleared in a single assault. Assigned objectives should be designated by unmistakable terrain features. Intermediate objectives are not normally assigned.

*h. Phase Line.* A phase line is frequently designated to limit the advance of attacking elements. It should be easily recognizable in the dark (a stream, road, edge of woods, etc.) and far enough beyond the objective to allow security elements room to operate. Fire support agencies are free to engage enemy forces beyond this line. The phase line is frequently prescribed by the battle group commander; if not, the company commander selects it.

*i. Time of Attack.* Often, an attack is made late at night so initial objectives can be seized by daylight and the attack continued at that time. If the objective is relatively deep or if the company mission requires immediate continuation of the attack, the attack may begin early at night and continue to the final objective during darkness. If the objective is to be seized and held, it also may begin early at night.

*j. Other Measures.* Additional measures which may be used to facilitate control include—

- (1) Use of an azimuth, mortar or artillery marking rounds, or tracers to assist in maintaining direction.
- (2) Use of guides and connecting files.
- (3) Designation of a base element on which other units base their movement.
- (4) Use of radar, infrared equipment, flashlights with colored filters, or other night vision devices.
- (5) Prescription of intervals and distances to be maintained between individuals, squads, and platoons.
- (6) Identification of leaders and friendly troops by use of luminous buttons or tape, white armbands, etc.

*k. Communication.* The use of radio is normally restricted until after the attack is discovered. The company commander may use wire and/or messengers for communication with his

platoon leaders. Pyrotechnics may be used as emergency signals, but their indiscriminate use could alert the enemy.

## 142. Formation

a. To assist in control, the column formation is used as far forward as practicable. If possible, deployment of the rifle squads in squad line is delayed until the company is within assaulting distance of the enemy positions. The principal considerations in the selection of a formation are visibility, distance to the objective, and anticipated enemy reaction. Based upon these considerations, the company normally crosses the line of departure either in a column of platoon columns or in a line of platoon columns. Generally, the single file formation is avoided.

- (1) If visibility is poor, distance to the objective is great, or early contact with the enemy is not expected, the company may cross the line of departure in a column (fig. 27). This formation is retained until the platoon release point is reached or unless enemy action forces earlier deployment.

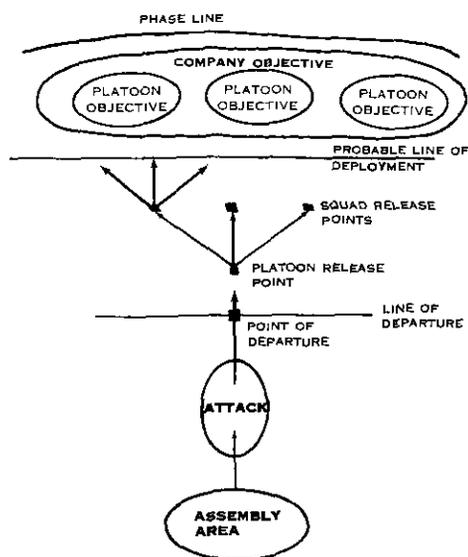


Figure 27. Night attack: company column of platoon columns (schematic).

- (2) If visibility permits control of a more open formation, the distance to the objective is short, or early contact with the enemy is expected, it may be desirable to advance from the line of departure in a company line of platoon columns (fig. 28).
- (3) If the company is in contact with the enemy and the distance to the objective is short, it will be necessary to have the leading squads move forward from their positions in squad line. In this case, the line of contact is, in effect, the probable line of deployment.

b. Under conditions of reduced visibility, the effective use of a reserve as a maneuver element is usually impossible because of the difficulties of control and coordination. The company commander normally employs all three rifle platoons in the assault. A reserve is usually withheld only when the company zone of action is extremely narrow or when there is a dangerously exposed flank or rear. If a reserve is held out to provide flank or rear security, the company commander may direct it to follow the at-

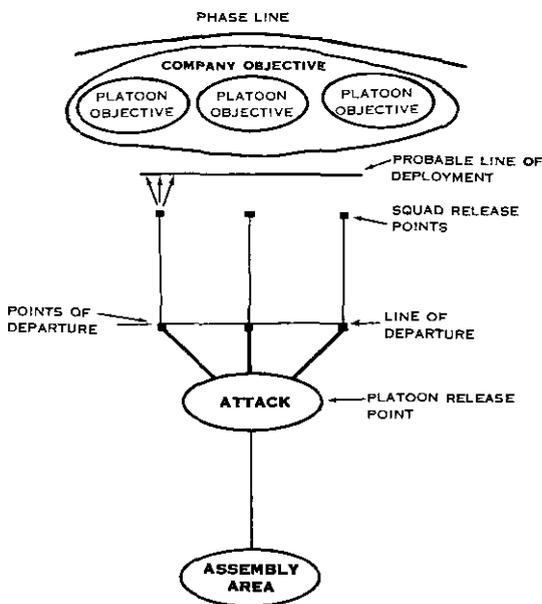


Figure 28. Night attack: company line of platoon columns (schematic).

tack echelon closely, or he may leave it on the LD and have it brought forward by guides or on a signal.

## 143. Security

a. Security patrols are normally sent out before the attack to secure the PLD. Also, returning patrol members furnish information of the enemy and terrain and act as guides when the company moves forward in the attack. One security patrol of four to six men is generally sent from each platoon. The company commander orients patrol leaders on the route forward to the platoon release point, on respective platoon portions of the probable line of deployment, and such other information as they need to know in order to accomplish their mission. Platoon leaders tell their patrol leaders the route from the platoon release point to the squad release points and the location of the squad release points. The company commander designates one of the patrol leaders to coordinate the effort of all patrols. He also designates a time of departure, a time of return (normally shortly before the time of attack), and a place where returning patrol members must report. Normally, one or two members of each patrol return, leaving the remainder as security on or near the probable line of deployment. Enemy outposts on or near the PLD are kept under surveillance and then eliminated just prior to the arrival of the platoons on the PLD. After reporting to the company commander, the returning patrol members rejoin their respective platoons to assist the platoon leaders in guiding their platoons forward.

b. In addition to security patrols on the PLD, frontal and flank security is provided during the movement from the line of departure to the probable line of deployment. The size of these security elements varies with the amount of detailed information of the enemy, the terrain, and likely enemy counteraction. The distance at which these security elements operate depends primarily on the commander's ability to control them.

c. Enemy encountered from the LD to the PLD are eliminated or bypassed as silently as possible.

## 144. Use of Artificial Illumination

a. The battle group commander, as a rule, determines the degree of illumination to be provided. Even though the attack is to be made by stealth, plans are made for the use of available illumination in case it is needed. Battlefield illumination may be planned and provided on schedule or on call.

b. During an attack by stealth, illumination is not usually employed during the advance to the probable line of deployment. During the assault, direct illumination by searchlights and flares may be used to blind and confuse the enemy. Illumination used to aid in consolidation after seizure of the objective is normally limited to indirect illumination (artificial moonlight). Direct illumination can be used to assist in repelling a counterattack.

c. When illumination is used, the attacker may sacrifice much of the secrecy ordinarily gained at night. However, a skillful use of illumination over a period of time may assist in deceiving the enemy as to the exact location of the real attack. The illumination may be extended for a considerable distance on both flanks, so as not to disclose the exact area of the attack. Illumination may be used during all phases of the attack or during the final assault only. Night attacks with illumination are basically conducted in the same manner as daylight attacks. However, the problem of control and coordination is greater, dispersion is less, and movement is slower. With illumination, the mechanized rifle company may conduct a mounted attack. Although the enemy can detect this type attack, tactical surprise can be achieved since the rapidity of movement of mounted forces is such that the enemy may not have time to react in the use of his reserves.

d. If illumination is provided throughout the attack and the light intensity approximates that of daylight, the tactics and techniques used are generally the same as for a daylight attack.

e. Infrared illumination, in conjunction with appropriate viewing devices, may be used to facilitate movement, control, and firing of weapons.

## 145. Use of Supporting Fires

a. If the attack is to be made by stealth, some fires may be delivered to maintain the pattern existing prior to the attack. The supporting fires are planned in detail and weapons are positioned and registered, but they are normally delivered only on call under conditions specified by the battle group commander. Fires are planned on the objective to support the attack; if it is prematurely discovered, to protect the flanks; and to isolate the objective during the assault and consolidation.

b. Use of supporting fires in an illuminated attack closely parallels a daylight attack.

## 146. Use of Organic Weapons and Attachments

a. The 81-mm mortar section is normally employed in general support for ease of control and flexibility. The weapons are posi-

tioned and registered as necessary on desired target areas by daylight. If the objective is within effective range, the weapons may be left in initial firing positions to capitalize on the registered data until daylight or until continuation of the attack necessitates displacement.

b. The antitank squads are usually employed in general support also. If secrecy can be maintained, they may be moved to firing positions at dusk and laid on desired targets, prepared to deliver fires on call. If this action is likely to alert the enemy, the squads do not support the attack, but are kept in defilade behind the line of departure ready to move to the objective as soon as it is seized.

c. The weapons squad of the rifle platoon normally moves in column at the rear of the platoon during the movement to the probable line of deployment. Depending on the visibility, it may follow the assaulting squads at a specified distance, support the assault echelon, or protect the flanks and rear. The weapons squad should not be so close to the assaulting squads that it becomes involved in close combat; yet, it must be immediately available to support the consolidation.

d. If tanks are attached to the company, they are seldom used as a maneuver element except when illumination is provided or when the infrared equipment available to both tank crews and infantry allows them to use daylight techniques. In an attack by stealth, tanks generally stay back of the line of departure ready to move to the objective as soon as it is seized. They may be moved into firing positions and laid on targets at dusk, if such action will not alert the enemy. Illumination can be furnished by tank-mounted searchlights found in the tank company. (See FM 17-1.)

e. Portable or mechanized flamethrowers may be provided to the company. They are generally further assigned to rifle platoons and are fired only after the assault has been launched. At night, flame weapons have a psychological as well as destructive effect on the enemy. When stealth is mandatory, only portable flamethrowers can be used initially.

## 147. Plan for Reorganization and Consolidation

This plan is generally the same as for a daylight attack. The phase line prescribed by the battle group commander restricts the area in which elements of the company can be positioned. Because of reduced visibility, areas where platoons will consolidate should be delineated by easily recognizable terrain features.

To facilitate the positioning of supporting weapons and tanks, plans are made for guides to meet these elements at specified points to lead them to their position areas. Plans are made for the designation and employment of a reserve as soon as possible after the objective has been seized. Special measures may be required to permit rapid resupply of ammunition, evacuation of casualties, and other actions during the reorganization.

## 148. Orders

Although the plan of attack should be as simple as possible, a night attack order is normally lengthy and detailed because of the unusual number of specific control measures and special instructions which are necessary. In conjunction with the order, a thorough terrain orientation is of utmost importance.

## 149. Conduct of the Attack

*a.* Guides are used and routes are marked as necessary to aid the movement to the attack position or line of departure. The company occupies the attack position for the minimum time needed for final coordination and last-minute instructions. Patrol members rejoin their respective platoons after reporting to the company commander.

*b.* The company commander normally leads the company to the platoon release point. Usually, other leaders also march at the heads of their units to facilitate control. Frontal and flank security is maintained during movement to the probable line of deployment. Once the company crosses the line of departure, movement is continuous, and the rate of advance is slow enough to permit silent movement. Enemy encountered from the line of departure to the probable line of deployment are eliminated or bypassed as silently as possible.

*c.* When attacking without supporting fires, the company commander calls for those fires at any time during the movement forward when it becomes evident that the attack has been discovered. In this case, the company deploys at once from the column formation, continues rapidly to the PLD, and deploys on line; fires are shifted, and the company launches the assault as in a daylight attack. If the company is reasonably close to the probable line of deployment when the attack is discovered, it should deploy rapidly and launch the assault without hesitation. Illumination may be requested to assist in control and as a countermeasure to blind the enemy.

*d.* If flares are fired during the movement forward to the probable line of deployment, all individuals quickly assume the prone

position until the flares burn out. The time for firing friendly flares must be coordinated to ensure that the company is not exposed prematurely.

*e.* The patrols securing the PLD should eliminate enemy listening posts in this area as silently as possible just before the company arrives. As the squads approach, they deploy on line. Members of the security patrols assist in positioning squads on the PLD and then rejoin their own squads.

*f.* Normally, platoon leaders report to the company commander when their platoons are in position and ready to continue the movement forward. The company commander directs the movement to continue according to orders from the battle group commander. He may do this by ordering the base platoon to move out, or by any other means consistent with security. The company continues the advance by moving forward *silently* in line without firing.

*g.* When the attack is discovered during this movement, the assault is begun. The authority to begin the assault is normally delegated down to and including platoon leaders. Under some circumstances it may be delegated to rifle squad leaders. Scattered fire by small elements of the enemy must not be misconstrued as loss of surprise and should not be the signal to start the assault.

*h.* The importance of developing a great volume of fire during the assault cannot be overemphasized; it is at this time that fire superiority must be established. The assault is conducted aggressively; individuals are encouraged to shout and create as much noise as possible. Riflemen fire from the underarm position, and automatic riflemen fire from the hip position. Tracers may be used to increase the accuracy of fire and to demoralize the enemy. The company commander may at this time call for supporting fires to isolate the objective and for direct illumination. The assault should be carried to the military crest on the far side of the objective.

*i.* Once the objective has been seized, platoons move to their designated areas and consolidate. Squad and platoon leaders establish their flanks on previously indicated terrain features and gain contact with adjacent units. Local security is established, alert for a possible counterattack. Ammunition is redistributed, supplies are brought forward, key members of the company who have become casualties are replaced, the company command post is displaced, casualties are evacuated, and status reports are made to the next higher headquarters. The company commander checks

his supporting fires to determine if they cover the approaches most dangerous to the company. Organic and attached weapons may be displaced forward and guided into position. An organized mopup of the enemy in an overrun area is normally conducted after daylight. However, this does not prevent taking action against enemy individuals or groups that interfere with the reorganization and consolidation.

*j.* If the attack is to be continued beyond the initial objective, it is usually done at daylight and is discussed in paragraph 117.

## Section IX. RIVER CROSSINGS

### 150. General

*a.* The purpose of a river crossing operation is to move an attacking force rapidly across a river obstacle so that it may continue its attack to seize an assigned objective(s). This operation generally differs from other ground attacks as follows:

- (1) More specialized equipment and personnel are required.
- (2) Limited areas suitable for crossing often tend to canalize the attack.
- (3) Control of units is difficult because of the obstacle itself, restrictions imposed by space, and the employment of units of several arms and services.
- (4) Tactical courses of action are limited, since deployment and firepower are restricted while the troops are astride the river.
- (5) Once forces are committed to action, it is hard to deviate from the initial plan.

*b.* There are two general types of river crossings: *hasty* and *deliberate*.

- (1) A crossing is termed *hasty* when it is conducted as a continuation of the attack, with minimum loss of momentum, by the same forces which advance to the riverline. It is made with the crossing means that are at hand or readily available. A *hasty* crossing may be feasible when enemy defenses on the far bank are weak or when bridges or fords are captured before the enemy has a chance to destroy them. This type of crossing is characterized by speed, surprise, and minimum concentration of personnel and equipment. See paragraph 152.
- (2) A *deliberate* crossing is characterized by some delay, more detailed preparation and planning, and the em-

ployment of extensive and specialized crossing means. It may be conducted as a resumption of the offense or as a result of an unsuccessful hasty crossing; or when a hasty crossing is not desirable because of the difficulty of the obstacle or the strength of enemy defenses.

*c.* For other discussion of river crossing operations, see FM's 31-60 and 7-40.

## 151. Concept

*a.* Higher headquarters provides detailed information of the river and its defenses to the attacking troops before they arrive at the riverline. When existing crossing means can be seized before the enemy can destroy them, they are used for a hasty crossing. When a hasty crossing cannot be effected, the attacker eliminates enemy forces on the near side of the river and prepares for a deliberate crossing. Normally, the near bank is secured by troops other than those assigned to make the assault crossing.

*b.* In any river crossing, the effectiveness of the river as an obstacle is reduced through surprise and deception and by the speed of the attack and build up of forces on the far side. Every effort is made to maintain secrecy and to deny the enemy information, such as the time of crossing and location of crossing sites. Deceptive measures, such as feints and demonstrations, are prescribed and coordinated by higher headquarters. Plans may call for the extensive use of smoke.

*c.* A river crossing is usually made on a wide front to facilitate dispersion, rapid crossing, and deception. The size of the initial wave is limited solely by the available crossing means and sites.

*d.* When possible, assault units cross in helicopters and/or APC and normally seize relatively deep objectives. The mechanized units linkup rapidly with the airmobile forces. When helicopters and/or APC are not available, or their use is not feasible, the assault units must cross in boats. In this case, they have limited mobility after crossing and are normally assigned initial objectives closer to the river. An assault company generally crosses in two waves, whether in boats or APC.

*e.* The attacker must rapidly seize objectives on the far bank and eliminate enemy resistance so that rafts, bridges, and other crossing means may be constructed for the rapid buildup of forces on the far side. When the assault crossing is made by boat, the assault units usually clear the far bank of effective enemy resistance. When the attacking units cross in personnel

carriers or helicopters to seize relatively deep objectives, this task is more frequently assigned to reserves.

*f.* Since the enemy will attempt to destroy the attacker while he is astride the river, the first waves to reach the far bank attack aggressively to keep the enemy off balance while the following forces are crossing.

## 152. River Crossing Using Armored Personnel Carriers

### *a. General.*

- (1) Since APC are amphibious, a mechanized company can make either a hasty or deliberate crossing at sites where there are no bridges or fords. Separate platoons may make a hasty crossing as they arrive at the river when speed is essential to capitalize on a discovered enemy weakness. Tanks, antitank squads, and other fire support elements that cannot cross immediately, support the rifle platoons from positions on the near bank.
- (2) When APC are attached to the company for a deliberate crossing, there are usually enough to carry all rifle platoons. Often, there are enough to carry elements of the weapons platoon as well.

### *b. Planning and Preparation.*

- (1) Before making a deliberate crossing, the company commander and as many as possible of his subordinate leaders (including vehicle commanders) reconnoiter the ground to select routes forward and suitable sites for the APC to enter and leave the water, to determine conditions of the river and its banks, and to locate underwater obstacles. The company commander designates a portion of the near bank for each platoon. Based on his estimate of downstream drift, he may also designate a general area on the far bank where each platoon will land. Platoon leaders select specific sites where each of their vehicles will enter the water and, if possible, where each will land on the far bank.
- (2) The company commander may select intermediate platoon objectives for control when it appears that the attacking platoons will have to halt briefly while the weapons platoon crosses. Any delay of the attack echelon should be kept to a minimum because of the desirability of seizing the assigned objective quickly.
- (3) If there are enough crossing sites, an entire mechanized rifle company may cross in the first wave. If crossing

sites are limited, the company commander insures that the most essential elements of his company are placed in the first wave.

- (4) The antitank squads generally support the first wave by fire from positions on the near side of the river. Plans are made to cross these squads in the second wave and as soon as possible after the far bank has been seized so they can provide antitank protection for the attack echelon. The weapons and their APC may have to be shuttled across the river.
- (5) The 81-mm mortar section may support the first wave by fire from positions on the near side of the river; but when there are enough nonorganic fires to support the first wave and when rapid movement of the attack echelon is a primary consideration, the mortar section may remain on the APC. Plans are made to cross the section in the second wave so it can provide close and continuous fire support during movement toward the assigned objective.
- (6) In addition to the usual preparations for an attack, the APC and their loads are checked to insure that they can safely enter the water. For a discussion of these checks and of loading, see appendix VI.
- (7) For additional discussion of attack planning, see paragraphs 90 through 109.

*c. Conduct of the Attack.*

- (1) Movement forward from the assembly area is continuous and rapid. Multiple routes are used as necessary. An attack position is seldom used. Upon approaching the river, each platoon deploys as the terrain permits with the leading APC downstream from the others in the platoon. This formation reduces the chances of collision in the water. The APC .50 caliber machineguns are fired as necessary. As they near the landing sites, individual APC may be required to maneuver slightly to land at a suitable spot. See appendix VI.
- (2) After negotiating the far bank, the APC continue their movement toward the objective. When an APC cannot climb the far bank at its assigned site, it backs into the water and lands at another site. Every effort is made to avoid congesting the crossing area. When a sizeable number of the APC is unable to climb the bank, the platoon leader(s) concerned normally orders the men

to dismount through the top hatches and continue the attack on foot. The APC rejoin their platoon(s) as soon as possible.

- (3) The company commander normally controls the initial crossing from a vantage point on the near bank. If it is heavily opposed, he may order the reserve to cross at a lightly defended site. He tries to maneuver the reserve to strike the enemy in the flank or rear.
- (4) Upon the successful crossing of the first wave, the company commander orders his remaining elements to cross according to the demands of the situation. They may cross in one or more succeeding waves. The interval between waves is based on such factors as enemy resistance, congestion of the crossing area and far bank, fire support requirements, and the need for speed. The company commander normally crosses in his APC immediately after the first wave has successfully crossed.
- (5) Certain wheel vehicles and personnel of company headquarters do not participate in the assault crossing. They are usually controlled by the executive officer. They cross as directed by battle group when means become available.
- (6) The attack on the far bank is conducted as described in paragraphs 118 through 123. Enemy elements may be bypassed if they do not threaten the accomplishment of the company's mission.

### 153. Planning a Crossing Using Boats

*a. General.* An assault company that crosses by boat usually has the initial mission of seizing terrain from which it can prevent the enemy from placing effective direct small-arms fire on the crossing site. Boat crossings may be made by day, but normally it is preferable to make them at night or under other conditions of reduced visibility. The time of attack, which is specified by higher headquarters, may be planned so that the boats and attacking troops move to the river during darkness and the first wave crosses and lands on the far bank at or shortly before dawn. The near edge of the river is normally designated as the LD.

*b. Reconnaissance.* The company commander and as many subordinate leaders as possible (to include boat team leaders) reconnoiter the ground as the situation and available time permit. They make every effort to insure that their reconnaissance activities do not compromise the secrecy of the operation. Items of particular concern during the reconnaissance are routes forward,

the attack positions, boat positions and launching sites, condition of the banks and the river, and plans of the engineer unit. An engineer officer usually assists the company commander during this period, making recommendations and providing technical assistance. The company commander selects a portion of the near bank where each platoon will begin its crossing, and he may designate general landing areas on the far bank. The platoon leaders select the specific launching site for each of their boats and, if possible, landing sites on the far bank.

*c. Attack Position.* The battle group commander normally selects the company attack position. It is generally the location where infantry troops and the boats with engineer crews are brought together. The company commander assigns portions of the attack position to each of his subordinate elements so that the company is dispersed to the maximum extent possible, consistent with the accomplishment of the mission.

*d. Boat Positions.* The company commander and supporting engineer commander decide where to place the boats in preparation for the crossing. Normally, they will be placed in the attack position, close enough to the river to permit easy carry by the platoons. If the attack position is more than 300 meters from the river, boat positions closer to the river will be selected if possible. Boats for each platoon are placed directly back of their launching sites.

*e. Objectives.* The initial objective assigned the company is normally relatively close to the river. Intermediate platoon objectives are usually unnecessary.

*f. Formation.* The company usually crosses with three platoons in the first wave and assaults in this formation. Normally, no reserve is retained because it cannot move to a critical area in time to influence the action early in the operation. After the initial objective has been seized, the company commander designates a reserve and selects a formation for continuing the attack.

*g. Assignment of Crossing Means.* The attacking company normally has 18 assault boats, which permits it to cross without shuttling. In a typical crossing, the first wave consists of the rifle platoons, and the second consists of the company command group and the 81-mm mortar section. The normal organization is 15 boats in the first wave (allowing five boats per platoon) and three boats in the second (fig. 29). The current assault boat can carry 15 men, three of whom are engineers who operate the boat. The number of men must be reduced when heavy ammunition and equipment are added to a boatload. In organizing rifle platoons

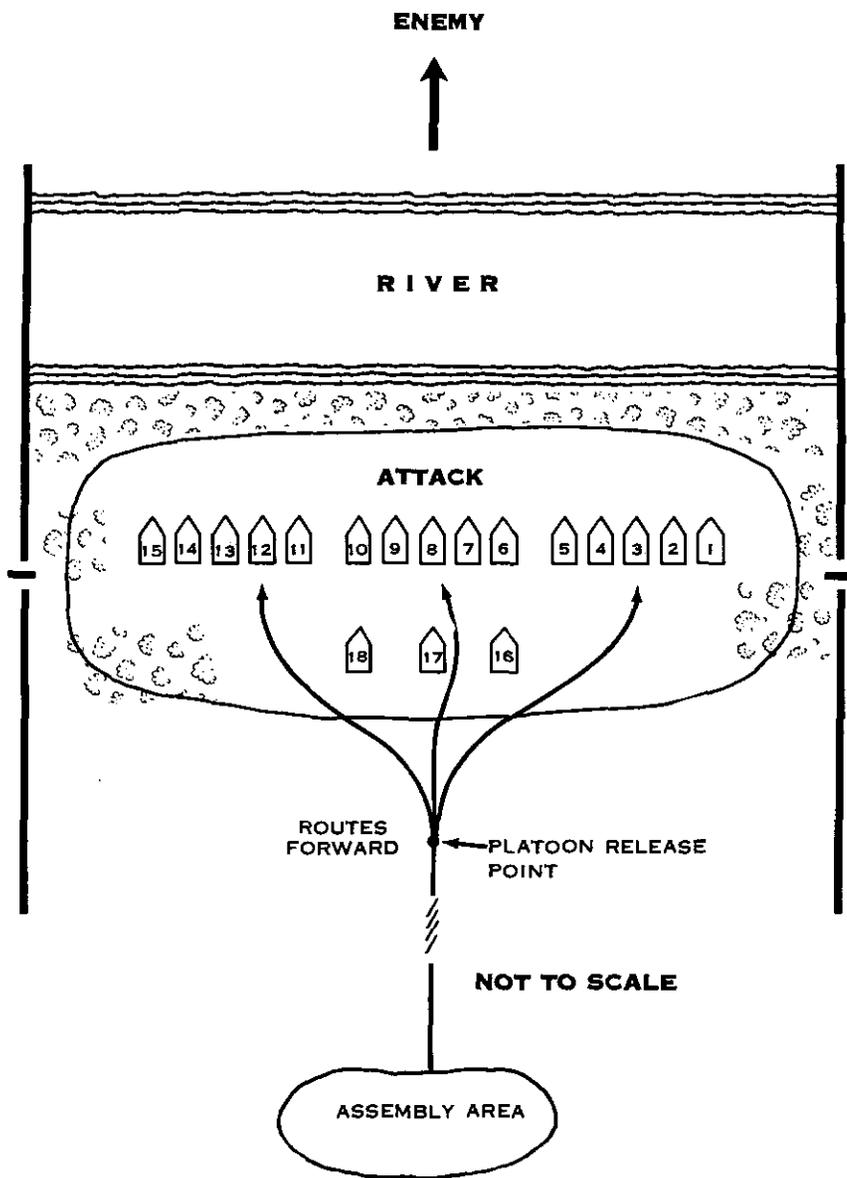


Figure 29. Organization of boats for assault crossing (schematic).

into boat teams, every effort is made to maintain tactical unity of the squads. The two machineguns should not be placed in the same boat, and key platoon personnel should not cross in the same boat. For type assault boat loading plans, see figures 30 and 31.

## FIRST WAVE

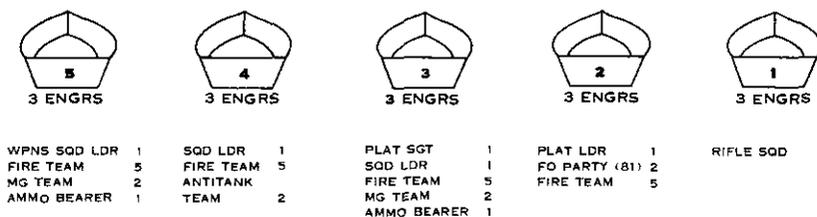


Figure 30. A type assault boat loading plan for a rifle platoon.

## SECOND WAVE

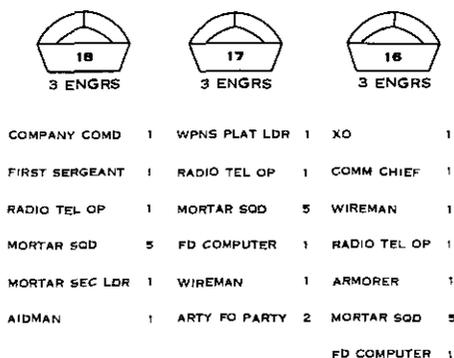


Figure 31. Type loading plan for the second wave.

*h. Weapons Platoon.* The 81-mm mortar section normally crosses in the second wave and supports the attack from positions on the far side of the river. It may support the first wave crossing from the near bank when other available fire support is inadequate. The antitank squads usually support the crossing from positions on the near side of the river and crosses as soon as means become available. If helicopters are available, the antitank squads may be lifted across the river early in the operation.

*i. Engineer Support.* Effective coordination with supporting engineers is essential at all times during the operation. In addition to placing the boats in position, furnishing boat crews, and providing technical assistance, the engineers furnish guides to assist the boat teams in reaching the boats. Generally, a minimum of one

guide is required for each platoon. An engineer crew of three men normally operates each assault boat, with two in the bow and one in the stern. The sternman steers and has technical command of the boat. The infantry boat team leader has tactical command of the boat and tells the sternman where to land. The engineer crew assists the boat team in embarking, paddling, and debarking. After the boat team debarks, the engineer crew returns the boat to the near bank.

*j. Communications.* During the early stages of a river crossing, radio is the principal means of communication. It is supplemented by visual signals and messengers. Two boats in the second wave normally lay wire lines across the river to provide telephone communication with battle group.

*k. Resupply.* After crossing, the only supplies immediately available to the attacking elements are those carried by the men. In addition to the ammunition carried by individuals, each boat normally carries a small amount of extra ammunition and other critical items. It is dropped on the far bank where elements of the second wave collect and sort it and establish a company distributing point. Individuals carry rations as required. Normal resupply is reestablished when means become available to cross pre-loaded vehicles. Helicopters may also be available for resupply.

*l. Rehearsal.* Whenever time, terrain, and equipment permit, full-scale rehearsals are conducted to closely simulate the crossing. If conditions do not permit a full-scale rehearsal, the company commander should request assault boats for dryland training. The training should include designating paddlers and nonpaddlers, carrying the boats, and simulating launching, loading, and debarking.

*m. Reference.* For additional discussion of attack planning, see paragraphs 97 through 109.

#### 154. Conduct of the Crossing Using Boats

*a.* Boat teams are organized and all plans and orders for the crossing are completed in the assembly area. The movement from the assembly area to the attack position may be made on foot or by vehicle. It is made as rapidly and with as much secrecy as possible. The order of march is designed to permit continuous movement into and out of the attack position. Engineer guides meet the platoons in the vicinity of the attack position and guide them directly to their boats. If the timing of the movement has been correct, the boat teams halt no more than momentarily before they pick up their boats and move to the water. They

launch and load their boats, then paddle across the river without a halt and with all the speed they can muster. They do not fire their weapons while crossing, since riflemen either paddle or hold weapons for those who do paddle. When they reach the far bank, they debark, fix bayonets, and rapidly move forward toward their initial objective.

*b.* The company commander remains on the near bank where he can best observe the action as the first wave crosses. As soon as the first wave has crossed, debarked, and cleared the far bank, he orders the second wave to cross. He crosses with the second wave. The second wave should land by the time the first wave has advanced far enough to give the 81-mm mortars room to go into position to support the attack.

*c.* The attacking platoons fight initially as boat teams. Squad and platoon leaders regroup their units while on the move and complete their reorganization after the first objective has been seized. The far bank is mopped up concurrently with the advance. Failure to do so can endanger the crossing of subsequent waves and the operations of engineers at raft and bridge sites.

*d.* For additional discussion of the conduct of the attack on the far side of the river, see paragraphs 110 through 117.

## Section X. TASK FORCE OPERATIONS

### 155. General

*a.* A task force is a temporary grouping of units under one commander and formed to carry out a specific operation independently or semi-independently. The force commander receives a mission type order and acts independently to carry it out. This type operation usually implies the use of highly mobile forces having great firepower.

*b.* The discussion in this section is limited to task forces formed with a rifle platoon or company as the nucleus.

*c.* Task forces may perform a wide variety of missions involving attack, defense, and retrograde operations. Some appropriate missions are locating nuclear targets; making a reconnaissance in force; seizing key terrain features such as bridges, defiles, or communication centers; conducting a raid; and exploiting a successful penetration.

### 156. Task Force Organization

*a.* A task force is organized to fit a specific situation and accomplish a specific mission. For economy of force, speed, and ease of

control, it is made up of only those elements needed to accomplish the mission.

*b.* A task force may be composed of one or more maneuver elements, direct fire support elements, indirect fire support elements, reconnaissance and security elements, and a control element. Support elements providing engineers, medical, supply, and maintenance capabilities may also be included. When appropriate, a task force is provided with ground vehicles or aircraft, or a combination of these means. Numerous combinations of units and equipment can be used to organize a task force.

*c.* Frequently, organic radio equipment must be augmented. The task force commander must have adequate means for communicating with his parent organization and for maintaining control within the task force.

*d.* The company normally organizes and arranges to equip a task force having a rifle platoon as a nucleus; the battle group organizes and arranges to equip a task force having the company as a nucleus. The unit that organizes a task force furnishes as many of the elements and as much of the equipment as possible, and obtains the rest from higher headquarters. For control, supplementary elements are attached to, rather than placed in support of, the task force.

## 157. Tactical Employment

*a.* The tactics and techniques of offensive, defensive, and retrograde actions covered in other portions of this manual are applicable to task force employment. The capabilities and limitations of the units that comprise a task force, the existing situation, and the assigned mission determine how the task force will be employed.

*b.* Plans for the operation are as detailed as time and available information permit. The enemy situation is frequently vague, so plans must be flexible enough to permit changes to meet unforeseen situation. During the conduct of the operation, orders are usually fragmentary.

*c.* The task force commander initially disposes his elements in the formation in the order of their anticipated use. Tactical integrity is maintained when possible. Emphasis is placed on ground and air reconnaissance to the front, flanks, and rear to provide security. Since guidance and support from higher headquarters are usually limited or nonexistent during the conduct of the operation, success depends largely on the tactical skill, initia-

tive, aggressiveness, and strong leadership of the task force commander and his subordinates.

*d.* Task force actions are characterized by rapidity of movement, aggressiveness, maximum use of maneuver, maximum use of offensive action, and teamwork. The task force commander capitalizes on the mobility, firepower, and flexibility of his force. He attempts to defeat enemy elements that are not mutually supporting by a series of quick, violent attacks. He tries to gain an advantage by rapid maneuver against the enemy flanks and rear. He acts offensively to destroy or disrupt the opposing force, even in defensive and retrograde operations. He avoids decisive engagement with superior forces and retains freedom of action, consistent with his assigned mission.

*e.* When the task force is to be resupplied by air, preplanned balanced loads of ammunition and other supplies (based on anticipated needs) are often prepared before the operation.

## 158. Training

Training in organizing and employing various type mobile task forces is imperative if good results are to be obtained in battle. The varied elements assembled in a task force must understand each other's capabilities and limitations and learn to work together with harmony and efficiency. Smooth teamwork is essential.

## Section XI. RAIDS

### 159. General

*a.* A raid is a surprise attack on an enemy force or installation, with the raiding force withdrawing after accomplishing its mission. A raid is normally made by a small force such as a company or smaller unit and is usually ordered by the battle group commander.

*b.* A raiding force may be assigned such missions as destroying key installations, command posts, supply dumps, and nuclear delivery means; capturing prisoners or materiel; or harassing the enemy to disrupt his operations.

*c.* The success of a raid depends largely on the element of surprise. For this reason, raids are frequently conducted at night or during adverse weather, or on difficult terrain which the enemy may consider impassable.

*d.* The size of the raiding force is the smallest that can reasonably be expected to accomplish the mission. The difficulty of

achieving surprise and maintaining control increases in proportion to the size of the raiding force.

*e.* The use of air transport permits a raiding force to bypass enemy positions, terrain, and distance barriers. In an airborne raid (parachute delivered or airlanded), the force is more apt to operate beyond supporting distance of its parent unit than in other types of raids.

*f.* For a discussion of raid patrols, see FM 21-75; airborne raids, see FM's 1-100, 7-40, 57-10, and 57-35.

## 160. Planning

*a. General.* Thorough planning is essential to the successful execution of a raid. Detailed advance information of the enemy, to include night dispositions, is obtained. Prior to the conduct of a raid, information of the enemy's dispositions is generally obtained by patrolling, debriefing of line crossers, and information obtained by higher headquarters. All activities in preparation for the raid are conducted in secrecy.

*b. Organization.* The commander of the raiding force organizes his unit into an assault element and a security element. Each element is organized and equipped to accomplish a specific part of the overall mission. The size and composition of the elements depends on the tasks to be accomplished and the expected resistance at the objective. The assault element may use special equipment such as demolitions and flamethrowers, and it may include special teams such as engineers. (FM 21-75). The assault element eliminates hostile resistance at the objective and performs specific combat tasks as required. If airlanded, it may be supported by the suppressive fires of the transporting helicopters. The security element provides security and isolates the objective while the assault element attacks.

*c. Route of Advance and Withdrawal.* Routes are selected to avoid known or suspected enemy positions. The route of advance should be concealed and covered. The raid is launched from the last concealed position. Advance and flank security detachments may precede the raiding force and silently dispose of enemy security elements along the selected route to prevent premature discover. Although the withdrawal may be conducted over the same route used for advance, alternate routes of withdrawal are selected and plans are made for their use. Provisions are made to keep withdrawal routes open by use of security elements and/or prearranged fires.

*d. Rallying Point.* A rallying point serves as a common location

where units assemble after completion or interruption of their mission. The rallying point(s) is designated along the route to and from the objective. It should provide concealment and cover, be defensible for a short period of time, and be easily recognized and known by all members of the unit.

*e. Fire Support Plan.* A complete and detailed fire support plan is prepared even though the fires may not be used. Supporting fires are planned to isolate the objective, to prevent or limit hostile counterattacks, and to aid in keeping open the route of withdrawal. Their use at the outset decreases the element of surprise, but this must be accepted in the face of a strong enemy position.

*f. Security.* Security is maintained while planning and conducting a raid to deny the enemy knowledge of its exact location, direction, and objective. Higher headquarters may plan and conduct feints to increase the chances of gaining surprise. During the raid, the raiding force commander protects his flanks with flank security detachments and by using prearranged fires on probable avenues of enemy approach. He gives the security elements definite instructions regarding their dispositions and the time or signal for withdrawal.

*g. Rehearsals.* When possible, the raiding force rehearses on terrain and under light conditions similar to those that will be met on the raid. The rehearsal is repeated as necessary to insure that all members can perform their task well.

*h. Airborne Raids.* In addition to the considerations listed in *a* through *g* above, the following aspects should be considered in planning an airborne raid (either parachute delivered or air-landed):

- (1) Plans for the movement are designed to deliver the raiding force to the objective area intact with a minimum risk of detection. Routes are carefully selected to avoid enemy positions and to take advantage of defilade. Deceptive measures may be used.
- (2) Withdrawal by air is usually difficult and requires detailed primary and alternate planning. If an airlanded raiding force can complete its mission in a relatively short time, the delivery aircraft may be able to remain at the landing area, covered by a security force, until the raiding force is ready to withdraw. If waiting is likely to expose the aircraft unduly, they may leave and rendezvous with the raiding force at a predesignated place and time. See also Chapter 6.
- (3) An airborne raiding force can strike deep into enemy territory, but may need support from other services

which must be thoroughly coordinated. Such a force may also be able to work in conjunction with partisan or guerrilla forces.

- (4) Planning and preparations for an airborne raid closely parallel those for an airmobile assault (ch. 6). The plan of attack described for the airborne assault is modified to incorporate considerations appropriate to ground raids.

## 161. Conduct

*a.* During a ground movement to the objective area, every effort is made to bypass enemy elements and escape detection. Security elements normally operate to the front and on the flanks of the main force. If a security detachment becomes engaged, the main force attempts to avoid the action.

*b.* In the case of an airborne raid, elements of the raiding force normally assemble independently immediately upon landing, then start on their assigned tasks without waiting for further assembly.

*c.* As soon as an airborne or ground raiding force arrives, its security elements take positions where they can block approaches and prevent enemy reinforcements from moving into the objective area. They also prevent enemy within the objective area from escaping. When the security elements are in position, the assault element attacks or performs whatever task the mission calls for. It tries to accomplish its mission in a minimum amount of time. If the mission calls for an attack, it must be quick and violent so as to capitalize on the enemy's surprise.

*d.* When the force completes its mission, it reassembles at the rallying point and withdraws. Supporting fires are delivered as necessary to assist in breaking contact. Security elements operate to the flanks and rear of the force to cover its withdrawal. Fast movement is essential. Security elements operating ahead of the main body increase the chances of bypassing enemy positions.

*e.* Casualties are assembled at specified points for evacuation. The commander does not divert any of his combat strength to evacuate casualties until the mission has been accomplished and the force is ready to withdraw.

*f.* A portion of the raiding force may be assigned to act as a stay-behind force. For more discussion of the actions of stay-behind forces, see paragraph 171.

## Section XII. COUNTERGUERRILLA OPERATIONS

## 162. General

*a.* The rifle company may expect to participate in counter-guerrilla operations, either as a rear area security unit or in situations where such operations are the primary mission of all forces involved.

*b.* Guerrilla forces characteristically employ tactics designed to offset the superior combat power of conventional military organizations. Using these tactics, relatively small numbers of guerrillas can tie down and inflict extensive damage on much larger, more highly organized forces.

*c.* The guerrilla element is usually found in areas where the terrain minimizes the mobility, surveillance, and firepower advantage of the counter-guerrilla force. Guerrillas are more familiar with the terrain in the area of operations than the counter-guerrilla force.

*d.* Guerrilla activities are characterized by small group actions, which capitalize on stealth, surprise, unorthodox tactics and rapid withdrawal or dispersal when effective opposition is encountered.

*e.* Effective intelligence and counterintelligence measures are essential to success. Indigenous sources are exploited to the maximum extent. Whenever possible, allied troops native to the area should be employed against hostile resistance elements. Their familiarity with the country, people, language, and customs make them invaluable. Every effort is made to place agents within the guerrilla force itself.

## 163. Employment of Forces

*a.* Conventional units are organized for combat into a number of small, variable size task forces capable of semi-independent action without the combat support normally provided.

*b.* A mobility differential over the guerrilla force must be attained. Dependent upon the area of operations, this will require a high degree of training in foot movement, extensive use of aircraft, particularly helicopters, and suitable ground and water transportation.

*c.* Small tailored units may be organized, equipped, and trained to combat guerrillas by using their own tactics and techniques. Such tailored units might consist of selected United States and allied military and police units augmented by trackers and guides familiar with the terrain. The unit is designed to hunt down and

destroy small guerrilla bands and to establish and maintain contact with large guerrilla formations until arrival of friendly reinforcements. (FM 21-50).

#### 164. Training of Counterguerrilla Forces

Individual and small unit training should emphasize—

*a.* Tactics and techniques, to include use of supporting weapons, used by small units in expected operational environments, i.e., built-up areas, mountains, deserts, and swamps.

*b.* Long-range combat patrol operations under primitive conditions and utilizing only such supplies as can be transported with the patrol.

*c.* Immediate reaction to unexpected combat situations.

*d.* Techniques of raids, ambushes, and defensive and security measures against these types of operations.

*e.* Employment of Army aviation, to include tactics and techniques of airmobile operations.

*f.* Aerial supply by Army and Air Force aircraft to include terminal guidance, drop zone marking, and materiel recovery techniques.

*g.* Helicopter loading and unloading to include external and internal loads.

*h.* Cross-country movement at night and under adverse weather conditions to include tracking and land navigation.

*i.* Police-type search and seizure techniques, counterintelligence and interrogation measures.

*j.* Guard duty, police-type patrolling, and control of civilians, to include the operation of roadblocks and checkpoints.

*k.* Convoy escort and security to include the use of armed helicopters.

*l.* Advanced first aid.

*m.* Cross-training on all communication equipment available within the type unit and all communication techniques.

*n.* Cross-training in all individual and crew-served weapons available within the type unit.

*o.* Indoctrination in the ideological and political theories of the resistance movement, with emphasis on their fallacies and weaknesses.

*p.* Civil affairs training.

*q.* The construction and use of obstacles.

*r.* Psychological preparation of the individual soldier intended to develop patience and perseverance when on prolonged "isolated-type" missions.

## 165. Counterguerrilla Tactics

*a.* The most effective means of destroying the hostile guerrilla force is to conduct a continuous, aggressive offense. Continuous pressure is maintained by vigorous combat patrolling. This keeps the guerrillas on the move, disrupts their security and organization, separates them from their base of supply, weakens them physically, destroys their morale, and denies them the opportunity to conduct effective operations. For a consideration of appropriate patrolling techniques, see FM 21-75.

*b.* Once located, the guerrilla force can be most effectively eliminated by encircling it. If the force is small and located in a relatively confined area, the rifle company or its elements may be able to eliminate the resistance independently. If, on the other hand, the force is large and/or occupies a large area, a force greater than a rifle company may be necessary ensure successful elimination of the guerrilla element.

*c.* Tactical considerations used when closing with the enemy are the same as described in paragraphs 87 through 123 and FM 7-40.

## 166. References

The following references pertinent to operations against irregular forces are available:

*a.* FM 31-15, Operations Against Irregular Forces.

*b.* FM 21-50, Ranger Training.

*c.* FM 21-75, Combat Training of the Individual Soldier and Patrolling.

*d.* FM 21-77, Evasion and Escape.

## CHAPTER 5

### RETROGRADE OPERATIONS

---

#### Section I. GENERAL

#### 167. Type and General Considerations

a. A retrograde operation is any movement of a command to the rear or away from the enemy. It may be forced by the enemy; or it may be made voluntarily. It may be classified as a *withdrawal from action*, a *delaying action*, or a *retirement*.

b. Every retrograde movement made from hostile contacts starts with a withdrawal from action.

c. The battle group commander must give his approval before the company or its elements may start a retrograde operation.

d. The movement may be by foot, ground vehicle, aircraft, or a combination of these means.

e. Retrograde movements are conducted for one or more of the following purposes:

- (1) Harass, exhaust, and inflict punishment on the enemy.
- (2) Draw the enemy into an unfavorable situation.
- (3) Permit the use of elements of a force elsewhere.
- (4) Avoid combat under undesirable conditions.
- (5) Gain time without fighting a decisive engagement.
- (6) Disengage from combat.
- (7) Place the involved forces in a desired position in relation to other friendly forces.
- (8) Avoid destruction by a superior enemy force.

f. The rifle company normally participates in a retrograde operation as part of a larger force (FM 7-40).

#### 168. Basic Considerations

a. Commanders must strive to keep the morale of the troops high. Troops should be informed that the action is part of a sound plan with a specific purpose. False rumors and exaggerated reports of enemy capabilities are counteracted by keeping the men informed. Forceful leadership, strict discipline, control, and prior planning are required to keep morale from deteriorating. The presence of leaders and commanders at critical points helps to bolster the confidence of the troops.

b. Terrain is exploited to the maximum. Good observation and fields of fire are sought to permit engaging the enemy at long ranges. Maximum use is made of concealment and cover. Natural obstacles are supplemented with minefields, toxic chemical agents, atomic demolition munitions, and other artificial obstacles to strengthen defenses, protect exposed flanks, and delay the enemy. Emphasis is placed on denying avenues of approach and key terrain features to the enemy. Efforts are made to canalize the enemy and to force him to mass so he can be destroyed by fires.

c. Demolitions and obstacles are employed to the maximum extent practicable in order to delay and disorganize the enemy advance. In planning use of demolitions, guidance must be provided on the time or conditions under which demolitions will be fired. A demolition firing party should be designated and, when appropriate, guards should be provided to prevent premature firing or seizure by enemy infiltrators. Care must be exercised to insure that demolitions do not hamper future operations in the area. For detailed information concerning the destruction of bridges see FM 7-40.

d. Because retrograde operations are usually more difficult to control than other operations, plans and orders are made in greater detail. The responsibility for executing the plans is often decentralized. As the course of the action cannot be predicted with accuracy, plans should be flexible. Alternate plans are prepared as time permits. Leaders at all echelons must be thoroughly familiar with the concept of the operation so they can make sound decisions if they lose contact with higher commanders. Retention of the initiative is important. Close combat is avoided unless required to accomplish the mission.

e. Ground and air transportation is used, when possible, to move units rapidly. Detachments left in contact and covering forces normally have transportation priority. Special measures are needed to control traffic at critical points.

f. The enemy may be expected to follow up any retrograde movement relentlessly and to strike a withdrawing force from any direction. For security, the withdrawing force moves rapidly under the protection of mobile security forces, reconnoiters continuously to establish and maintain contact with the enemy, sets up antitank and air defense, and tank measures to counter enemy airborne landings.

g. Plans are made to insure that civilian refugees do not hinder the operation by blocking withdrawal routes. Higher headquarters normally helps plan for the handling of refugees.

*h.* Detailed plans are made in advance to insure adequate supplies and equipment at each successive position. The level of supply should not be greater than the anticipated need. Material should not be allowed to fall into enemy hands; that which cannot be evacuated is destroyed.

*i.* Every effort is made to prevent wounded men from being captured. Aircraft can be used to speed their evacuation and release ground transportation for other purposes. In an emergency, any type vehicle can be used as an ambulance and any personnel can be used as litter bearers in order to ensure the safe evacuation of casualties.

*j.* Close cooperation and coordination are required when a withdrawing force passes through a friendly unit. Plans include measures for mutual recognition, routes to be used, points of passage, responsibility for zone, and priority of routes in rear. The withdrawing unit passes through as quickly as possible to reduce the period of concentration. The withdrawing unit commander is responsible for notifying the unit in position when the last withdrawing element has passed.

#### 169. Withdrawal from Action—General

*a.* A withdrawal from action is an operation by which all or part of a deployed force disengages from the enemy so it can initiate some other action. The new action may be a retirement, a delaying action, or a defense from another position.

*b.* A withdrawal from action may be conducted during daylight or at night.

*c.* Preferably, a withdrawal is made voluntarily and, to deceive the enemy, with as much secrecy as possible. Deception is easiest at night or under other conditions of reduced visibility. For this reason, the technique involved when the withdrawal is based on deception is referred to as the *night withdrawal*. The night withdrawal technique may be used during daylight hours in smoke or haze, or during inclement weather which limits visibility, and in the absence of definite enemy pressure.

*d.* When a unit is forced to withdraw and has no chance of doing so secretly, it must disengage by fighting the enemy until it can gain freedom of action. Such a withdrawal, made under pressure and without deception, is referred to as a *daylight withdrawal*—even when it is made at night.

*e.* Complete and detailed plans are made for a withdrawal. They include—

- (1) The time and priority for the withdrawal of forward units (H-hour).
- (2) Control measures.
  - (a) Routes and/or zones.
  - (b) Assembly areas.
  - (c) Covering positions.
  - (d) Rallying points.
- (3) Weapons attachments.
- (4) Complete reconnaissance.
- (5) The composition of the forces to be left behind the main body (mission, size, disposition, and weapons with the covering force or the detachments left in contact).
- (6) Administrative details.
- (7) Security measures.
- (8) The mission to be performed in the new area.

*f.* As soon as the company commander receives a warning order for a withdrawal, he and his subordinate leaders, in turn, issue their warning orders. When possible, orders are transmitted personally by the company commander or his representative to avoid assembling the leaders of units in contact. Withdrawal orders are not transmitted by electronic means except in extreme emergencies.

*g.* Leaders reconnoiter the new positions and the routes to them as thoroughly as time permits. Enemy action may make it advisable for the leaders of units in contact to remain with their units and appoint representatives to conduct this reconnaissance.

## 170. Retirement

*a.* A retirement is an operation in which a force withdraws without enemy pressure. When a withdrawal from action precedes a retirement, the retirement begins after the main forces have broken contact and the march columns have been formed.

*b.* A rifle company normally participates in a retirement as a part of a larger force. It receives specific orders as to the mission, time and type of movement, routes, and march objectives. The company may provide part of the security for the main body (rear, flank, or advance guards), or it may march as part of the main body. For a discussion of the actions of the company during movement, see chapter 7.

## 171. Stay-Behind Forces

*a.* Stay-behind forces may be established as a result of all or part of a unit being cut off by enemy action, or as a directed action by higher headquarters to accomplish a specific mission.

b. When a unit is ordered to act as a stay-behind force, plans for its activities are prepared in detail before the operation. They include plans for resupply and withdrawal. Appropriate missions for a stay-behind force include calling for and adjusting fires; locating targets; reporting enemy information; and destroying key installations such as enemy communication facilities, supply installations, command installations of large units, and nuclear delivery means. The force normally occupies a concealed area until the enemy attack echelon has passed. It avoids detection by the enemy, consistent with the accomplishment of its mission. It conducts offensive actions generally as described for raids in chapter 4. Helicopters may frequently be used to withdraw stay-behind forces.

c. Forces that are cut off by enemy action, can accomplish many of the missions described in *b* above.

- (1) When a unit is cut off, its commander uses all means to notify his next higher commander of the situation and ask for instructions. If the higher commander orders the unit to destroy enemy rear installations, attack enemy forces from the rear, or otherwise disrupt the enemy attack, it acts as discussed in *b* above. The higher commander may order the unit to fight its way through enemy lines to rejoin friendly forces. If so, the two commanders coordinate the action closely. The higher unit may assist the breakthrough with supporting fires and a limited objective counterattack.
- (2) If the cutoff unit is out of communication with its parent unit, the commander decides what action to take based on his knowledge of the situation and the concept for the operation. He considers his own situation (condition of the men, unit strength, and mobility; and his food, ammunition, and fuel supply); enemy strength and mobility; probable location of friendly forces; terrain; and the higher commander's mission. He fights his way through to friendly forces if he has a reasonable chance for success. If he is deep in enemy territory with little chance of rejoining friendly forces with the bulk of his equipment, he may decide to do all the damage he can to the enemy rear area before trying to get through. He retains his force as a unit, evading the enemy except when attacking an installation or an enemy force. He sends out patrols to provide security and information of the enemy and terrain. If his unit is surrounded and his force is adequate, he breaks out of the encirclement. He

makes maximum use of captured materiel. The force continues to fight as a unit until it no longer has the capability of fighting. The commander may then divide it into small groups and have them infiltrate through enemy areas. For techniques of evading the enemy while returning to friendly lines, see FM 21-75.

## Section II. NIGHT WITHDRAWAL

### 172. General

*a.* The success of a night withdrawal depends primarily on secrecy and deception. Troops and weapons withdraw and assemble as quietly as possible. Detachments left in contact protect and conceal the withdrawal of the main body. They simulate the normal activities of the unit by their fires, patrolling, and other deceptive means. In preparation for a night withdrawal, the battle group commander may prescribe special tactical measures such as limited objective attacks and raids to confuse and disrupt the enemy.

*b.* The battle group order prescribes the time of withdrawal; general strength and composition of the detachments left in contact; company assembly areas, routes of withdrawal, route priorities, and any additional control measures required; action to be taken in case of hostile attack; attachment of supporting units to the company for the withdrawal; and instructions pertaining to the withdrawal of the detachments left in contact. The order also covers the organization of the new position to the rear, if appropriate.

### 173. Planning

*a.* When the company commander receives the battle group order, he issues a warning order immediately and starts his planning. He makes maximum use of available daylight for reconnaissance. All leaders, including squad leaders, reconnoiter routes to the rear and the new positions as thoroughly as available time and the enemy situation permit (par. 169). The battle group commander may prescribe restrictions on the size and movement of reconnaissance parties. Activities in preparation for the withdrawal must not compromise secrecy.

*b.* Frequently, the leaders of the company cannot reconnoiter the new position personally (par. 169). Since the company executive officer will be employed to command the detachments left in contact, the company commander normally directs the weapons

platoon leader to command a reconnaissance detail for the new area. This detail should consist of at least one representative from each rifle platoon (normally the platoon sergeant) and may include others, such as communication personnel. Based on guidance from the company commander, the weapons platoon leader selects platoon defense areas and weapons positions, and make appropriate plans for the commander pertaining to the organization of the new position. The rifle platoon representatives prepare plans for the organization of their new platoon defense areas. For simplicity, the disposition of units in the new position is normally the same as in the old position. When time permits, the reconnaissance detail installs wire lines on the new position. Frequently, the detail does not return to the company, but remains in the new area.

*c.* The company commander may designate platoon assembly areas for the withdrawal and platoon routes to the company assembly area. If he does not need to maintain close control over the platoon movements, he may have the platoon leaders select the areas and routes. Platoon assembly areas are normally immediately in rear of each platoon position. The company commander designates a portion of the company assembly area for each platoon. He specifies measures to be taken to secure the company assembly area.

*d.* The platoon leader will designate squad assembly areas and routes to the platoon assembly area. A squad assembly area is normally immediately in rear of the squad position.

*e.* Routes and assembly areas are marked for ease of identification at night, if it can be done without compromising secrecy. Plans are made for the use of guides.

*f.* To facilitate control during the withdrawal, supporting weapons are normally attached to the rifle platoons in whose areas they are located. Platoon leaders may further attach them to the rifle squads. These attachments are normally effective only for the withdrawal.

#### 174. Detachments Left in Contact

*a.* The detachments left in contact protect the withdrawal of the main body by deception and resistance. The strength of the detachments usually does not exceed one-third of the company's rifle strength, plus about one-half of the supporting weapons. Normally, one rifle squad is left in each platoon area of the forward rifle company. As a platoon withdraws, the men left in place move as necessary to cover the most dangerous enemy approaches into the platoon area and, at the same time, furnish close protec-

tion for supporting weapons. The squad from the reserve platoon may patrol the company rear area or block a dangerous approach into the flank or rear. The detachments left in contact use night surveillance devices to help detect any enemy action which might hinder the withdrawal.

*b.* The crew-served weapons remaining in the area of the forward rifle company are attached to the detachments left in contact for their protection and the protection of the withdrawing main body; and to provide normal fire patterns to deceive the enemy. Not more than two of the 81-mm mortars are left to support detachments left in contact.

*c.* Since tanks and 106-mm rifles cannot operate with maximum effectiveness during periods of reduced visibility, they may be withdrawn by infiltration before the main body withdraws. They may remain with the detachments left in contact if there is a definite threat of enemy armor, or if deception would be jeopardized by moving them. All tanks and 106-mm rifles remaining with the detachments left in contact withdraw immediately before or at the same time as other elements of the detachments. Other anti-tank weapons may remain with the detachments left in contact for close-in antitank protection.

*d.* Usually, the company executive officer commands the company detachments left in contact. A rifle squad leader commands the platoon detachments.

*e.* A reserve rifle company normally does not leave detachments in contact. The reconnaissance platoon usually provides rear area security for the battle group, but a platoon of a reserve company may be assigned this mission. A reserve company normally establishes the combat outpost for the battle group's new defensive area.

## 175. Employment of Armored Personnel Carriers

When APC are attached to the company for the withdrawal, APC may be withdrawn using one of the techniques outlined below.

*a.* APC except those provided for detachments left in contact, may be withdrawn shortly after dark (a few at a time) to company assembly areas. Artillery and mortar fires are used to cover the noise of movement. This technique may be used when routes to the rear are limited and when early movement of APC can be made without compromising secrecy.

*b.* All APC may remain initially in their forward positions. The main body moves on foot to the rear to a predesignated assembly area(s) or along a route(s) where they may later be picked up by APC remaining on position. Immediately prior to the withdrawal

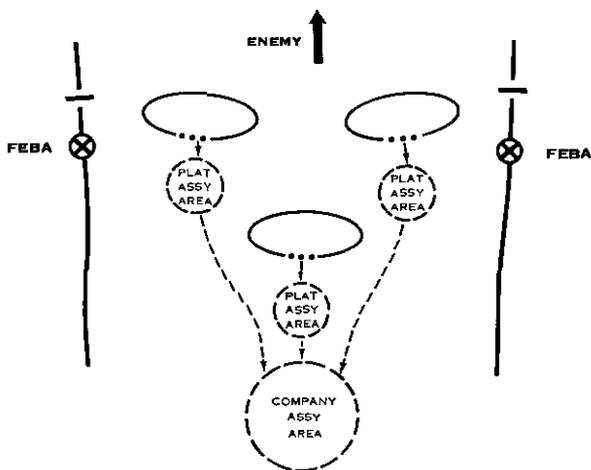
of the detachments left in contact, APC for the main body begin their movement to the rear where they pick up designated elements of the main body. (It is essential that plans provide for loading of dismounted element on specifically designated APC. This will facilitate loading and insure retention of tactical integrity during the remainder of the move and on the next position.) Until these APC on the initial position (usually each with two or three men) begin their withdrawal, they may add additional firepower to the detachments left in contact. This technique is appropriate when multiple routes to the rear will enable a quick and orderly withdrawal of all APC, and when there is danger of compromising the secrecy of the withdrawal by earlier movement.

c. All forces on position may withdraw simultaneously without using detachments left in contact.

## 176. Conduct of the Night Withdrawal

(fig. 32)

a. The rearward movement of all rifle company elements, less the detachments left in contact, begins simultaneously at the designated time. Individuals move to squad assembly areas, squads



ELEMENTS OF THE COMPANY SPECIFIED BY HIGHER HQ REMAIN AS DETACHMENTS LEFT IN CONTACT. THEY WITHDRAW IN A SIMILAR MANNER IF NOT UNDER PRESSURE. IF UNDER PRESSURE THEY WITHDRAW AS SHOWN IN FIG. 33.

*Figure 32. Night withdrawal (schematic).*

move to platoon assembly areas, and platoons move to the company assembly area. Column formations are normally used for ease of control. The movement is made quietly and rapidly. Consistent with the battle group traffic control plan and the reconnaissance made by platoon leaders, each platoon may be sent immediately to the rear as it arrives at the company assembly area. Sometimes, the entire main body of the company may be assembled before any element is sent to the rear, although such halts are avoided if possible. Every effort is made to maintain continuous movement. Transportation meets the company as far forward as practicable. The battle group commander prescribes the limit for its forward movement. Vehicles move singly or in small groups, using blackout or infrared lights.

b. The detachments left in contact provide the primary security for the company's withdrawal. The company commander provides additional close-in security with small detachments to the front and rear of the main body and elements to block routes into the flank. The main body normally maintains radio listening silence. It may use wire lines along the route for communication with the battle group commander.

c. Subsequent to the initiation of the withdrawal, and at the discretion of the company commander, the commander of the detachments left in contact (normally the executive officer) assumes responsibility for the area. Squads in each forward platoon area move as planned to cover dangerous approaches and protect crew-served weapons. Existing wire lines are used for control. Enough radios are left with the detachments left in contact to communicate with battle group and to simulate normal traffic on the company nets. All actions of the detachments left in contact are designed to simulate the normal activity of the company.

d. If the detachments left in contact are attacked, they defend to the extent of their capability. They do not withdraw without authority of the commander of the battle group detachments left in contact. If communications are lost, the commander acts in accordance with preplanned instructions covering this possibility.

e. At the specified time or on order, the detachments left in contact withdraw simultaneously. Squads normally move directly to the company assembly area where all are assembled. Before withdrawing, the detachments spoil wire lines by removing sections of the wire. The company detachments left in contact designate small groups to provide security for the movement from the assembly area to the rear. The reconnaissance platoon often screens the movement and maintains contact with the enemy.

## Section III. DAYLIGHT WITHDRAWAL

## 177. General

a. A daylight withdrawal is generally undesirable, but may be forced by enemy action. It is usually characterized by the forward elements fighting as they withdraw, with units in rear covering their withdrawal and assisting them in breaking contact.

b. This type action is enhanced by mechanization of the company.

c. The successful execution of a daylight withdrawal depends to a large extent on effective planning, control, speed of movement, proper use of available firepower, and strong leadership.

d. Often the battle group order for a daylight withdrawal is fragmentary. It normally prescribes the positioning of the battle group covering force; the company zone and/or route(s) of withdrawal, assembly area (if used), and other measures to control movement; the attachment of supporting units to the company; the sequence of withdrawal; and instructions for occupying delaying or defensive positions to the rear. The time of withdrawal may or may not be announced initially.

## 178. Planning

a. Planning is as detailed as time permits. It is desirable for all leaders to reconnoiter withdrawal routes, zones, and subsequent positions, but time will normally permit only limited reconnaissance. Reconnaissance parties may be used to reconnoiter successive positions. The company commander issues a fragmentary warning order as soon as possible so his subordinates can plan concurrently. Fragmentary orders are issued as plans are formulated. The company commander—

- (1) Assigns each forward platoon a zone and general route of withdrawal so he can coordinate and control their movement. He may also designate checkpoints. The zones of withdrawal extend as far to the rear as it is anticipated the platoons will move while deployed. Usually this is no farther than the location of the company covering force (company reserve), but may be farther for those platoons whose withdrawal cannot be covered by this force.
- (2) Normally prescribes a platoon assembly area for each forward platoon. The assembly areas are normally located in defilade to the rear of the company covering force. When the withdrawal of a forward platoon can-

not be covered by the company covering force, it may be necessary to locate the assembly area for that platoon to the rear of the battle group covering force. The assembly area for the company covering force is normally in the company assembly area.

- (3) Designates routes from the platoon assembly areas to the company assembly area or subsequent position, as appropriate. The routes should pass around the flanks to the rear and should offer as much concealment and cover as possible, consistent with the speed of the movement and the battle group traffic control plan.
- (4) Normally designates the reserve platoon as the company covering force. The covering force may have to be split so that elements can be located where they can cover the withdrawal of all forward platoons. This increases the problem of control. When the battle group covering force is too far to the rear or flank to cover the withdrawal of the company covering force, the company commander may have the rifle platoon(s) occupy successive covering positions.
- (5) Normally attaches organic weapons to the platoons in whose areas they are located. Tanks usually join the company covering force as the forward platoons pass and, upon passing through the battle group covering force, may be detached from the company and attached to this covering force.

b. Based on the company plan, platoon leaders select routes of withdrawal to their platoon assembly area. They determine the probable order of withdrawal of elements of their platoons and they may select tentative rallying points along the route of withdrawal. They may relocate crew-served weapons near the topographical crest to obtain better fields of fire. If a platoon must cover its own withdrawal initially, the platoon leader selects one or more subsequent positions to be occupied by the first elements to withdraw.

## 179. Employment of Armored Personnel Carriers

a. If the company is completely mechanized, the company commander attaches APC to his subordinate units, including elements of the weapons platoon. If he has only enough APC to mount a part of the company, he must decide how he can use them most effectively. He may attach enough to each platoon to mount the last elements of the platoon to withdraw. He may attach all avail-

able APC to the forward platoons initially; then as the forward platoons pass through the covering force, he may attach some of the APC to this force. He should also consider providing APC for attached and organic supporting weapons units.

b. If possible, APC occupy hull defilade positions immediately in rear of the platoon positions from which they can support by fire the loading and withdrawal operations. If the APC cannot be placed in hull defilade, they are moved as far forward as possible so personnel can load rapidly.

## 180. Conduct of the Daylight Withdrawal

(fig. 33)

a. Depending upon the situation, the battle group commander may order all forward companies to withdraw at the same time or he may order the least engaged forward units to withdraw first. Fires and smoke are used. In some situations, a limited objective attack may be made to extricate heavily engaged units. Armed helicopters may be used to disengage some of the forward units (par. 175b).

b. The company withdraws only on order. If elements of the company are heavily engaged, the company commander usually orders the least engaged forward platoons to withdraw first. If enemy pressure is about equal along the front, he may order all

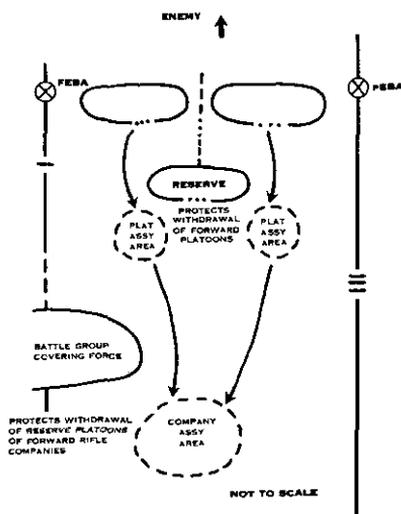


Figure 33. Daylight withdrawal (schematic).

forward platoons to withdraw at the same time. The company commander's decision as to whether to withdraw the most heavily or least heavily engaged units first is a difficult one. To withdraw the most heavily engaged units first from the area of greatest enemy pressure may subject the entire command to encirclement and destruction. To withdraw the least heavily engaged units first may result in loss of all or a major part of the most heavily engaged units. The decision must be based on determining which plan best preserves the integrity of the force and which best contributes to the overall accomplishment of the mission.

c. The degree of enemy pressure dictates the manner in which the rifle platoon withdraws to the rear of the covering force. A platoon that is not engaged may withdraw as a unit; under enemy pressure it withdraws by using fire and maneuver. Control of the platoon at all times is essential. The enemy situation dictates which, if any, of the tentative rallying points will be used. The platoon sergeant may withdraw with or ahead of the initial elements of the platoon so he can supervise the reestablishment of control of the platoon elements at the rallying point or so he can supervise the occupation of a subsequent position. Withdrawing elements pause at the rallying point only long enough to reestablish control.

d. When the platoon withdraws using fire and maneuver, riflemen and certain crew-served weapons normally withdraw first under the protection of automatic weapons and tanks. The position is thinned out gradually. Automatic weapons and tanks are usually withdrawn last after other elements are far enough to the rear to be relatively safe. In close terrain, it may be necessary to withdraw the tanks earlier.

e. Withdrawing units are careful not to mask the fires of covering forces to the rear. Tanks fire on the enemy during their withdrawal; they normally join covering forces as they arrive at covering force positions. When the company must support its own withdrawal, the 81-mm mortars normally withdraw by echelon so they can furnish continuous fire support. Platoons assemble in platoon assembly areas (if appropriate) and move immediately to the company assembly area, which is usually in rear of the battle group covering force. After the forward platoons withdraw, the company covering force withdraws in a similar manner.

f. Delay in the company assembly area is avoided. Consistent with the battle group traffic control plan, platoons may be sent to the rear individually as they arrive at the company assembly area.

## Section IV. DELAYING ACTIONS

## 181. General

*a.* A delaying action is an operation in which a unit trades space for time and inflicts maximum casualties on the enemy without becoming decisively engaged in combat. In addition, the operation is aimed at forcing the enemy to mass into a nuclear target. Although the underlying principle of a delaying action is to gain time without fighting a decisive engagement, the company may be forced to accept close combat. A local tactical situation, such as limited space and time requirements, may force the company into accepting close combat or a higher commander may order it in order to improve the overall situation.

*b.* A delaying force consists of a security echelon, forward forces, and a reserve. A rifle company may occupy the forward area, act as all or part of the security force, or it may be part of the battle group reserve. When extreme frontages are assigned, the battle group reserve may furnish the security echelon.

*c.* The mission may direct the delaying force to hold the enemy beyond a definite line until a stated time. The reason for the action is normally announced. The delaying force may conduct the operation from a single position or successive positions.

*d.* During the conduct of the action, the delaying force maintains contact with the enemy. It delays to the maximum between, as well as on, successive positions. It takes advantage of all obstacles and employs maximum fires at long ranges. A mechanized force can conduct a continuous delaying action more effectively than a dismounted force.

## 182. Desirable Characteristics of Terrain for Delaying Positions

The terrain should offer—

*a.* Good observation and fields of fire. The delaying force can normally develop long-range fires from positions on topographical crests. If a long delay on one position is required, consideration should be given to organizing the terrain to permit mutual support by flat trajectory weapons.

*b.* Concealed routes of withdrawal.

*c.* Obstacles to the front and flanks.

*d.* Maximum concealment for the forces on the delaying position.

*e.* Cross compartments.

### 183. Organization of Delaying Positions

a. The battle group commander normally assigns the company an initial delaying position and a zone of withdrawal. The company frontage can be greater than in a defensive situation because unlike the defense, in the delay the action is usually for a prescribed and relatively short period of time. Often, the company commander must use three platoons forward to cover the assigned frontage adequately. He retains a reserve if possible to provide flexibility and depth. The company organizes the extended frontage by accepting larger gaps between platoons, not by increasing the area occupied by platoons over the maximum acceptable for a defense. The company commander covers the gaps between platoons with patrols, fires, observation, surveillance devices, and obstacles.

b. The company commander designates platoon areas as he does for the defense (par. 52), except that the platoon positions are normally on or near the topographical crest to provide long-range fires and observation and to facilitate withdrawal. The company organizes the ground as completely as time permits. It takes advantage of natural obstacles to the front and flanks, and adds to their effectiveness with artificial obstacles.

c. Weapons (such as 106-mm rifles) are usually attached to the rifle platoon in whose area they are located. The 81-mm mortars are employed to cover the front and are placed well forward to obtain maximum range. If the mortars cannot adequately cover the front from a central location, they may be attached to rifle platoons as required. The rifle platoon leaders place organic and attached weapons where they can obtain long-range fields of fire.

d. The company commander normally prescribes platoon zones of withdrawal (par. 178). He designates as many subsequent platoon delaying positions as are needed for him to control the company's action. The delaying positions should block critical approaches and take advantage of natural and artificial obstacles. He also designates platoon assembly areas and routes of withdrawal, as appropriate. If the assigned frontage allows him to retain a reserve, he uses it as the company covering force. He places it where it can cover the withdrawal of all forward platoons, if possible. Depending on the location of the battle group reserve, the company commander may designate subsequent platoon delaying positions that are in rear of the company reserve's initial position(s).

e. Platoon leaders select additional delaying positions within their assigned zones. They are generally located so that the first

elements of the platoon to withdraw from one position can occupy the next one to the rear to cover the withdrawal of the remainder of the platoon. Consideration is given to locating these positions so that obstacles can be covered by fire.

*f.* Zones of withdrawal and subsequent positions are reconnoitered as time permits. If possible, the preparation of subsequent positions is started before the delaying action begins. If time is limited, reconnaissance parties prepare plans for the occupation of these positions.

## 184. Employment of Armored Personnel Carriers

*a.* APC are used in a delaying action as in a daylight withdrawal (par. 179).

*b.* When the company furnishes security elements forward of the delaying position, the company commander normally attaches carriers to them. Other security detachments, such as flank security elements, should receive high priority for the attachment of APC. The remaining APC are used as required by the situation and the plan for the conduct of the delay. The company commander may attach some APC to each platoon to mount the last elements of the platoon to withdraw. When it appears that one or two platoons may become more heavily engaged than others, he may mechanize them completely. In some situations, he may be able to shuttle platoons on APC to subsequent delaying positions.

*c.* The machinegun on the APC may be used to protect the flanks and add depth to the delaying positions, as well as to support withdrawal from each position and the movement to the rear.

## 185. Conduct

*a.* Permission to withdraw forward forces from a battle group delaying position must normally be obtained from the battle group commander. Consequently, the company commander must keep the battle group commander informed of the situation at all times to prevent forward platoons from becoming so heavily engaged that they cannot be withdrawn effectively. If communication with the battle commander is lost, the company commander decides when to withdraw based primarily on his assigned mission, the concept of the operation, and the enemy situation.

*b.* The enemy is engaged by fire at all ranges. Every effort is made to stop his leading elements, which forces his following units to mass on roads and trails. If efforts to cause the enemy to mass are successful, all available forces are employed to destroy him. If he cannot be made to mass, he is forced into the time-

consuming task of deploying his forces to attack the delaying position.

*e.* Normally, forward forces withdraw, on order, before they become engaged in close combat. The withdrawal is usually conducted like a daylight withdrawal (pars. 177–180). Conditions of visibility may sometimes make it possible to use night withdrawal techniques (pars. 172–176).

*d.* When the company delays by defending an area for a specified time, the defensive action is conducted as discussed in paragraphs 64 through 67.

*e.* As the platoons withdraw from initial positions, they continue to delay in their assigned zones. The first platoon elements to withdraw move rapidly to and occupy the next position to the rear, normally under the supervision of the platoon sergeant. These elements cover the withdrawal of the remainder of the platoon. As the last elements withdraw, they set off previously prepared demolitions or prepare other obstacles. All elements of the platoon may join on the first delaying position to the rear, or a part of the platoon may be leapfrogged to the next position to the rear. The platoon leader normally remains with the forward portion of the platoon in such a case. The platoon fights to delay the enemy at each successive position, withdrawing only to avoid close combat. It withdraws in this manner until it passes the covering force of a higher unit. Then the platoon may assemble to continue its movement to the company assembly area or a subsequent position, as appropriate.

*f.* The company commander coordinates the actions of his withdrawing platoons. Consistent with instructions from the battle group commander, he orders his forward platoons to withdraw in time to prevent them from being cut off by an enemy force advancing rapidly on their flanks. If he has a reserve, he repositions it to block enemy penetrations and protect the flanks and rear. He uses patrols to maintain contact with adjacent units, provide flank security, and block enemy threats from the flanks.

*g.* If the enemy withdraws from the attack, the company maintains contact and reoccupies the forward positions, if possible. This lessens the likelihood of the enemy placing nuclear fires on the forward forces.

## CHAPTER 6

### AIRBORNE OPERATIONS

---

#### Section I. GENERAL

#### 186. Introduction

a. This chapter covers the tactical employment of the rifle company in airborne operations. The airborne infantry rifle company is the company used as a basis for discussing joint airborne operations. The infantry rifle company can conduct airlanded joint airborne operations. The infantry rifle company is used as the basis for discussing airmobile operations in paragraphs 211 through 223.

b. The purpose of considering airmobile operations as a separate section in this chapter, is to emphasize its importance and to indicate that airmobile forces may be employed in all types of operations.

c. For a general discussion of airborne operations, see FM 7-40 and FM 57-10.

#### 187. Employment

a. In airborne operations, the rifle company normally fights as part of the battle group, either under direct control of the battle group commander or as a task force or part of a task force within the battle group. However, it is not unusual for the company to act independently or semi-independently during all or part of the operation.

b. The airborne infantry rifle company can enter combat by airlanded or parachute means or a combination of both. The infantry rifle company is limited to airlanded delivery means only.

#### 188. Definitions

a. *Airborne Operation.* An operation involving the movement and delivery by air of combat forces and their logistical support by airlanding or airdrop into an objective area. Airborne operations include joint airborne operations (parachute or airlanded) and airmobile operations (parachute or airlanded).

b. *Joint Airborne Operation.* An operation conducted by Army forces together with forces of another service, usually the Air

Force. They may be either strategic or tactical in nature. They may be either parachute assault or airlanded assault or a combination of the two.

*c. Airmobile Operation.* An operation in which combat forces and their equipment move about the battlefield in aerial vehicles under the control of a ground force commander to engage in ground combat. One of the primary differences between airmobile operations and joint airborne operations is that in airmobile operations, the aerial transport is under the control of the ground force commander. These operations are usually tactical operations limited in mission, range, and duration. Airmobile operations are normally unilateral, but they may be conducted as part of a joint airborne operation.

## 189. Comparison of Operations

*a.* The major differences between joint airborne operations and airmobile operations are—

- (1) Type forces required and command structure.
- (2) Command and control of the transport means.
- (3) Characteristics of the aircraft.
- (4) Size and scope of the operation.
- (5) Degree of administrative support and preparation required.

*b.* While the tactical principles for airborne operations are applicable for both joint airborne and airmobile operations, it should be recognized that airmobile operations can be planned and executed in less time with far greater simplicity.

## 190. Planning Sequence

Detailed planning for airborne operations is best developed by reverse planning from the objective area in the following sequence:

*a.* Ground tactical plan which includes an assault plan and accompanying fire support plan, a defense plan and accompanying fire support plan, and a linkup plan or withdrawal plan.

*b.* A landing plan, which indicates sequence, time, and place of arrival of troops and material.

*c.* Air movement plan based on the landing plan.

*d.* Marshaling plan based on the air movement plan.

## 191. Echelonment for Airborne Operations

*a.* Combat elements of a force which is to participate in a joint airborne operation are normally organized into three echelons—

- (1) *Assault echelon.* This echelon is composed of those forces required to seize the assault objectives and the initial objective areas, and includes the reserve and supporting troops.
- (2) *Followup echelon.* This echelon is that part of the force (less the rear echelon) which is brought into the objective area as soon as practicable after the assault. It consists of additional vehicles and equipment of units in the assault echelon and tactical, tactical support, and service units not required in the assault echelon.
- (3) *Rear echelon.* This echelon is that part of the force which is left in the departure area to perform administrative and service functions not required in the objective area, or those units whose functions can be performed more efficiently in the departure area.

b. Combat elements of a force which is to participate in an airmobile operation are normally organized into two echelons—

- (1) *Assault echelon.* This echelon consists of those forces and equipment that are airlanded in the objective area to engage in ground combat. It may require one or more lifts, depending on its size and the number and type of aircraft available.
- (2) *Rear echelon.* This echelon consists of the remainder of the force; those not immediately needed in the objective area such as administrative personnel and equipment, and those that cannot be transported in available aircraft. This echelon accompanies the ground linkup force.

## 192. Rehearsals

All phases of airborne operations should be rehearsed in as much detail as possible. Frequently, terrain similar to that in the objective area can be located for the rehearsal.

## Section II. JOINT AIRBORNE OPERATIONS—GENERAL

*Note.* Wherever the term "airborne operation" is used in this section, it is construed to mean *joint airborne operation* unless otherwise indicated.

## 193. General

This section, and paragraphs 199 through 210, cover the tactical employment of the airborne infantry rifle company in joint airborne operations. With modifications, the procedures outlined can be applied to the infantry rifle company in airlanded operations.

## 194. Employment

*a.* The airborne infantry rifle company can enter combat by parachute or airlanded means or a combination of the two. The infantry rifle company is restricted to airlanded means.

*b.* The assault landing can be made during daylight or at night. The company can fight immediately upon landing, but it can fight most effectively if it has time to assemble as a tactical unit under control of the company commander. Because of the dispersion of units in parachute operations, assembly usually takes longer than in airlanded operations.

*c.* After an airborne assault landing, the rifle company operates tactically in substantially the same manner as discussed in previous chapters. Following the assault phase, in which initial objectives are seized, the company may defend until linkup with friendly ground forces, until a buildup of forces by aerial delivery permits resumption of the offensive, or until withdrawal. In some situations, the company may continue offensive operations and/or special operations immediately after the assault phase, with a subsequent linkup or withdrawal.

## 195. Preparation for the Airborne Assault

*a.* Airborne operations require detailed planning at all levels and close coordination with transporting aviation units. The company commander usually participates in the detailed planning of the next higher headquarters, accomplishing concurrent coordination with supporting units at that time. The time available for preparing for an airborne operation may vary from a few hours to several days.

*b.* The company must maintain the maximum possible readiness to take part in an airborne assault on short notice. The following measures may be taken to maintain readiness, depending on the imminence of an operation :

- (1) Fit personnel parachutes, tag them, and prepare them for movement to loading site (parachute operations only).
- (2) Prepare supplies and equipment for air delivery.
- (3) Issue necessary supplies and special equipment to individuals.
- (4) Maintain up-to-date SOP loading tables that are readily adaptable to probable methods of employment.
- (5) Conduct frequent inspections, checks, and training exercises.

*c.* For a detailed explanation of loading forms for airborne operations in which Air Force aircraft are used, see TM 57-210.

Loading forms are completed to the extent practicable, and kept in readiness for a mission. These forms may be included in the unit SOP.

d. A company must be ready to implement plans for marshaling without delay. This requires a detailed company alert plan and marshaling SOP.

## 196. Orders

a. The company commander usually receives a warning order early in the planning phase so he can plan and prepare for the operation concurrently with the battle group commander and staff. In addition to information normally included in a warning order in an attack, the warning order for an airborne operation usually includes special security measures, information on the number and types of aircraft allocated to the company, equipment to be delivered with the assault echelon, instructions on preparing equipment for aerial delivery, and any required changes to SOP loading plans. For security, certain information concerning the operation may be withheld until the marshaling phase begins.

b. The battle group operation order is normally issued after units are sealed in marshaling areas. It gives the rifle company its missions and designates the supporting and attached units. When task forces are employed, the battle group operation order specifies their composition and missions. The rifle company's mission for the assault phase is assigned like that for any other attack. In addition, the battle group plans and orders may include—

- (1) The location of drop zones or landing zones for elements of the battle group, as appropriate.
- (2) The plan for reorganization after landing, including the location of company assembly areas, use of assembly aids, reports, security measures, and the method of collecting stragglers. When elements of the battle group are to land in widely dispersed areas, the selection of company assembly areas may be delegated to the company commanders.
- (3) Data on the air movement, including the location of loading areas, allocation of aircraft, composition of the aircraft serials, and the times for loading, takeoff, and arrival at the objective area.
- (4) Data on marshaling. This may be issued in a separate order if it is lengthy and detailed.
- (5) Plan for reconnaissance after the landing, including reconnaissance for CBR contamination.

- (6) Plans for defense of the objective area after seizure of initial objectives, when applicable.
- (7) Plans for linkup with surface forces, if appropriate.
- (8) Details of air-sea rescue, when applicable.
- (9) Details of time and place of arrival and the use of troops and equipment in the followup echelon, when applicable.
- (10) Organization of, and instructions to, the rear echelon.
- (11) Supply and evacuation plan, including the method of recovering supplies and special measures for air resupply and air evacuation.
- (12) Alternate plans for accomplishing the mission.
- (13) Plans for other subsequent operations.

### 197. Reconnaissance

The company commander should make an aerial reconnaissance of the objective area and the routes to the objective area whenever conditions permit. If an aerial reconnaissance is not possible, his reconnaissance consists of a study of maps, terrain models, and photographs of the objective area. Other information of the terrain and enemy may be available from higher headquarters. The following items are particularly important in an airborne assault for the formulation of the ground tactical plan and landing plans:

- a.* Nature of landing zone(s) or drop zone(s) as appropriate, to include anti-airborne obstacles.
- b.* Nature of assembly area(s).
- c.* Location of key terrain features held by the enemy in or near the company's area of operations.
- d.* Location and types of obstacles in the area of operations.
- e.* Nature of the objective and the location of terrain suitable for defending the objective.
- f.* Location of enemy units, to include reserves and armored forces.

### 198. Organization for Combat

The company may be reinforced, particularly if it has a mission requiring physical separation from the remainder of the battle group. Attachments are made early during marshaling to give the company commander time to coordinate the use of his attached units and to control their preparations for the movement and subsequent action. The company may be divided into assault, followup, and rear echelons.

## Section III. JOINT AIRBORNE OPERATIONS—PLANNING

*Note.* Wherever the term "airborne operation" is used in this section, it is construed to mean *joint airborne operation* unless otherwise indicated.

## 199. General

Based on battle group plans and orders, the company commander prepares his plans for loading, air movement, landing, reorganization, and the accomplishment of the tactical mission. Normally, the ground tactical plan is prepared first; and based on this plan, the landing and reorganization plans are formulated; followed by the plan for air movement and marshaling, in that order. Although planning follows this general sequence, all plans are closely interrelated and are often developed concurrently (par. 190). At company level, all of the above listed plans are normally incorporated in a single plan.

## 200. Ground Tactical Plan

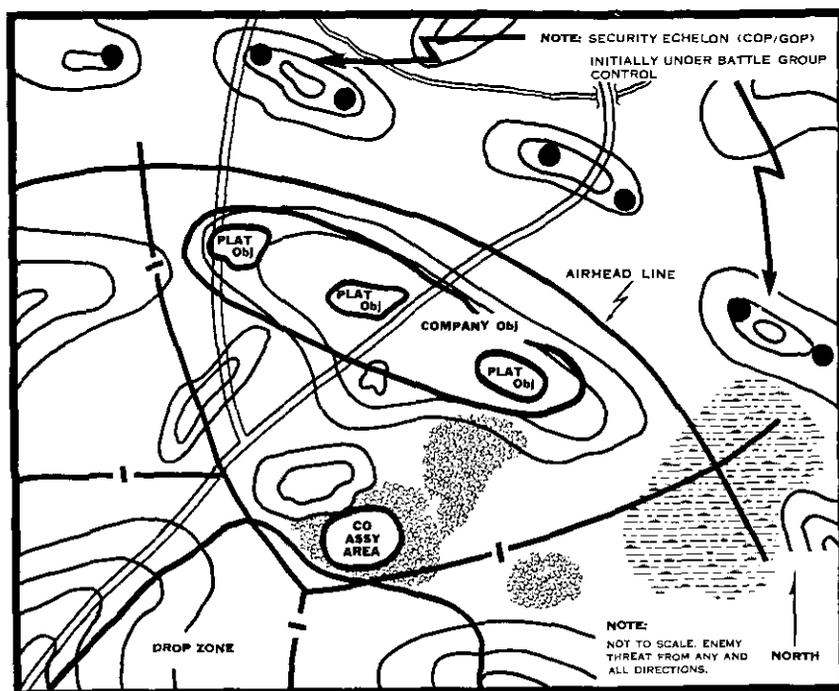
*a. General.* The ground tactical plan includes the assault plan to seize the assigned objectives, plan for defense of the assigned portion of the objective area, fire support plans to accompany both the assault and defense, plan for subsequent offensive operations, linkup plan, and plan for withdrawal, as appropriate (par. 215). Plans should be simple and flexible. Alternate plans are prepared. Plans for the attack and defense are generally as described in chapters 3 and 4, modified by the following factors peculiar to the airborne assault:

- (1) The possibility of becoming engaged immediately upon landing, before individuals and equipment can be completely assembled.
- (2) Limited artillery support. The company may have to attack before the artillery and, in some cases, the heavy mortar platoon/mortar battery have occupied firing positions. The dispersion of units in the objective area may limit the amount of artillery fire support which can be furnished the company.
- (3) Greater separation of units, resulting in more exposed flanks and rear.
- (4) Limitations on available ammunition and other supplies.
- (5) Limited mobility.
- (6) Nonavailability of tanks.
- (7) Confused tactical situation, with both friendly and enemy forces lacking information of the other.
- (8) Enemy normally surprised initially.

- (9) The objective area often relatively free of prepared enemy defenses and possibly without well-organized enemy combat troops initially.
- (10) Loss of a portion of company elements because of inaccurate aerial delivery or loss of aircraft during movement.

*b. Assault Plan (fig. 34).*

- (1) The assault plan consists of a scheme of maneuver and a plan of fire support. It is designed to capitalize on the surprise gained by the assault landing and to provide for seizing the assigned objective(s) and clearing the assigned zone of responsibility when directed. In a parachute assault, the company normally assembles and reorganizes in its assembly area and attacks to seize its objective immediately. The company may be directed to attack before it is completely assembled. In an air-landed operation, the assembly and reorganization of the company may not be necessary. An attack position



*Figure 34. Rifle company, airborne battle group, in parachute assault (schematic).*

and line of departure are seldom used. Platoon objectives are selected to insure the seizure and control of the assigned company objective(s) and to accomplish other missions. Normally, intermediate objective are not assigned because the company usually lands close to its objective(s). Whenever possible, a reserve is retained in the initial attack to provide a means of influencing the action. This may not be possible if a number of objectives must be seized simultaneously.

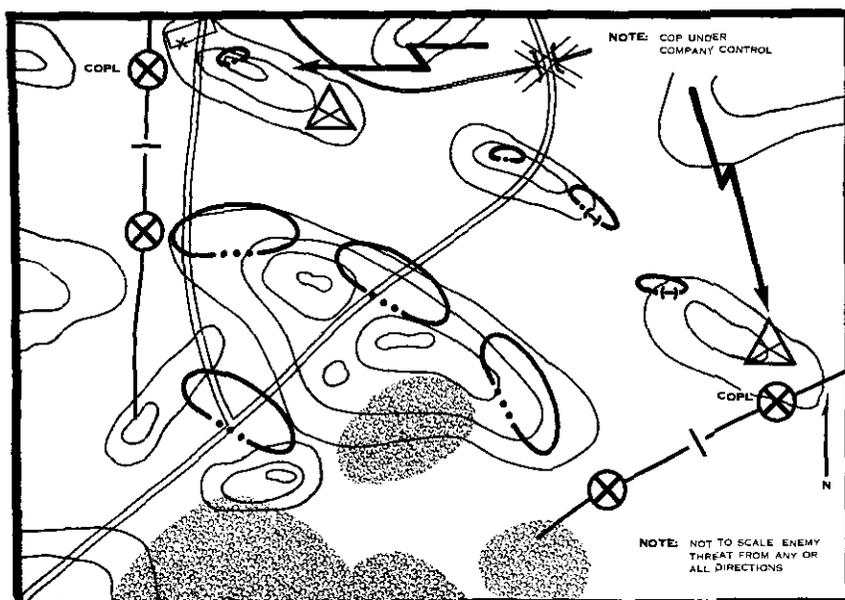
- (2) When the company is assigned more than one objective, the commander may prepare alternate plans to provide for seizing all objectives at the same time or in succession, as indicated by the enemy situation at the time of attack. If the objectives are lightly held, it may be possible to seize them simultaneously and thus accomplish the mission quickly. If the objectives are well-defended, it may be necessary to concentrate the combat power of the company against one of them at a time.

*c. Defense Plan* (fig 35). When the operation has a defensive phase, the company is normally assigned a portion of the airhead line to defend. The company defensive area is designated by boundaries and coordinating points. The organization of the defense is similar to that discussed in chapter 3. Because the area to defend will frequently be large, mutual support between platoons and companies may be limited. Platoons are located to protect key terrain features and cover the most likely avenues of approach into the company sector of responsibility (par. 215).

*d. Fire Support.* The company commander prepares fire support plans generally as described in chapters 3 and 4, concurrently with the preparation of the assault and defense plans. Greater dependence will frequently be placed on close air support because of initial shortages of artillery. Close coordination of all supporting fires is necessary particularly with respect to linkup.

*e. Linkup.* When the plan of operations calls for a linkup with ground forces, the company commander insures that coordination measures are circulated and carried out by members of the company. The measures may include coordination of schemes of maneuver, coordination of fires, a system of mutual recognition, and coordination of communication.

*f. Withdrawal.* When the plan of operations calls for a withdrawal after the assault phase, plans for the withdrawal are prepared in as much detail as possible before the operation starts, paragraphs 224 through 229.



*Figure 35. Rifle company, airborne battle group, in defense of an objective area (schematic).*

## 201. Landing Plan

a. The landing plan is based on the ground tactical plan. The battle group commander normally specifies the drop zone(s) or landing zone(s) to be used by the company or its elements. The company commander may assist in the selection to insure that the areas can be used to further his ground tactical plan. As a general rule, drop or landing zones are selected as close to the objective as the terrain and enemy situation permit (FM 7-40).

b. In an airlanded operation, a company assembly area may not be necessary; in a parachute operation, an assembly area is normally required. Normally, the battle group commander selects the company assembly area when he needs to coordinate the assembly of companies, as when more than one company lands on one landing zone or drop zone. When elements of the battle group land in widely separated areas, he often delegates the selection of the company assembly area to the company commander. Normally, only one company assembly area is designated, but one or more separate platoon assembly areas may be selected when the ground tactical plan makes it desirable. Alternate assembly areas are selected for use in case of unexpected enemy action. The company commander tries to choose an assembly area which—

- (1) Is free from enemy troops and small arms fire.
- (2) Is as close as possible to drop or landing zones.
- (3) Offers good concealment and cover.
- (4) Permits units to assemble in areas where they are favorably disposed for the attack, to include the nearness of weapons to their initial firing positions.
- (5) Permits units to assemble in the direction of their objectives.
- (6) Is large enough to accommodate the company.
- (7) Is easily identifiable by prominent landmarks.

*c.* Battle group may specify the use of certain assembly aids. The company commander specifies the use of other desirable aids, provided their use is not restricted by higher headquarters. Since the period of assembly and reorganization is critical, security may be sacrificed to a degree to use assembly aids that include panels, flags, colored smoke, and pyrotechnics to mark the assembly area during daylight; lights, pyrotechnics, and infrared devices to mark the assembly area at night; guides near the assembly area; radio-homing devices; audible signals such as tin crickets and whistles; and distinctive markings to identify personnel and equipment of particular units. The most important step that can be taken to assure the success of the assembly and reorganization phase is to thoroughly orient personnel on the assembly plan.

*d.* The company commander plans for necessary security of the assembly area during reorganization.

## 202. Air Movement Plan

*a.* Air movement planning at company level consists essentially of preparing air-loading tables and flight manifests. The company air-loading table is forwarded to battle group for inclusion in the battle group air-loading table. For preparation of the air-loading tables and flight manifests, see TM 57-210.

*b.* In preparing the air-loading table, tactical integrity of squads and platoons is maintained to the maximum extent possible. Critical command personnel, weapons, and communication equipment are distributed among several aircraft. Weapons and their crews are loaded in the same aircraft. Personnel are designated to recover equipment bundles upon landing. In airlanded operations, enough men are placed in each aircraft to unload cargo upon arrival at the destination. For directions for loading accompanying supplies, see chapter 2.

### 203. Marshaling Plan

a. The marshaling plan is based on the air movement plan which provides necessary information for determination of the date and time units are sealed, the personnel, vehicles, and the equipment to depart from each airfield or airlanding facility.

b. The marshaling plan covers movement of the company to departure airfields or airlanding facilities, responsibility for provision of certain facilities and services while units are marshaling, plans for loading of aircraft, and briefing of troops for the operation.

c. The marshaling plan at company level is based on the battle group marshaling plan and normally consists of a plan for movement of the company, preparation of personnel and equipment for loading, loading of aircraft, and briefing of troops.

## Section IV. JOINT AIRBORNE OPERATIONS—CONDUCT

*Note.* Wherever the term "airborne operation" is used in this section, it is construed to mean *joint airborne operation* unless otherwise indicated.

### 204. Marshaling

a. *General.* Marshaling is the process used to complete final preparations for combat, move to departure airfields or airlanding facilities, and load for takeoff. When marshaling begins, units are sealed in marshaling areas or their assembly areas, and strict security is imposed. Marshaling is accomplished in the shortest possible time, usually less than 48 hours. Preparations are completed, including the finalization of plans, briefing of troops, and final preparation of supplies and equipment for aerial delivery.

b. *Briefing.* All troops are briefed in as much detail as time permits. Briefings are usually conducted at company, platoon, and squad level, using techniques described in FM 57-10. Personnel briefings stress the plan for reorganization because of its importance in regaining control after landing in the objective area. Terrain models, aerial photographs, and maps are used to familiarize all personnel with the area of operations so they can orient themselves quickly after landing. Company personnel are briefed on the plans of the battle group and the other companies involved in the operation so, in the event of inaccurate landings or unforeseen resistance, elements of the company may contribute to the accomplishment of the overall mission. Security is emphasized to prevent individuals from carrying copies of battle plans and orders into the objective area.

*c. Preparation of Equipment for Aerial Delivery.* For parachute operations, the preparation of accompanying supplies and equipment for aerial delivery is completed during marshaling. Aerial delivery containers, cargo parachutes, and related equipment are issued to elements of the company for packing equipment to be carried on individuals, delivered as door bundles, and dropped by monorail. Company men pack this equipment in the company assembly area. They mark the bundles distinctly to make them easier to identify and recover. Items to be delivered by heavy drop are normally prepared by personnel of the company under the supervision of trained teams from higher headquarters. Usually, this equipment is rigged near the loading site at times designated by higher headquarters. For a general discussion of rigging door bundles and loads for aerial delivery, see TM 57-210. Technical bulletins of the 10-series and technical manuals of the 10-500 series contain specific data on rigging all vehicles, major weapons, and bulk equipment for aerial delivery.

*d. Loading of Equipment.* The company commander is responsible for loading his personnel, supplies, and equipment in accordance with the battle group loading plan. The company normally loads and lashes its supplies and equipment early, and loads troops at the last possible moment. Aircraft crews supervise and provide technical assistance in the lashing of equipment. The pilot and the ground commander inspect the loaded aircraft.

*e. Loading of Troops.* The company moves from the assembly area by plane loads to designated loading sites according to the battle group plan. On arriving at the loading site, each plane load moves directly to its assigned aircraft and boards it.

## 205. Responsibility During Air Movement

The commander of the Air Force transporting aviation unit controls the air movement from the point of departure to the drop or landing zones. During this movement, the pilot is the aircraft commander and is in absolute charge of his aircraft, all crew members, and all passengers.

## 206. Landing

*a.* When the company is to go into action immediately, it lands on or as close as possible to its objective to achieve maximum surprise and to avoid unnecessary movement of troops, supplies, and equipment. It is desirable to land directly on an undefended objective. A landing directly on a defended objective increases the problem of reorganization and control. The company usually lands on a single drop or landing zone.

*b.* In parachute operations, heavy drop equipment and supplies are normally delivered on the same drop zone the company uses, but in some situations a different drop zone may have to be used. In heavy drop operations, recovery personnel jump immediately following heavy drop release, usually from the same aircraft, and with the equipment for which they are responsible. Recovery operations begin immediately after landing.

## 207. Assembly and Reorganization

*a.* The assembly and reorganization period during the initial assault is critical because of the company's vulnerability to attack. The operations are executed with maximum speed and precision. When necessary, security is sacrificed for speed and control.

*b.* When the company lands directly on or immediately adjacent to its initial objective (s), an assembly area is not normally used. Squads, platoons, and special teams proceed to their objectives immediately. In this type of assault, reorganization is accomplished concurrently with, or immediately after, the seizure of initial objectives.

*c.* When an assembly area is designated, individuals move directly to it. No attempt is made to assemble units on the drop or landing zone. In parachute operations, the men designated to recover supplies and equipment do so immediately and move to the assembly area. Radios are put into operation without delay.

*d.* If the company is engaged on the drop or landing zone, individuals return fire immediately. Leaders take control of groups of individuals, regardless of unit, and try to eliminate the enemy force by small unit action. Aggressiveness is necessary in gaining control and in attacking the enemy force without hesitation.

*e.* Assembly aids are used as planned. If enemy action requires, aids are set up to direct the troops to an alternate assembly area. Guides near the entrance to the assembly area direct individuals to their respective unit areas. Security is posted as planned.

*f.* Communication is established with battle group and within the company. Subordinate leaders keep the company commander informed of the status of their units during assembly and reorganization. They report the percentage of personnel, crew-served weapons, and equipment assembled.

*g.* If elements of the company land in the wrong area, they are assembled under the senior officer or noncommissioned officer present. If possible, he immediately establishes communication with the appropriate commander and requests instructions. Lacking orders, the group directs its effort toward accomplishing the com-

## 208. Initiation of the Attack

*a.* As soon as possible after landing, the company commander dispatches patrols to reconnoiter the objective. Based on what the patrols learn of the enemy, the company commander determines the extent of reorganization required before the attack is launched. Because of the surprise inherent in the airborne assault, it is frequently more desirable to start the attack early, when only a part of the company has been assembled, than to wait until assembly is more nearly complete. When patrol reports indicate the enemy is prepared to defend the objective, it may be desirable for the company to assemble more completely before attacking. The decision to start the attack is normally delegated to the company commander. In some situations the battle group commander retains the authority to make this decision so he can coordinate the action of all the battle group units.

*b.* When the company is assigned responsibility for establishing a portion of the security echelon during the assault phase, the assigned elements land either on or near the security positions, or move forward to them as soon as possible. The primary mission of these elements during the assault is to provide early warning of enemy approaching the objective area.

## 209. Conduct of the Attack

The conduct of the attack is generally as described in chapter 4. The company commander modifies his original plan of attack according to the degree of assembly of the company and newly acquired information of the enemy and terrain. Aggressiveness and rapidity of movement are necessary to capitalize on surprise. After seizing their initial objectives, elements of the company re-dispose themselves to defend the assigned sector or take whatever action is indicated by the mission.

## 210. Subsequent Operations

*a.* When the assault phase is followed by a defense of the objective area, the company normally defends a portion of the air-head line. The required dispersion may result in reduced mutual support between companies and between platoons. A security echelon (GOPL/COPL) is normally established as described in paragraph 47. During the defense, the responsibility for the se-

curity echelon is normally assigned to forward companies. Anti-tank defense of the objective area is emphasized.

b. For a discussion of withdrawal from the objective area see paragraphs 228 and 229.

## Section V. AIRMOBILE OPERATIONS—GENERAL

### 211. General

a. While this section emphasizes the infantry rifle company conducting an airmobile assault and the defense of an objective area, it must be recognized that this is only one of the many ways helicopters or other aerial vehicles can be used to provide increased battlefield mobility. For example, helicopters may be used to displace fire support units, to transport supplies, and to furnish a means of evacuation.

b. For further information on battle group airmobile operations see FM 7-40 and FM 57-35. In areas of conflict between this manual and FM 57-35, material contained herein will govern.

### 212. Employment

a. Some ways in which airmobile forces can be employed are—

- (1) Seizing key terrain in the enemy rear area for continued offensive action or until linkup.
- (2) Conduct of raids.
- (3) Flank security for a larger force.
- (4) Bypassing enemy positions.
- (5) Positioning units for flank attacks.
- (6) Transporting elements to reinforce, exploit, or counter-attack.
- (7) Dispersion of unit after seizure of objectives.
- (8) Bypassing obstacles.
- (9) Antiairborne and counter guerrilla operations.
- (10) Withdrawal of isolated units.

b. The infantry and airborne infantry rifle companies are particularly adaptable to airmobile operations because most of their equipment can be moved by currently available helicopters.

### 213. Command Relationship

Normally, the transport aviation unit is placed in support of the company, with operational control retained by the battle group commander. The command relationship is based on the in-

ability of the company to plan, coordinate, control, and support the air movement phase of the operation. For some independent operations, transport aviation elements and aircraft maintenance and supply elements may be attached to the company. See FM 7-40.

## Section VI. AIRMOBILE OPERATIONS—PLANNING

### 214. General

a. Planning for an airmobile operation follows the sequence outlined in paragraph 190 and as described in paragraph 199.

b. In planning an airmobile operation, dependence is placed on previously prepared SOP. Detailed SOP permits the company to conduct airmobile operations using fragmentary oral orders.

c. Although the planning for an airmobile operation parallels that for a joint airborne operation, it must be recognized that the plans be less complex because of the size and scope of the operation.

### 215. Ground Tactical Plan

a. *Airmobile Operation.* The ground tactical plan for an airmobile operation is generally as described in paragraph 200.

b. *Scheme of Maneuver.* In developing the scheme of maneuver for the assault and defense phases of the operation, the company commander will consider the following (fig. 36) :

- (1) *Objectives.* Objectives are selected using the same considerations discussed in paragraph 200.
- (2) *Platoon zones of action.* Platoon zones are assigned by designating boundaries. The terrain should be divided into zones and objectives, selected in such a way that any given platoon will not have to attack simultaneously in different directions. Boundaries should be readjusted as little as possible during the transition from the assault to the defense. Each platoon has the responsibility of seizing the objective(s) within its zone, clearing the zone of enemy forces as required, and defending its assigned sector.
- (3) *Objective area.* The airhead line includes all of the objectives and maneuver space required for defense of the objective area. Coordinating points defining the airhead line are designated on the boundaries to help define the zone to be cleared in the assault phase and to identify

the sector to be defended in the defense phase. The trace of the airhead line may be indicated when required. When the assault phase and defense phase are shown on one overlay, coordination points and an airhead line are also portrayed. Normally, it is possible to select coordinating points suitable for both phases so redistribution of assigned areas is not necessary.

- (4) *Security.* The security echelon for an airmobile operation is the same as for other defensive operations (par. 47). Appropriate security measures must be taken by the rifle company. These may consist of listening posts, observation posts, roadblocks, or other security detachments. Their locations are normally designated by the company commander. They are provided by the rifle platoons and attached elements, and are controlled by the platoon leader in whose zone they are located. The mission of these security detachments is to provide early warning, to delay and disorganize (within their capability) the enemy, and to deceive him as to the location of the airhead line. In order to better accomplish these missions, supporting elements (i.e., radar teams and assault weapons squads) may be employed with the security detachments. It is desirable for the security detachments to occupy their positions as early as possible to cover the assault phase of the operation. Security detachments normally land on their positions. Landing on position has the advantage of early establishment of security forces, but does not insure clearance of the area between the airhead line and the security positions. Security detachments may be landed within the objective area and move out to their positions. Landing in this manner has the advantage of having the area between the security positions and the airhead line screened.
- (5) *Employment of organic and attached units.*
  - (a) One or more assault weapons squads from the battle group assault weapons platoon may be attached to the rifle company. They will normally be employed in general support of the company, and will be positioned to cover armor approaches and to take maximum advantage of the terrain and the range of the weapons.
  - (b) The rifle company frequently will have a short-range radar team attached. It is employed in general support of the company in a position area from which it

can provide surveillance coverage throughout the company area.

- (c) If engineers are attached, they perform appropriate engineer tasks such as constructing roadblocks, preparing or removing demolitions, and clearing or improving landing zones. Priority of work will usually be assigned to the security positions.
- (6) *Reserve.* To insure rapid seizure of the assigned objective area, an airmobile company commander may often determine it necessary to assign objectives to all of his rifle platoons. This requirement may not allow the company commander to initially withhold any part of his maneuver elements as a reserve. Platoons having assault missions are given reserve missions to be accomplished on order. Elements of company headquarters, attached units, and fire support elements will comprise the reserve in these situations.
- (7) *Defense.*
  - (a) Normally, the boundaries and other control measures used for the assault phase will be suitable for the defense of the objective area. It may be necessary, however, for the company commander to make adjust-

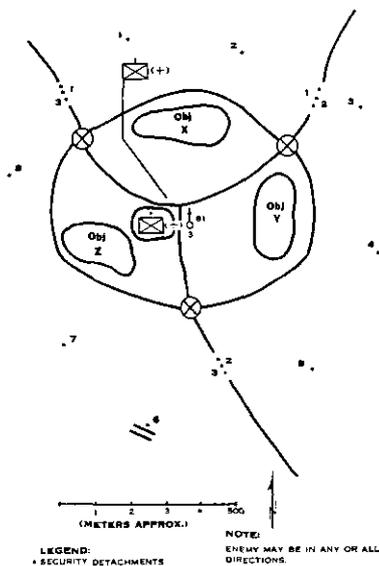


Figure 36. Scheme of maneuver (company lands on or near its objective).

ments once he arrives in the objective area and has an opportunity to conduct a ground reconnaissance.

- (b) The defense of the airmobile objective area usually takes the form of the perimeter defense (pars. 68-71).
- (c) After the positions on the airhead line are completed, the company commander plans to move additional elements of the company to occupy positions forward of the airhead line. Such positions will serve to reinforce previously established security positions.

*c. Fire Support.*

- (1) Fire support plans are developed concurrently with the assault plan and defense plan.
- (2) The company commander of the airmobile force (in coordination with the battle group staff) plans fires to be delivered prior to, during, and after the assault and in support of the defense of the objective area. He can expect to receive artillery, close air support, and suppressive fires delivered by Army aircraft. Nontoxic chemical agents may be used in the objective area in advance of the landing. Close coordination of all forms of fire support is essential. In addition to fires supporting operations in the objective area, provisions must be made to isolate flight routes by fire. See FM 7-40.
- (3) Desirably, organic fire support elements (81-mm mortars and the antitank squads) are held in general support. They must be positioned so as to be able to support the entire perimeter.
- (4) For additional information concerning fire support planning, see paragraphs 53 and 107.

*d. Landing Outside the Objective Area.* In many situations, it will *not* be possible for the company to land on or near its objective. For example, enemy strength in the objective area may preclude the operation of helicopters near the objective. Additionally, the terrain on or near the objective may not be suitable for landing. In these situations, the airmobile force will be landed on a protected landing zone a reasonable distance from the objective and the company can then move on foot to attack the objective (fig. 37). When this is done, all-around security must be provided during the movement to the objective area. Provisions are made for defending the objective area until linkup as described in *b* and *c* above.

*e. Linkup.* Planning for linkup must be coordinated in advance and includes—

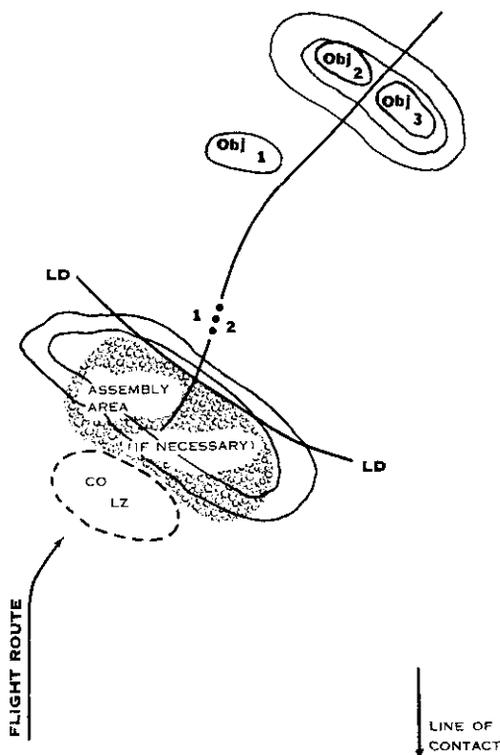


Figure 37. Scheme of maneuver (company unable to land on objective).

- (1) Coordination of schemes of maneuver (establishment of linkup points, delineation of objectives and boundaries or axes of advance, and location of a fire coordination line).
  - (2) Assumption of command. Linkup will normally be accomplished by a larger force and the company will come under the control of the linkup force commander.
  - (3) Command liaison with participating units.
  - (4) A system of mutual recognition (armbands, pyrotechnics, vehicle markings, and panels).
  - (5) Coordination of communication plans (establishment of nets and exchange of radios, if required). See FM 7-40.
- f. Withdrawal Plan.* See paragraphs 224 through 229.

## 216. Landing Plan

*a.* Landing is based on the ground tactical plan. The company lands on or as close to its objective as the terrain and enemy sit-

uation permit (par. 201). Landing details include—the sequence, time, and place of arrival of troops and material; and the control measures to be used. The company commander coordinates with battle group S2 and the representative of the supporting aviation unit when selecting landing zones if they have not been prescribed by battle group. Any significant enemy strength in the objective area may not permit use of landing zones which coincide with objectives. In this event, landing zones are selected outside the objective area and the airmobile force moves on foot from the LZ to the objective. Alternate plans are prepared when time permits.

b. Desirable characteristics of landing zones are—

- (1) Ease of identification from the air.
- (2) Proximity to concealment and cover.
- (3) Relative freedom from obstacles and enemy air defense fires.
- (4) Nearness to objectives, dominating terrain, covered routes of approach to objectives, good road nets, and terrain favorable for defense against armored attack.

## 217. Air Movement Plan

a. Air movement planning for an airmobile operation involves—

- (1) *Flight routes* (fig. 38). They are selected by the battle group or higher headquarters in coordination with representatives of the supporting aviation unit. They should be selected to follow recognizable terrain such as rivers, natural corridors, railroads, and roads. See FM 7-40.
- (2) *Flight corridor* (fig. 38). Friendly fires must be controlled to prevent inflicting damage on the aircraft. Flight corridors inclosing all flight routes to be used are therefore prescribed and all fires within the corridor are coordinated or restricted. See FM 7-40.
- (3) *Flight formation*. The flight formation for any given mission is influenced by technical as well as tactical considerations. Technical considerations govern the minimum flight safety precautions that must be adhered to. An important element for coordination (company commander and aviation support personnel) in this portion of the plan is that the flight units or serials are arranged within the formation to best support the plans for landing and, consequently, the ground tactical plan. See FM 7-40.

b. Although less desirable, on occasion it will be necessary to move the company in more than one lift (shuttle). If this is necessary, the maximum rifle strength together with fire support, antitank, and security elements move in the first lift. When a landing cannot be made in the immediate objective area and a cross-country attack is necessary, it may be desirable for early lifts to await the arrival of succeeding lifts before beginning the attack. In such cases, a defiladed landing zone and a concealed assembly area are preferable (fig. 37).

## 218. Marshaling Plan

a. The marshaling plan for an airmobile operation is generally the same as that for a joint airborne operation except it is less detailed and complex.

b. Details of the marshaling plan are coordinated between the company commander and a representative of the transport aviation unit. These details include—

- (1) Exact touchdown site for each helicopter.
- (2) Chalk marks and/or loading formation.
- (3) Direction of flight.
- (4) Landing and directional aids to assist arriving aircraft.
- (5) Location of troops who will load aircraft.
- (6) Aircraft allowable cargo loads.
- (7) Procurement of necessary webbing for sling loads.
- (8) Preparation and hookup of sling loads.
- (9) Loading area security.

c. Loading is based on the plan for landing which, in turn, supports the ground tactical plan. For example, units with the most critical missions, or which have the greatest distance to travel from the RP, are transported in the leading flight. The mission is the paramount consideration. Tactical integrity, at least to fire team or weapons team, is maintained during load planning. Key personnel and equipment are distributed throughout the serial or flight unit. Care must be exercised, however, to insure that loading complements the landing plan so aircraft routes do not cross each other after flights pass the RP.

d. Type loads can be prearranged by SOP. For example, four light or two medium transport helicopters are normally required to lift one rifle platoon. A company SOP can, therefore, prescribe exactly how each platoon will be loaded. Buffers for varying numbers of aircraft can be incorporated in the SOP by establishing a priority on vehicles which will accompany the airmobile force.

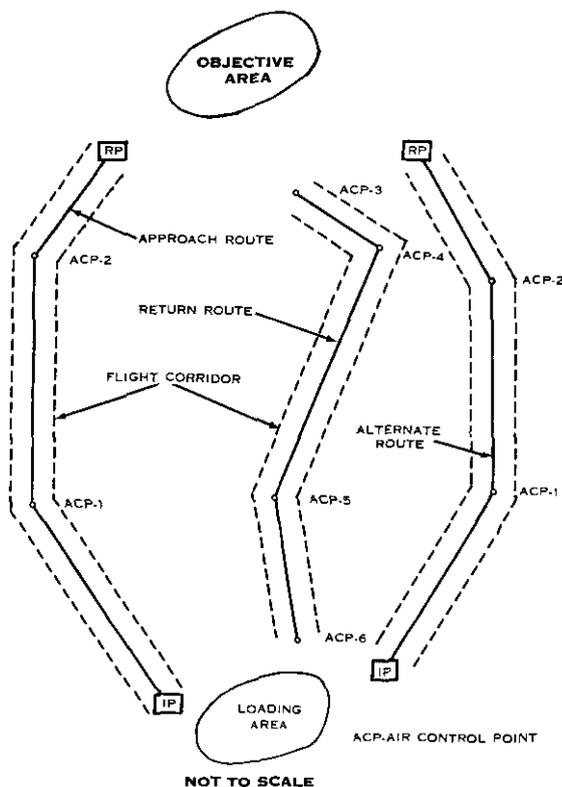


Figure 38. Flight routes and corridors.

## Section VII. AIRMOBILE OPERATIONS—CONDUCT

### 219. General

This section describes the marshaling, air movement, landing, assault, and defense of an objective area in hostile territory. It considers a rifle company conducting an independent airmobile operation in which the company:

- a. Lands on or immediately adjacent to its objectives.
- b. Lands a reasonable distance from its objective area and attacks cross-country to seize the objective area.

### 220. Marshaling

a. Marshaling is conducted in or as near the assembly areas of the airmobile force as possible. Prior to the arrival of transporting aircraft, platoons accomplish those preparations for attack as described in paragraphs 203 and 204. In addition, special

preparations applicable to airmobile operations are made. For example, vehicles are prepared for sling loading and personnel are briefed on loading and safety procedures.

*b.* Platoons are disposed in the loading area so as to permit quick loading of helicopters. Based on previous coordination with personnel of the supporting aviation unit, exact touchdown locations are established and marked (if necessary) for each helicopter.

*c.* Individuals who are not accompanying the airmobile force hookup sling loads in order to avoid unnecessary delays.

*d.* If communication security permits, unit or aircraft radios may be used to control loading, otherwise visual signals must be used. If possible, spare aircraft should be available in the event any aircraft aborts during the loading process.

## 221. Air Movement

*a.* The company commander is responsible for the conduct of the air movement. If necessary to control movement from the loading area(s), he uses unit personnel, pathfinders when available, and personnel and facilities of the supporting transport aviation unit. The commander of the supporting transport aviation unit advises and assists him by maintaining communication with the aircraft and by transmitting movement instructions as required.

*b.* Serials takeoff from the loading area by flights at the time prescribed. The takeoff and movement of the IP are executed so the flights arrive at the IP at the prescribed time and in the proper formation.

*c.* The company commander is kept informed of the progress of the loading and of any changes in serial composition, delays, etc., due to aircraft aborting prior to or on takeoff. This is particularly important during shuttle movements.

*d.* Flight routes are defined by air control points (checkpoints). Normally, the IP and RP are easily recognizable landmarks. They may be identified by visual or electronic devices, especially at night and during periods of low visibility. As many additional ACP's as are required for navigation may be designated and marked in a like manner. Pathfinders may provide the necessary personnel and equipment to mark these checkpoints.

*e.* The aviation unit commander is responsible for executing the flight as prescribed in the order. He keeps the company commander informed of progress during the flight and makes any recommendations he considers appropriate.

*f.* The battle group commander maintains contact with the column during flight, and transmits instructions as required.

*g.* Upon reaching the RP, flight units within the air column leave the column and proceed to the assigned landing zones. They may be guided either by pathfinders or airborne guides.

*h.* To reduce congestion in landing zones and minimize the time aircraft are exposed to enemy fire while on the ground, they are unloaded rapidly and take off for return movement by flights without organizing into serials.

*i.* Flights return to the loading area over designated return routes. If an alternate route is to be used, necessary instructions are issued and coordinated with the FSC and other affected agencies.

## 222. Landing and Assault

*a.* The assault phase of an airmobile operation begins with the landing of the lead elements and continues through the seizure of the objective area and the occupation of the security positions.

*b.* When helicopters touch down, troops unload without delay and depart the landing zone immediately. Zones of action are cleared as necessary and units begin preparation of defensive positions. Security elements are dispatched to perform missions outlined in paragraph 215*b*(4).

*c.* In operations where the company must land some distance from the objectives, it may be necessary to reorganize in an assembly area prior to the attack. Since cross-country movement to the objective area takes place in hostile territory, increased security measures must be taken. Intermediate objectives, LD's, zones, and other control measures are selected and used as appropriate. Organic and attached fire support elements immediately take action to support the scheme of maneuver. Once assigned objectives have been seized, a perimeter defense is established.

*d.* One of the most difficult problems encountered by leaders during the landing is that of ground orientation. This problem can be partially solved by detailed map and aerial photograph study prior to the operation. In addition, all leaders must be aware at all times of the location of aircraft during flight in case of forced landing. Knowledge of the direction of landing assists leaders in orientation upon landing. Close coordination with pilots during flight is necessary. The pilot or crew chief can inform the troops the direction the helicopter is facing to assist in orientation. Additionally, if enemy activity has been observed while landing, the troops should be informed of such.

### 223. The Defense

*a.* Airmobile operations involving the retention of the objective area normally have a defensive phase. The period of time involved varies depending on the mission assigned, the size and composition of the force, enemy reaction, and the type operation contemplated.

*b.* Defense of the objective area employing the perimeter defense is accomplished by organizing and occupying the dominant terrain along the airhead line to cover main routes of approach into the position; covering unoccupied terrain between defended localities by fire, mines, and other manmade and natural obstacles; patrolling; and withholding a reserve. Enemy attacks are countered by shifting units, reinforcing threatened areas, employing massed fire support, and counterattacking. The interior lines of communication in the perimeter facilitate shifting troops, massing fires, and committing reserves, including units from portions of the airhead line not under attack. Reserves are held in position of readiness prepared to counterattack, to occupy defense positions, or to execute blocking missions.

*c.* Continuing emphasis must be placed on improving and extending antitank defense in the objective area because of its vulnerability to enemy armor. Organic antitank weapons, manmade obstacles, natural obstacles, and close air and other available support must be used to maximum advantage.

*d.* After defensive positions are prepared, additional elements of the company may occupy positions forward of the airhead line to supplement security positions. Units withdraw to the airhead line only when ordered to or when forced by enemy pressure. The conduct of the defense from these forward positions is similar to the conduct of a delaying action.

## Section VIII. WITHDRAWAL BY AIR

### 224. General

*a.* A withdrawal by air is an operation in which all or part of a deployed force disengages from the enemy and moves by aircraft to another location. A withdrawal by air from an objective area may be preplanned during the planning phase for execution when the mission has been completed, or it may be executed as a result of a change in the original plan or when forced by the enemy. It may be conducted by day or night. The rifle company can make a withdrawal by air as part of a larger force, or as an independent unit after conducting an independent operation such as an airborne raid. In the latter situation, the tactics and techniques described

below are modified to conform to existing conditions. See also FM 7-40.

*b.* Local air superiority is normally required for a successful withdrawal by air. In some situations, small forces may withdraw over short distances without air superiority when adequate fire support is available from outside the objective area.

*c.* Forces withdrawn by air normally move to assembly areas behind friendly lines, but they may move to another objective area or battle area.

## 225. Concept

*a.* To withdraw the majority of a force from an objective area, a part of the force must cover the withdrawal of the main body from contact, its movement to loading areas, and its evacuation. Normally, least engaged units are withdrawn and evacuated first under protection of the detachments left in contact. After the main body has been evacuated, the detachments left in contact break contact with the enemy and are evacuated, preferably by helicopter.

*b.* The composition of the detachments left in contact and the specific techniques used in covering the withdrawal vary widely, depending on such factors as enemy pressure and capabilities, fire support available, terrain, size of the objective area, availability of aircraft and landing facilities, conditions of visibility and friendly air cover available. In some situations such as when enemy pressure is light and his capabilities are limited, relatively light detachments left in contact may be left to cover the withdrawal. In other situations, strong forces may be required to withstand determined attacks delivered to disrupt the operation. The composition and strength of the detachments left in contact may also vary in different parts of the objective area.

*c.* Every effort is made to withdraw all personnel and equipment by air. However, enemy action will often prevent air withdrawal of some of the detachments left in contact. These forces use evasion and infiltration tactics to return to friendly lines or to meet aircraft at other locations. Equipment which cannot be evacuated is destroyed.

## 226. Planning

*a.* When the possibility of withdrawal by air is foreseen prior to an airborne operation, a withdrawal plan is included in the plan for the operation. The plan is revised as necessary and kept current during operations in the objective area. The company plan of

withdrawal is based on the battle group's plans or orders. The plan includes the composition of the main body and the detachments left in contact as well as the time and sequence for withdrawal. The following control and coordination measures may be used as appropriate: zones and/or routes of withdrawal, checkpoints, phase lines, assembly areas, loading areas, and loading control measures; coordination of fire support; communication instructions; and secrecy and deception measures.

b. The plan is as detailed as time permits. Because the tactical situation at the time of withdrawal cannot be accurately predicted during the planning phase, the plan must be flexible enough to permit adjustment required by unexpected enemy reaction, changes in aircraft availability, and similar contingencies.

c. Planning time may be reduced and greater efficiency achieved by establishing certain procedures in unit SOP's. Such items may include special communication measures, instructions for destroying equipment, procedures and control for aircraft loading, security measures, type aircraft loading plans, and general plans for evacuation of casualties.

## 227. Reconnaissance

Detailed ground reconnaissance of assembly areas, routes or zones of withdrawal, and loading areas is highly desirable. Reconnaissance is conducted by leaders down to the lowest level practicable. Guides are oriented and, when appropriate, routes are marked.

## 228. Organization for the Withdrawal

a. The battle group commander normally specifies the general strength and composition of the detachments left in contact. In some situations, the company may be required to leave only a small number of security posts; while in other situations, the entire company may be ordered to cover the withdrawal of other elements of the battle group.

b. All or part of the company may be designated as battle group reserve and assigned blocking or counterattacking missions to assist the withdrawal.

## 229. Conduct of the Withdrawal

a. *General.* The battle group commander orders the withdrawal and controls it to prevent congestion in the aircraft loading areas and to insure that adequate forces are covering the withdrawal.

Normally, the least engaged units withdraw first. The withdrawal of various elements is timed so units move to loading areas and board aircraft with a minimum of delay in assembly areas.

*b. Techniques.* The specific techniques of withdrawal used by elements of the company will vary.

- (1) Under certain conditions, the company may use the night withdrawal technique (par. 176). This technique may be appropriate when the company is not under direct enemy pressure; when a degree of deception is possible, as when the company is one of the first units to withdraw; or when the company sector is protected by a formidable obstacle, or series of obstacles, that restricts enemy movement into the area. The company detachments left in contact usually consist of elements of each platoon, which redispense themselves as necessary to cover the major approaches into the company area. Elements of the main body of the company withdraw simultaneously as described for the night withdrawal. If this technique is used during daylight, smoke may be used to deny the enemy observation.
- (2) Under certain conditions, the company may use the daylight withdrawal technique (par. 177). This technique is normally required when the company is under enemy pressure. The company reserve is redispensed as necessary to cover the withdrawal of the forward platoons. If the company has no reserve, elements of the battle group reserve may cover its withdrawal.
- (3) A modified version of the daylight withdrawal technique may be required when the company is under pressure, when there is no company reserve to cover the withdrawal of the forward platoons, and when no elements of the battle group reserve are in position to cover the withdrawal of the company. Such conditions may exist when the company is among the last elements to withdraw from the objective area. Under these circumstances, the company plan of withdrawal normally provides for the formation of detachments left in contact. This force is normally formed along a designated phase line by elements of each platoon. The company commander controls the withdrawal of the platoons based on enemy pressure and the availability of aircraft. He normally orders the least engaged platoon to withdraw first. The first elements of each platoon to withdraw occupy a

position to the rear from which they can cover by fire the withdrawal of the remainder of the platoon. This platoon force, which is normally not larger than a reinforced squad, remains in its covering position and becomes part of the company covering force under company control, while the remainder of the platoon continues its withdrawal to the assembly area. The platoon radio in the company command net normally remains with the platoon covering force. When the major elements of all platoons have broken contact and withdrawn, the company commander relinquishes control of the company covering force to a designated subordinate leader who, in turn, comes under battle group control.

c. *Security.* The company detachment left in contact provide the primary security for the company's withdrawal. The company commander specifies additional security measures to be taken during movement to and occupation of the company assembly area.

d. *Control of Movement and Loading.*

- (1) The company assembly area for the withdrawal is prescribed by battle group if more than one element of the battle group is to be evacuated from one airlanding facility. If the company is to be evacuated independently, the company commander selects the assembly area and advises the battle group commander of its location. The assembly area is normally adjacent to the airlanding facility. The company commander prescribes platoon assembly areas, routes and/or zones of withdrawal, phase lines, checkpoints, use of guides, and other appropriate control measures.
- (2) The schedule for loading aircraft is controlled by battle group or higher headquarters. Normally, the company commander designates the executive officer or another representative to control and expedite company loading in coordination with the loading control officer of higher headquarters. The executive officer or representative is located in the company assembly area. As elements of the company arrive, he insures that they are organized into planeloads and dispatches them to aircraft on instructions from the loading control officer. So far as possible, each planeload of personnel and equipment is organized and ready for loading before its scheduled aircraft arrives in order to minimize the time the aircraft must remain on the ground. When the enemy situation permits, teams may be designated to load and secure equipment in air-

craft. When enemy pressure precludes the use of teams, the crew which operates each item of equipment normally loads and secures it and rides in the aircraft with it.

*e. Action of the Detachments Left in Contact.* The commander of the detachments left in contact comes under battle group control. The battle group commander coordinates all his detachments left in contact to provide the best protection for the withdrawal of the main body. Because of the limited amount of space available within the objective area, the detachments left in contact normally defend in place; however, they may conduct limited delaying action in some situations. The detachments left in contact take maximum advantage of all available obstacles and fire to withstand attack. After the withdrawal of the main body is complete, the detachments left in contact are withdrawn and evacuated by available means. Aircraft (preferably helicopters) pick up elements of this force as near their positions as possible. When detachments left in contact cannot withdraw by air, they break contact with the enemy and use evasion and infiltration tactics to return to friendly lines or to meet aircraft at predesignated points for aerial evacuation.

## CHAPTER 7

### TACTICAL MOVEMENTS

---

#### Section I. INTRODUCTION

#### 230. General

A tactical movement is one made under combat conditions when contact with the enemy is anticipated. The rifle company may participate in such tactical movements as movement to contact, movement away from the enemy, or other movements to relocate troops according to operational plans. During all tactical movements, the company must be prepared to react against ground or air attack, including CBR attack. The likelihood of enemy contact varies from remote to imminent, depending upon such factors as the distance of friendly forces from the enemy, the relative mobility of opposing forces, and the presence of friendly covering or security forces.

#### 231. Formations

The formation adopted by the company is based on the imminence of enemy contact. When enemy contact is remote, troops are disposed in the column for ease of control, rapidity of movement, and other administrative considerations. Adequate dispersion is maintained to provide protection from air attack and long-range artillery fires. As enemy ground contact becomes more probable, elements are grouped tactically in the column to facilitate prompt adoption of combat formations. The tactical grouping is based on the probable future employment of the company. When contact is imminent, troops are deployed in anticipation of enemy ground action.

#### 232. Security

Depending on the terrain and the imminence of contact, security measures during movement may vary from observation to the use of security patrols. During short halts, sentinels, small security detachments, and/or patrols are used to provide all-around security. During longer halts, additional measures taken may include the disposition of elements of the company to permit all-around defense. See also paragraph 11.

## 233. Control

*a.* Positive control of the company depends primarily upon sound planning and adequate communication. All applicable communication facilities, consistent with security considerations, are used to assist in maintaining control. During movement, radio is the principal means of communication.

*b.* March objectives, routes, SP's, RT's, contact points, check-points, and phase lines may be used to assist the commander in controlling his unit. Unless otherwise specified, commanders report the arrival of their unit at these locations and continue the march without a halt. For a more detailed discussion of these and other control measures, see FM's 7-40, 21-18, and 25-10.

## 234. Missions

The company may be assigned a mission of providing security for the main body, such as advance guard, flank guard, or rear guard. The company may be required to attack, defend, or delay in order to accomplish its security mission, regardless of the type of operation being conducted by the main body (protected force). See paragraphs 236 through 247.

## 235. Night Movement

*a.* Night movement provides increased concealment, aids in maintaining secrecy, and may permit surprise. Rates of movement are generally slower at night than during daylight. Difficulty of control at night dictates more detailed planning and the use of more stringent control measures. Formations used are similar to those used during a daylight movement, but distances between individuals and units are often reduced because of the difficulty of control.

*b.* Other measures taken for control may include the posting of guides, marking of routes, marking of individuals for ease of identification, increased use of connecting files, use of infrared equipment for signalling, and the more frequent reporting of location by subordinate leaders.

*c.* Emphasis is placed on the maintenance of secrecy by rigid enforcement of noise and light discipline.

## Section II. TACTICAL FOOT MARCHES

### 236. Rifle Company as Advance Guard—Mission and Organization

*a.* The mission of the rifle company as advance guard is to prevent unnecessary delay in the movement of the main body and

to protect it from surprise attack from the front. The advance guard covers the deployment of the main body, if necessary and, within its capability, denies the enemy ground observation of the main body from the front.

b. A motorized, mechanized, or airmobile security element, such as a reconnaissance unit, may precede the advance guard company initially. The advance guard company may be reinforced with tanks, assault weapons/assault guns, engineers, aircraft, radar, or other elements to facilitate the accomplishment of its mission.

c. From front to rear, the advance guard company is organized into the point, the advance party, and the support (fig. 39). The commander of the advance guard company sends forward a platoon as the advance party. The advance party commander sends forward one rifle squad to serve as the point. The advance guard company, less advance party, is known as the support. Distances between elements of the company as indicated in figure 39 are guide figures only and will vary according to the situation, terrain, and visibility. These distances are prescribed initially by the commander of the advance guard company and should be great enough to allow each succeeding element to deploy without serious interference from the enemy once contact is made. However, the distances are not so great as to prevent each element from rapidly assisting the element in front of it.

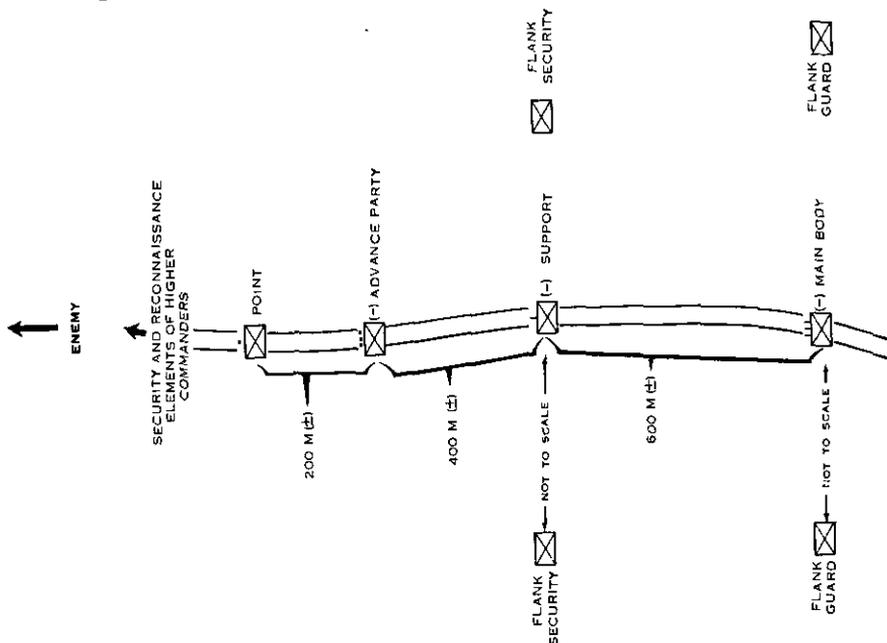


Figure 39. A type formation for a rifle company as an advance guard.

## 237. Advance Guard Formation

*a. Support Proper.* The support normally moves in a column formation with elements arranged in the order of anticipated use.

- (1) Tanks are frequently attached to the advance guard, though seldom will more than a platoon be attached in a dismounted movement to contact. Tanks normally move by bounds, based on the recommendations of the tank unit leader.
- (2) Assault weapons/assault guns may be attached to the advance guard company. If tanks are also attached, the assault weapons/guns move with the support. If tanks are not attached, the assault weapons/guns may move with the advance party. In either case, they usually move by bounds.
- (3) An engineer platoon normally moves with the advance guard; one squad with the advance party and the remainder of the platoon with the support. An element of the squad with the advance party may travel with the point, searching for and removing or marking mines. They also remove all other obstacles within their capabilities. Removal of large obstructions may require additional engineer effort. Engineer battalion reconnaissance parties may move within the forward elements of the advance guard to give timely warning of required engineer work.
- (4) The 81-mm mortar section normally moves on carrier near the head of the support, prepared to occupy firing positions quickly when necessary. Conditions may warrant placing one mortar position to provide immediate fire support and leapfrogging the remaining mortar squads forward as the advance continues. A mortar forward observer usually accompanies the advance party.
- (5) The antitank squads are normally placed within the column where they can provide antitank protection for the support.
- (6) The company commander usually marches at or near the head of the support, though he moves wherever he can best influence the action. He may be accompanied by the weapons platoon leader, the artillery forward observer, an 81-mm mortar forward observer, and such leaders of attached or supporting units as he may specify.
- (7) Physical contact between the support and the advance party is maintained by connecting files sent forward from the support.

*b. Advance Party.* The advance party normally moves in a platoon column formation (fig. 40). The order of march is based upon anticipated future employment. A CBR detection team and an artillery forward observer may accompany the advance party. When an engineer reconnaissance team accompanies the advance party, it usually moves at the rear. The platoon leader moves wherever his presence is required. Connecting files from the advance party maintain physical contact with the point.

*c. Point.* The point moves in a squad column with about 10 paces between men. The distance between the leading two or three men may be increased to about 20 paces. The squad leader positions himself where he can best control his squad (app. IV).

## 238. Conduct of the Advance Guard

*a. Elements of the advance guard take maximum advantage of available concealment and cover, consistent with the prescribed rate of march. If the advance is along a road, for example, movement may be made along either side of the road to achieve maximum concealment from enemy ground and air observation. Care is taken that no enemy elements are bypassed.*

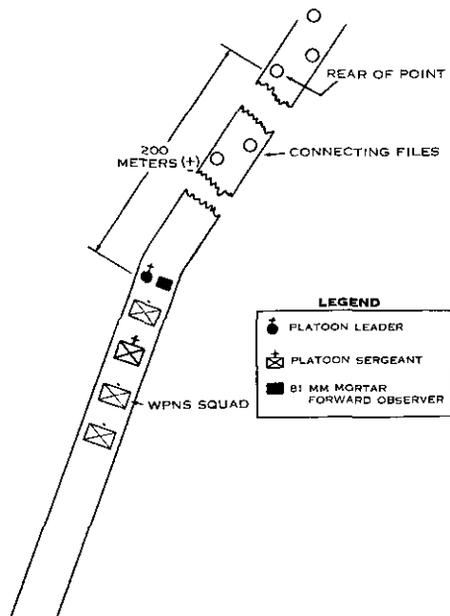


Figure 40. A type formation for the advance party.

b. Information of the enemy and terrain received from higher headquarters is immediately disseminated to elements of the advance guard. Similarly, such information obtained by elements of the advance guard is reported to the company commander who, in turn, informs the battle group commander. Timely and accurate reporting is essential to permit commanders at all echelons to formulate effective plans for the employment of their units.

c. The point normally does not deploy elements to the flanks, but relies on observation for security. The advance party also normally relies on observation for security but may use small, close-in flank security elements when necessary. The company commander specifies the measures taken to provide flank security for the support. Generally, foot detachments from the support operate on the flanks and abreast of the support, maintaining contact by connecting files. Motorized or mechanized security detachments from the support are used when possible to screen likely enemy approaches until the advance guard has passed. The size of these detachments may vary from a fire team to a reinforced squad.

d. Advance guard actions are characterized by aggressiveness. Unless otherwise ordered, elements of the company attack without hesitation to drive off the enemy. Upon encountering enemy resistance, the point returns fire immediately, deploys, and attacks. The advance party commander moves forward, makes a reconnaissance and an estimate of the situation, and determines where best to commit the advance party if the situation warrants. If the point does not succeed in reducing the enemy resistance, the advance party commander attacks with his entire party. He uses all available firepower, moving his supporting weapons forward to firing positions. He makes every effort to attack by a quick flanking maneuver rather than frontally. The company commander moves forward for his reconnaissance and estimate of the situation. When the situation warrants, he commits the entire advance guard to strike the enemy by maneuver against his flank or rear. If the advance guard is unable to reduce the enemy resistance, it immobilizes him by fire and locates his flanks to provide battle group commander with information upon which to base his plan of attack. For additional discussion of offensive techniques, see chapter 4. When the enemy withdraws or is destroyed, the advance is promptly resumed.

### 239. Rifle Company as Part of the Main Body

The rifle company, moving as part of the main body, normally moves in column formation with approximately two paces between individuals. The leading company maintains the rate of march

prescribed by the battle group commander; other companies maintain their position in the column. The company may be ordered to furnish flank security for the main body. Crew-served weapons which are not employed on security missions generally move on carrier. The commanders of the companies comprising the main body usually move at or near the head of their respective units. The battle group commander keeps them informed of the situation to the front and flanks to permit timely planning should their units be committed.

## 240. Rifle Company as Flank Guard of a Larger Force

a. The mission of a flank guard company is to protect the main body from hostile ground observation and surprise ground attack from the flank. When attacked from the flank, the flank guard takes action to keep the main body from being delayed in passing from the area or to give the main body time to deploy and maneuver.

b. The flank guard company may be reinforced by tanks or assault weapons/guns and engineers. Special material such as antitank mines, demolitions, and special means for constructing obstacles may be made available.

c. The responsibility assigned to a flank guard company may be designated as a series of terrain features that block likely enemy approaches into the flank of the main body, or may be designated as the flank of a specified unit. As the flank guard of a larger unit moving in column, the flank guard company's responsibility must be delineated by the commander assigning the mission. When the size of the area of responsibility and the number of approaches make it impossible to block all of the approaches effectively, the flank guard company blocks the most critical approaches and maintains surveillance over the remainder of the area.

d. The flank guard company operates far enough from the main body to insure accomplishment of the assigned mission. Normally, it stays within the range of the heavy mortar platoon/mortar battery of the main body.

e. The formation used by a flank guard is designed to meet enemy threats at any point on the protected flank. When the area of responsibility is extensive and the platoons of the flank guard are widely separated, 81-mm mortar squads, assault weapons/guns, antitank squads and/or other elements may be attached to the platoons for additional support. When the company is less widely deployed, these weapons may be kept centrally located under company control ready to fire or move to meet enemy threats

wherever they occur. During movement, the leading platoon (frequently reinforced) of the flank guard organizes and operates like the advance party of an advance guard.

*f.* The selection of screening for the flank guard is coordinated by the flank guard company commander with the protected unit commander. These positions are astride likely enemy avenues of approach. They are occupied on order or when enemy action dictates. The positions may be occupied by a platoon or the entire flank guard.

*g.* The movement of the flank guard is based on the movement of the protected unit. The flank guard occupies successive screening positions on order or as required, advancing when possible by leapfrogging its elements. It maintains close liaison with the protected unit by radio and with patrols (normally motorized). When the main body halts, the flank guard occupies screening positions which best protect its flank.

*h.* Army aircraft are used frequently to maintain flank surveillance and assist the flank guard by reporting information of the enemy and the terrain to the front and flank of the flank guard company.

*i.* Because of the requirement for rapid movement, a flank guard mission is extremely difficult for a dismounted force to accomplish effectively. For this reason, a flank guard company may be motorized, mechanized, or provided with helicopter transportation.

## 241. Rifle Company as a Rear Guard

The rifle company may be assigned the mission of rear guard of a larger force. The rear guard prevents enemy interference with the main body by stopping or delaying enemy forces attacking the rear and by preventing enemy direct fire and ground observed indirect fire from harassing the main body. The rear guard is organized like the advance guard, except it is oriented toward the rear. Enemy action may force the rear guard to deploy in width to conduct effective defensive or delaying actions. For a discussion of delaying action, see chapter 5.

## 242. Rifle Company as a Screening Force

*a.* The rifle company may be assigned the mission of a screening force for a larger force. The screening force secures, by surveillance, an extended frontage to the front, flank, or rear of the larger force when it is moving or stationary. The screening force provides early warning by observing, reporting, and maintaining visual contact with the enemy forces encountered. The screening

force is not expected to engage in close combat because its combat power is dispersed over an extended area. When enemy action forces the screening force to withdraw, it withdraws to successive screening positions, maintains visual contact with the enemy, reports the enemy's strength, disposition, and movement, and harasses the enemy's advance with supporting mortar or artillery fire.

*b.* To establish a screen, the company commander selects a series of screening positions which afford wide, deep, and overlapping fields of observation covering the enemy avenues of approach.

*c.* Each screening position requires the minimum forces necessary to maintain observation and to conduct patrolling between the positions. Each position should be provided a radio for communication. The screening force's area of responsibility is designated by the commander assigning the mission.

### Section III. TACTICAL MOTORIZED OR MECHANIZED MOVEMENTS

#### 243. Rifle Company as Mechanized Advance Guard

*a.* The rifle company as a mechanized advance guard may be preceded initially by reconnaissance elements of a higher unit. The advance guard commander may maintain contact with the reconnaissance elements by radio or by motorized or mechanized patrols.

*b.* The organization for the company as a mechanized advance guard is generally the same as that of an advance guard conducting a foot movement. The company commander sends out an advance party which precedes the support by a time interval that will permit the support to deploy when required. The time interval is usually about 5 minutes, but will vary depending on the enemy and the terrain. It should not be so great as to prevent the advance guard from assisting the advance party if necessary.

*c.* The advance party may send out a point, depending primarily on the enemy resistance anticipated and the availability of vehicles for this purpose. If a point is established, the use of two or more vehicles is desirable to permit movement by bounds. The point precedes the advance party by about 2 minutes, but this time interval will vary also. The point should be provided a radio.

*d.* Tanks are normally attached to the company for a mechanized advance guard operation. A tank platoon, adequately reinforced with infantry, may be designated as the advance party. Because of their armor protection and firepower, tanks of the ad-

vance party normally lead, though they are seldom separated from the advance party to act as a point. Tanks and infantry must be positioned within the formation so they can closely support each other.

*e.* Other elements, including fire support elements, are positioned in the formation generally the same as for a dismounted advance guard operation. The distance between vehicles within the support is prescribed by the company commander and depends on the visibility, the terrain, and enemy capabilities. Forward observers normally accompany the advance party and the company commander to facilitate calling for and adjusting fire.

*f.* The point (if used) and advance party normally do not deploy elements to the flanks, but rely on ground and aerial observation and reconnaissance by fire for security. The support usually provides its own flank security with mechanized patrols. Air guards are posted in all vehicles. See also paragraphs 234 and 240c.

*g.* While rapidity of movement is desirable, security considerations cannot be disregarded. Increased security is obtained when lead elements move by bounds rather than continuously.

*h.* When enemy resistance is encountered, the actions of elements of the advance guard are similar to those described for a dismounted operation (par. 238). Close coordination and control are required to insure that elements of the column do not close on each other. When the column halts pending development of the situation to the front, vehicles are moved off the road to nearby concealment. For additional discussion of offensive techniques, employment of attached tanks, and mechanized operations, see chapter 4.

## 244. Rifle Company as Mechanized Flank Guard

*a.* The discussion of dismounted flank guard company in paragraph 240 is applicable to a mounted flank guard. However, a mechanized or airmobile flank guard, because of its ability to rapidly move elements to a critical locality, has greater flexibility than a dismounted flank guard and thus may be assigned a larger area to cover. If a sizeable enemy threat develops in an area under surveillance, elements of the flank guard are shifted to the critical area as required.

*b.* When the area of responsibility assigned to a mechanized flank guard company is large, considerable separation of platoons may result. To permit their semi-independent operation, rifle platoons are often reinforced with mortars, antitank squads, assault weapons/guns, and other attachments to provide them

with adequate direct and indirect fire support and antitank protection.

c. When the rate of movement of the main body permits, the platoons of the flank guard occupy a series of screening positions. As the main body advances, the rearmost platoon leapfrogs to occupy the next blocking position. This method is desirable since most elements of the flank guard company are in position at all times. When the movement of the main body is rapid, continuous movement of the flank guard may be required. The distance between platoons of the flank guard is based primarily on the area of responsibility, enemy threats, and the location of critical areas along the route. Elements of the flank guard are prepared to occupy positions immediately to counter enemy action from the flank. When the main body halts, elements of the flank guard occupy screening positions which provide the greatest flank protection to the main body. Areas between occupied screening positions are screened as necessary.

d. The company commander designates specific responsibility for maintaining physical contact with the main body, for reconnoitering the area between the main body and the flank guard, and for flank security of the flank guard itself. These tasks may be assigned to platoons or may be accomplished by mounted detachments or aerial observers operating directly under company control.

## **245. Tactical Motorized Movements**

The principles and procedures outlined above for mechanized movements generally apply to motorized movements performed by the rifle company. However, motorized movements to contact will be conducted only on rare occasions.

## **246. Motorized or Mechanized Detachments**

The company or some of its elements may act as motorized or mechanized detachments to accomplish reconnaissance, security, and combat missions. When employed in this manner, these detachments may supplement units such as the battle group reconnaissance platoon and the division cavalry squadron. For a discussion of appropriate techniques, see FM 7-40.

## **247. Airmobile Detachments**

The company or some of its elements may be used as airmobile detachments to accomplish reconnaissance, security, and combat missions. Aircraft will be placed in support of or attached to the

rifle company for the accomplishment of these missions. The use of airmobile elements increases the capability of the rifle company to accomplish security and combat missions. For a further discussion of appropriate airmobile techniques, see chapter 6.

## APPENDIX I

### REFERENCES

---

AR 59-106	Operation of Air Force Terminals.
AR 220-58	Organization and Training for Chemical, Biological, and Radiological operations.
AR 320-5	Dictionary of United States Army Terms.
AR 320-50	Authorized Abbreviations and Brevity Codes.
AR 385-63	Regulations for Firing Ammunition for Training, Target Practice, and Combat.
AR 600-66	Report of Casualties Originating in Combat Areas.
AR 735-35	Supply Procedures for TOE Units, Organizations, and Non TOE Activities.
FM 1-100	Army Aviation.
FM 3-5	Chemical Biological and Radiological (CBR) Operations.
FM 5-15	Field Fortifications.
FM 5-20	Camouflage, Basic Principles and Field Camouflage.
FM 5-21	Camouflage of Fixed Installations.
FM 5-22	Camouflage Materials.
FM 5-25	Explosives and Demolitions.
FM 5-31	Use and Installation of Boobytraps.
FM 5-132	Infantry Division Engineers.
FM 6-135	Adjustment of Artillery Fire by the Combat Soldier.
FM 7-19	Combat Support Company, Infantry Division Battle Group.
FM 7-21	Headquarters and Headquarters Company, Infantry Division Battle Group.
FM 7-24	Communication in Infantry and Airborne Divisions.
FM 7-40	Infantry and Airborne Battle Groups.
FM 8-35	Transportation of Sick and Wounded.
FM 17-1	Armor Operations; Small Units.

FM 17-20	Armored Infantry Units; Platoon, Company, and Battalion.
FM 20-32	Land Mine Warfare.
FM 20-60	Battlefield Illumination.
FM 21-5	Military Training.
FM 21-6	Techniques of Military Instruction.
FM 21-10	Military Sanitation.
FM 21-11	First Aid for Soldiers.
FM 21-15	Care and Use of Individual Clothing and Equipment.
FM 21-18	Foot Marches.
FM 21-26	Map Reading.
FM 21-30	Military Symbols.
FM 21-40	Small Unit Procedures in Nuclear, Biological, and Chemical Warfare.
FM 21-41	Soldier's Handbook for Nuclear, Biological, and Chemical Warfare.
FM 21-48	Chemical, Biological, and Nuclear Training Exercises and Integrated Training.
FM 21-50	Ranger Training and Ranger Operations.
FM 21-60	Visual Signals.
FM 21-75	Combat Training of the Individual Soldier and Patrolling.
FM 21-76	Survival.
FM 21-77	Evasion and Escape.
FM 21-150	Hand-to-Hand Combat.
FM 22-5	Drill and Ceremonies.
FM 22-100	Military Leadership.
FM 23-5	U.S. Rifle, Caliber .30, M1.
FM 23-8	U.S. Rifle, 762-mm M14.
FM 23-15	Browning Automatic Rifle, Caliber .30, M1918A2.
FM 23-25	Bayonet.
FM 23-30	Grenades and Pyrotechnics.
FM 23-32	3.5-Inch Rocket Launcher.
FM 23-35	Pistols and Revolvers.
FM 23-55	Browning Machineguns, Caliber .30, M1917A1, M1919A4, M1919A4E1, M1919A6, and M37.
FM 23-67	Machinegun, 7.62-mm, M60.
FM 23-71	Rifle Marksmanship Course; Train-fire I.
FM 23-82	106-mm Rifle, M40A1.
FM 23-90	81-mm Mortar, M29.

FM 24-18	Field Radio Techniques.
FM 24-20	Field Wire and Field Cable Techniques.
FM 25-10	Motor Transportation, Operations.
FM 27-10	The Law of Land Warfare.
FM 30-5	Combat Intelligence.
FM 30-7	Combat Intelligence, Battle Group, Combat Command, and Smaller Units.
FM 31-10	Barriers and Denial Operations.
FM 31-15	Operations Against Irregular Forces.
FM 31-25	Desert Operations.
FM 31-50	Combat in Fortified Areas and Towns.
FM 31-60	River-Crossing Operations.
FM 31-70	Basic Cold Weather Manual.
FM 31-71	Northern Operations.
FM 31-72	Mountain Operations.
FM 55-37	Transportation Battalion, Infantry Division.
FM 57-10	Army Forces, Joint Airborne Operations.
FM 57-21	Headquarters and Headquarters Company, Airborne Division Battle Group.
FM 57-35	Airmobile Operations.
FM 57-100	The Airborne Division.
FM 100-5	Field Service Regulations; Operations.
FM 101-10 (Part I)	Technical, and Logistical Data.
FM 101-31	Nuclear Weapons Employment (U).
TC 23-3	Grenade Launchers XM 79 and T148E2.
TC 101-1	Prediction of Fallout and Radiological Monitoring and Survey.
TM 10-405	Army Mess Operations.
TM 57-210	Air Movement of Troops and Equipment.
TM 57-220	Technical Training of Parachutists.
DA Pam 27-10	Military Justice Handbook.
DA Pam 108-1	Index of Army Motion Pictures, Filmstrips, Slides, and Phono-Recordings.
DA Pam 310 (Series)	Military Publications Indexes (as applicable).
Manual for Courts-Martial, U.S. 1951, with 1956 Packet.	

## APPENDIX II

### TROOP LEADING PROCEDURE

---

#### 1. General

a. Troop leading procedure is the logical sequence of action a leader follows while preparing for and executing an assigned mission, making best use of his time, facilities, and personnel.

b. Troop leading procedure, as discussed in this appendix, is appropriate for all leaders within the company in all types of operations. Depending on the existing circumstances, the level of command, and the type of operation, some steps or elements may be accomplished before others. In some situations, all steps may not be required or may not be possible because of time limitations. Time is the governing factor in the application of the steps of troop leading procedure, and though all steps should be considered, the degree of consideration of each may vary. The sequence as outlined in paragraph 2 below is suitable for many situations. It is presented as a guide to assist the leader in making maximum use of the available time and means to prepare for and execute his mission. It may be modified as necessary.

#### 2. Steps of Troop Leading Procedure

##### a. *Start of the Planning Process.*

- (1) On receiving the order from his next higher commander, the leader begins by planning the use of the time available. He allots a portion of the time for his own reconnaissance and planning and for the reconnaissance and planning of his subordinates.
- (2) He analyzes the mission assigned in order to insure a thorough understanding of the assigned and implied task(s) to be performed by his unit.
- (3) He next begins his estimate of the situation.
  - (a) He makes a terrain analysis on a map, sketch, or aerial photograph to determine the observation and fields of fire, concealment and cover, obstacles, key terrain features, and avenues of approach available in his area of operation and in adjacent areas.
  - (b) He studies the enemy situation, analyzing the enemy strength, locations, dispositions, and capabilities.

- (c) He then develops courses of action which are analyzed and compared to determine which one offers the best assurance of success.
- (4) Based on this estimate, he formulates a tentative plan of action which serves as a basis for future planning. He announces it as guidance to individuals who will make recommendations on the employment of their units. For example, in the attack, the company commander tells the weapons platoon leader, the artillery FO, and attached tank platoon leader his tentative plan of attack.

*b. Incidental Arrangements.*

- (1) *Movement of the unit.* The leader must plan early for the movement of his unit, if appropriate, to include where, when, and how. Often the company commander arranges for the entire company to move from an assembly area under control of the executive officer. At other times, subordinate leaders must arrange for the movement of their own units. The leaders usually receive the order to start the movement while they are forward with their commander. Sometimes, they can return and bring their units forward; while at other times, they must send someone back with instructions for the second-in-command to lead the movement. The instructions should be explicit and should include information as to the new location, the route to be used, the order of march, the time of arrival, and dispositions in the new location.
- (2) *Reconnaissance.* The leader plans his reconnaissance so as to cover the desired area as completely as time permits. He may plan to coordinate with certain individuals at specified points and times. He plans which persons will accompany him. When time is limited, the company commander may assign specific reconnaissance responsibilities to his subordinates (such as the weapons platoon leader), directing them to make recommendations based on their reconnaissance. The rifle platoon leader may assign similar responsibilities to his platoon sergeant or weapons squad leader, as appropriate.
- (3) *Issuance of order.* The leader informs his subordinates as early as possible, when, where, and to whom he will issue his order. When the terrain and enemy situation permit, he plans to orient his leaders from a vantage point overlooking the area of operations. He may designate someone to guide the subordinate leaders forward.

(4) *Coordination.* The leader plans to coordinate with adjacent unit leaders and with leaders or representatives of supporting units, units in contact, or other units with which he will come in contact during the operation. Many of these leaders will be present for the issuance of the higher commander's order, and the leader can begin coordinating with them at this time. The leader also makes plans to meet these and other leaders at a later time. The purpose of the coordination is to exchange information on plans of operation to ensure there is no conflict between units.

*c. Making Reconnaissance.* On his ground reconnaissance, the leader continues the estimate process, adjusting his courses of action as the results of his reconnaissance dictate, and selects the best course of action under consideration. He then selects or confirms, as appropriate, such items as objectives, phase lines, LD, defense areas, routes, weapons position areas, sectors of fire, and targets. He notes the effects of the terrain on his tentative plan, and he rejects, alters, or adopts appropriate portions of this plan accordingly. During his reconnaissance, he coordinates with adjacent and supporting unit leaders as planned.

*d. Completing Plan.* After completing his reconnaissance, the leader receives recommendations from selected subordinates, if appropriate. Based on their recommendations and upon his personal reconnaissance, he revises (as necessary) his initial estimate and his tentative plan, and completes his plan of action. He then prepares notes to be used in issuing his order.

*e. Issuing Order.* At the time and place previously designated, he meets his subordinates. He orients them on the terrain from a vantage point or, if this is not possible, uses maps, sketches, aerial photographs, or an improvised sandtable. He then issues his order, using the standard operation order sequence, and includes everything his subordinates need to know. He allows his subordinates to ask questions. He, in turn, determines if the order is understood by asking them questions.

*f. Supervising Activities.* The leader, with the assistance of his subordinates, actively supervises his unit to ensure that the order is carried out as intended. If he notes a deficiency or a misunderstanding, he takes immediate corrective action. The need for effective supervision cannot be overemphasized.

## APPENDIX III

### OPERATION ORDERS

---

#### Section I. GENERAL

An operation order is an order which sets forth the situation, the mission, the commander's decision and plan of action, and the details of execution needed to insure coordinated action by the unit. Warning orders, which contain advance information and instructions pertaining to future operations, are used to permit timely preparation and concurrent planning for action. When enough time is available, complete operation orders are issued. When time is lacking, the commander may issue fragmentary orders which contain only the necessary information and instructions required for one or more units to accomplish a mission. At company level and below, operation orders are habitually issued orally. A map overlay or a sketch is frequently used in connection with an oral order. To ensure that operation orders are complete and uniformly issued, the following prescribed sequence is used by commanders and leaders at all echelons. Paragraph numbers and paragraph titles shown here are not normally stated in *oral* orders.

#### 1. Situation

This paragraph contains information subordinates should know about the enemy and friendly forces in order to accomplish their missions. Only pertinent information is included, as follows:

*a. Enemy Forces.* Information of the enemy pertaining to the operation, such as locations, dispositions, strength, activities, and capabilities.

*b. Friendly Forces.* Mission of next higher unit, location and missions of adjacent units, and missions of nonorganic supporting elements which may affect the actions of the unit.

*c. Attachments and Detachments.* Elements attached to or detached from the unit for the operation, including the effective time of attachment or detachment.

#### 2. Mission

A clear, concise statement of the task to be accomplished by the unit.

## 3. Execution

This paragraph states the general plan for the conduct of the operation and assigns specific missions to each subordinate tactical element including attachments.

a. The concept of operation is the commander's plan for the operation. It includes the scheme of maneuver and the use of fire support.

b. Specific tasks are assigned to each subordinate element, to include committed maneuver elements, organic supporting elements, attachments, and the reserve, in that order. In assigning an element its mission, attachments or detachments are indicated.

c. Coordinating instructions, which are included at the end of the paragraph, contain those tactical instructions which apply to two or more of the subordinate elements. (*Example*: line of departure, time of attack, control measures, provisions for troop safety, restrictions, etc.)

## 4. Administration and Logistics

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

## 5. Command and Signal

a. Special signal instructions, which include such items as pre-arranged signals and restrictions on the use of radio or other means of communication.

b. Location of the commander and command post during the operation.

## Section II. EXAMPLE ORAL ORDER FOR COMPANY ATTACK

*Note.* The oral order is issued to all leaders including leaders of attached units and the artillery forward observer. Paragraph numbers and letters are omitted when this order is issued orally. The company commander will point out features on a map, sketch, and/or on the ground.

## 6. Situation

a. "*Enemy Forces*: There is an estimated enemy rifle platoon occupying HILL 388 and HILL 401. Indications are the enemy will continue defense."

b. "*Friendly Forces*: Our battle group attacks at 0600 tomorrow to seize the high ground approximately 5,000 meters to our front. That's the ridge on which HILL 500 is located.

The 2d BG, 15th Inf, on our right attacks at the same time and seizes HILL 497—here. Co C attacks on our left and seizes this hill to the left of our objective 3.

The artillery begins its preparation at 0545 and fires for 15 min. The heavy mortar platoon will smoke objectives 3 and 4.”

c. *“Attachments: When have Lt Jones’ tank platoon attached.”*

## 7. Mission

“Company A attacks at 0600 tomorrow to seize objectives 1, 2, 3, and 4. We will continue the attack north to seize the right portion of HILL 439 on order.”

## 8. Execution

a. *“Concept of Operation: We attack with the 1st and 2d platoons in the attacking echelon to seize objectives 1 and 2. 1st platoon on the right. The tank platoon initially supports by fire and then joins in the assault. 81’s are in general support and will fire preparation on objectives 1 and 2.”*

b. *“1st Platoon: Base platoon; seize objective 1 and continue attack to seize objective 4 on order.”*

c. *“2d Platoon: Seize objective 2 and continue attack to seize objective 3 on order.”*

d. *“Tank Platoon: Initially support attack on objectives 1 and 2 by fire; join the 1st and 2d platoons in the assault on my order. Support continuation of attack on objectives 3 and 4. Join assault on order.”*

e. *“Weapons Platoon: 81’s—general support from present position. Fire preparation on objectives 1 and 2 beginning 0555 and continue until shifted. Displace to rear objective 3 when seized. Antitank squads—general support from present positions. Initial targets on objectives 1 and 2. Displace to objective 1 when your fires are masked or on my order.”*

f. *“Co Reserve: 3d Plat. Be prepared to assume the mission of 1st or 2d Platoon on order. Protect company right flank.”*

g. *“Coordinating Instructions: Line of departure is line of contact.”*

## 9. Administration and Logistics

“Breakfast is at 0400 on present positions. We’ll issue C rations for the noon meal then. All riflemen will carry an extra bandoleer

of ammunition. Company trains to the rear of HILL 338. The company aid post is in these woods near RJ 274.”

## 10. Command and Signal

“Emergency signal to shift supporting fires—Violet Streamer. Initially, I’ll be on HILL 339. The CP moves to the rear of objective 3 upon seizure.

The time is now 1515.

Any questions?”

## APPENDIX IV

### COMBAT FORMATIONS

---

#### Section I. DISMOUNTED FORMATIONS

##### 1. General

a. Squad and platoon combat formations are groupings of individuals and units for efficient tactical employment. The factors which influence the leader in selecting a formation to use for a particular operation are the mission, terrain, and weather; the situation; the desired rate of movement; and the desired degree of flexibility.

b. One or more of the combat formations described in this appendix can be used in any likely combat situation. However, they are not the *only* formations that may be used, and they may be modified as necessary or desirable for a particular situation.

c. All formations are shown with full-strength units, a condition which may not exist either in training or in combat. The squad may often train and fight at less than full strength, so squad formations must frequently be modified to conform to the number of men in the squad. Because of the importance of the automatic rifles in the fire team, these positions are always maintained. In selecting or modifying squad formations, the following fundamentals generally apply:

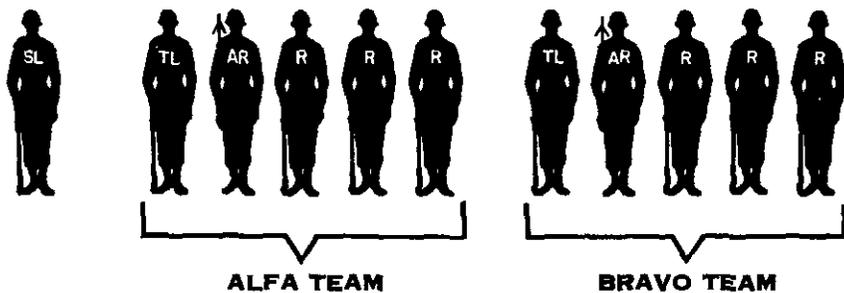
- (1) Fire team integrity is maintained.
- (2) The fire team leader is located so as to facilitate control of the fire team, especially in its deployment.
- (3) The automatic rifles are located within each fire team to provide fire to the squad front, rear, and flanks.
- (4) When changing from one combat formation to another, the automatic riflemen should be required to move the least distance.

d. In combat and in training, the ALFA team leads or is on the right unless otherwise specified. The fire team leader may rotate the riflemen in his fire team to different positions.

##### 2. Squad Formations

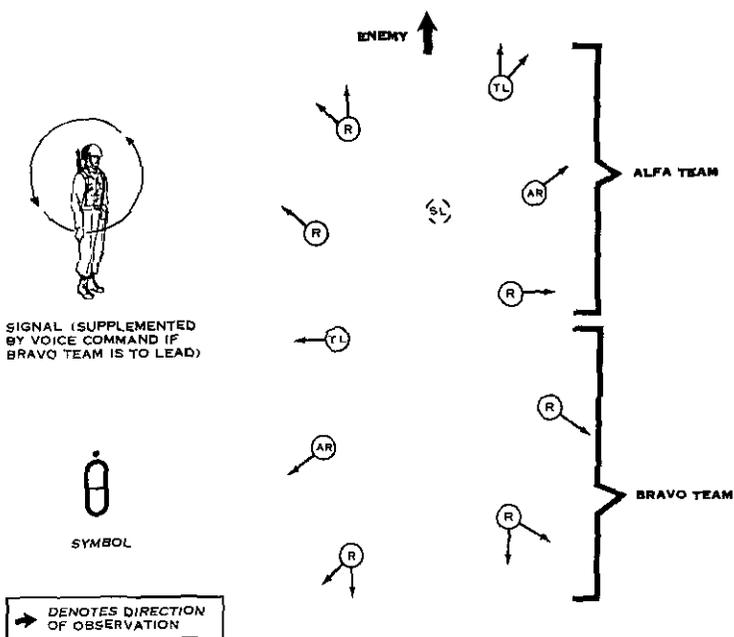
###### a. General.

- (1) The rifle squad is organized into two fire teams, ALFA and BRAVO ((1), fig. 41).



(1) Alfa and Bravo teams

Figure 41. Organization of the rifle squad.



(2) Squad column with fire teams in column showing ALFA team leading and BRAVO team close behind (schematic).

Figure 41—Continued.

- (2) The rifle squad combat formations are squad column, squad file, and squad line.
- (3) When the weapons squad moves as part of the platoon, it usually moves in column formation.

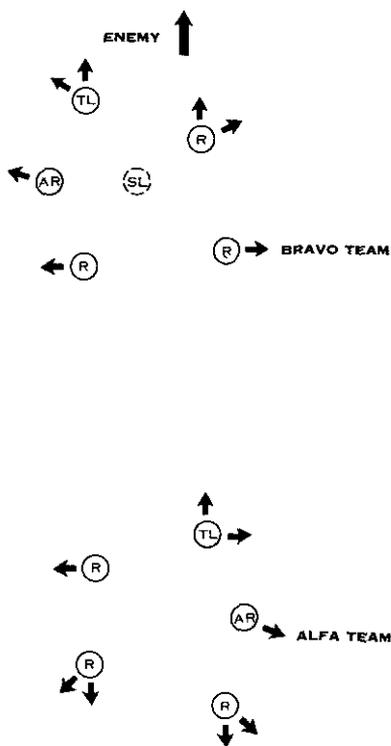
- (4) When the rifle squad moves as part of the rifle platoon, the platoon leader may prescribe the initial squad combat formation. A squad leader may alter his formation to meet changes in the situation and terrain. The squad leader places himself within the formation where he can best control it. When moving and at a halt, the squad observes to the front, flanks, and rear. The members of the squad are responsible for observing in definite directions.
- (5) The squad leader controls the squad by oral commands, audible battlefield signals, arm-and-hand signals, and through his fire team leaders. Based on the squad leader's order, fire team leaders choose their position in the designated formation and the other members of the squad take their appropriate positions based on the location of their fire team leader, or as the team leader directs.
- (6) The distances between individuals within a formation will vary, depending primarily on the amount of visibility and the terrain over which the squad is moving. While maximum dispersion is desirable to reduce vulnerability to direct and indirect fires, effective control must be maintained. In open terrain, the squad can be dispersed; in close terrain (such as woods, heavy underbrush, etc.) or under conditions of reduced visibility (such as at night, in smoke, fog, etc.), distances between individuals must be reduced considerably to permit control.

*b. Squad Column.* This is the basic formation for movement. It is normally used when the squad is moving as part of the platoon, and dispersion laterally and in depth is possible without sacrificing control. In this formation, the squad can deliver a large volume of fire to the flanks, but only a limited amount to the front. The squad column is a flexible formation which facilitates the use of battle drill (app. VI). It offers two basic variations, one with the fire teams in column, and the other with the fire teams abreast. The squad leader may further modify these variations for greater dispersion laterally or in depth.

- (1) *Squad column with fire teams in column.* This variation is used most frequently in areas where maneuver of the rear (trailing) fire team is unrestricted. It facilitates the use of battle drill because the leading fire team can immediately engage the enemy while the trailing team is used to maneuver. The ALFA team leads in the formation unless otherwise directed by the squad leader. To facilitate control, the teams may be kept close to each

other as shown in (2), figure 41. When terrain and visibility permit, the squad leader may separate his fire teams, having the rear team follow at a specific distance, as shown in figure 42. The distance between fire teams in this formation is not so great the squad leader cannot have direct, immediate control over the rear team.

- (2) *Modification of the squad column.* The squad leader may modify the column to conform to the terrain and to provide a greater capability to deliver fire immediately both to the front and rear and thus provide all-around security. To assume this modification, the squad leader has the squad members in the center of the formation move farther to the flanks (fig. 43). This variation is used most frequently when the squad is separated from other elements of the platoon.



*Figure 42. Variation of squad column with fire teams in column, showing BRAVO team leading and ALFA team trailing at a distance (schematic).*

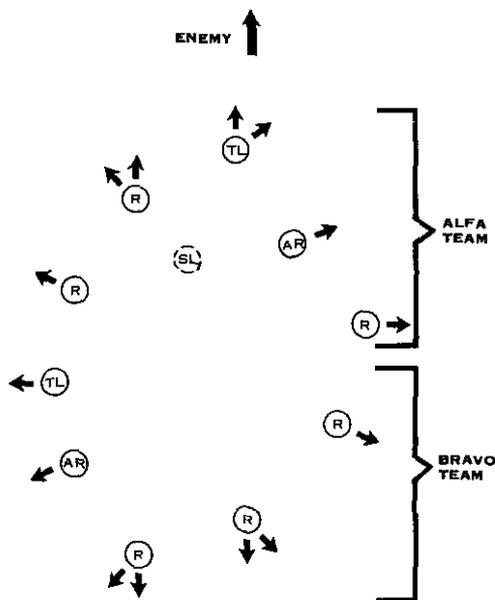


Figure 43. Example of modification of squad column (fire teams in column) (schematic).

- (3) *Squad column with fire teams abreast.* This variation of the squad column is used for movement in areas where maneuver of the fire teams is restricted. It is used most frequently in an approach march along a road. In this situation, the enemy may have the road covered by fire and the formation shown in figure 44 allows the fire teams to deploy quickly on each side of the road. The ALFA team is on the right unless otherwise directed by the squad leader.

*c. Squad File.* This formation (fig.45) is used for moving over terrain which is so restrictive the squad cannot adopt a column formation, or when visibility is so reduced that control becomes extremely difficult. It facilitates control of movement and allows greater firepower to the flanks, but limited firepower forward and to the rear. Deployment from this formation is not as easy as from the squad column. The position of individual fire team members may be changed as desired. The ALFA team leads unless the squad leader directs otherwise.

*d. Squad Line.* This is the squad's basic assault formation

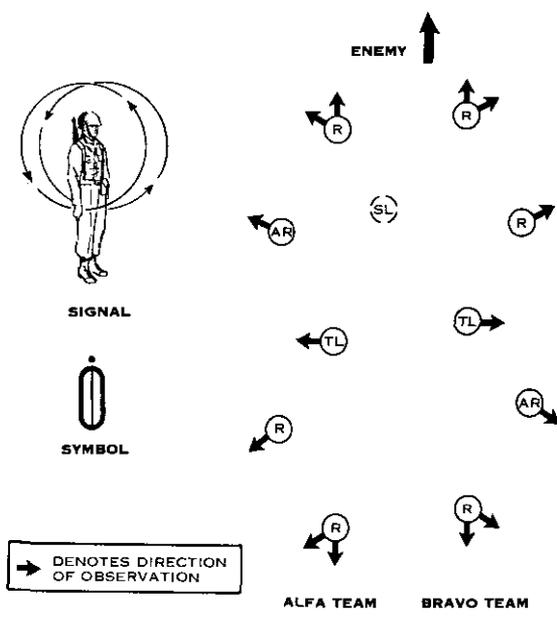


Figure 44. Squad column with fire teams abreast (schematic).

(figs. 46 and 47). It is also suitable for mopping up enemy resistance and for crossing short, open areas. It gives maximum firepower to the front, but it is relatively hard to control. The locations of individuals within the formation, especially automatic riflemen, may be changed by the squad leader in a particular situation to get a greater concentration of fire in a certain area. When used in the assault, the squad leader must designate a base of fire team. Normally, the base of fire team is the one which has been leading.

e. *Formation Changes.* The squad changes from one combat formation to another without halting. The fundamentals listed in paragraph 1c above should be followed as closely as possible. If, in early training, it appears that a simple, temporary numbering system might facilitate learning, the following system is recommended: Designate only the riflemen within each fire team as numbers 1, 2, 3; designate different numbers for the riflemen for each combat formation. Figure 48 shows several ways of moving individuals when changing formations.

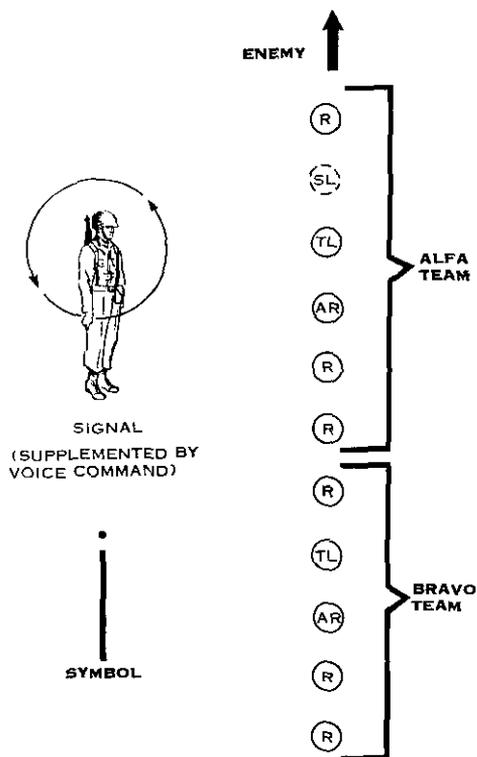
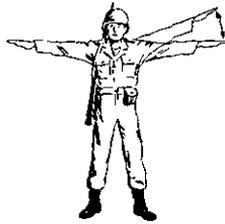


Figure 45. Squad file showing ALFA team leading (schematic).

### 3. Movement by Bounds

a. When not in direct contact with the enemy, the squad moves with the greatest degree of security consistent with the assigned mission and the requirement for speed. When continuous movement is required, good security may be obtained by moving in squad column with one fire team following the other at a prescribed distance. Other conditions may permit the squad to advance its fire teams by bounds.

b. Movement by bounds may be appropriate when the squad must cross an exposed area that may be covered by enemy fire. The squad leader designates one fire team to occupy firing positions where it can cover the movement of the other team across the open area. The team in position normally does not fire unless enemy troops are detected. After the first team has crossed the open area,



TO SIGNAL SQUAD LINE WHEN FIRE TEAMS ARE IN COLUMN, WAVE ARM AS INDICATED IN DIRECTION REAR TEAM IS TO MOVE

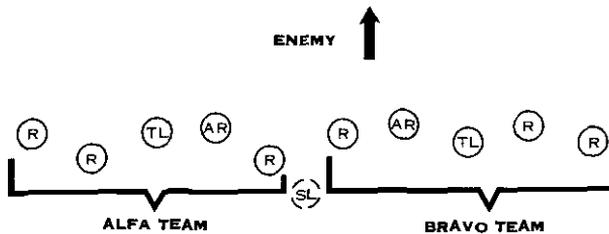


Figure 46. Squad line, ALFA team on left (schematic).

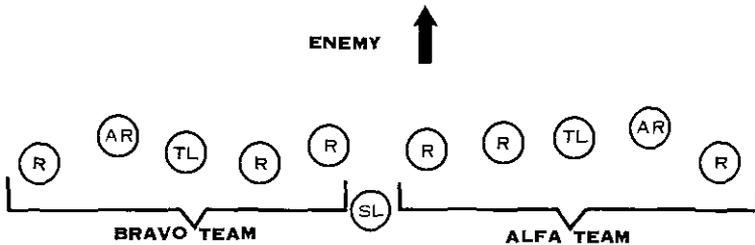
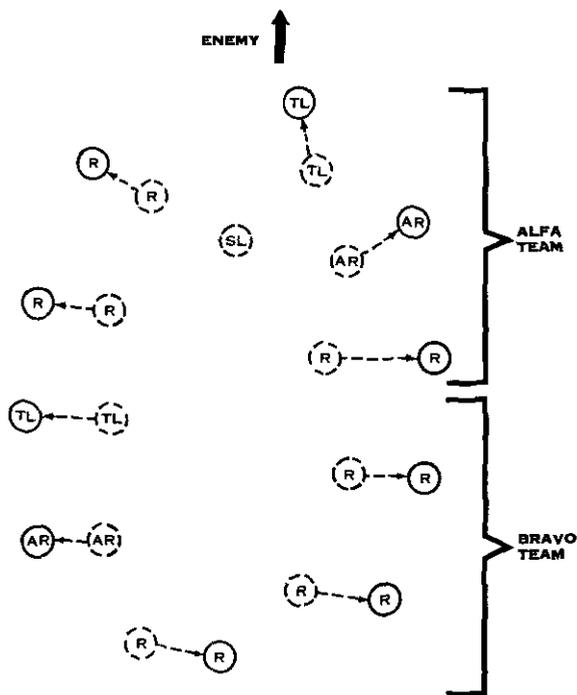


Figure 47. Squad line, ALFA team on right (schematic).

the team in position crosses on signal, covered by the first team. The squad may advance with the teams making either successive bounds (fig. 49) or alternating bounds (fig. 50).

#### 4. Platoon Formations

When three squads are abreast, the center rifle squad is the base squad unless the platoon leader specifies otherwise. In all other



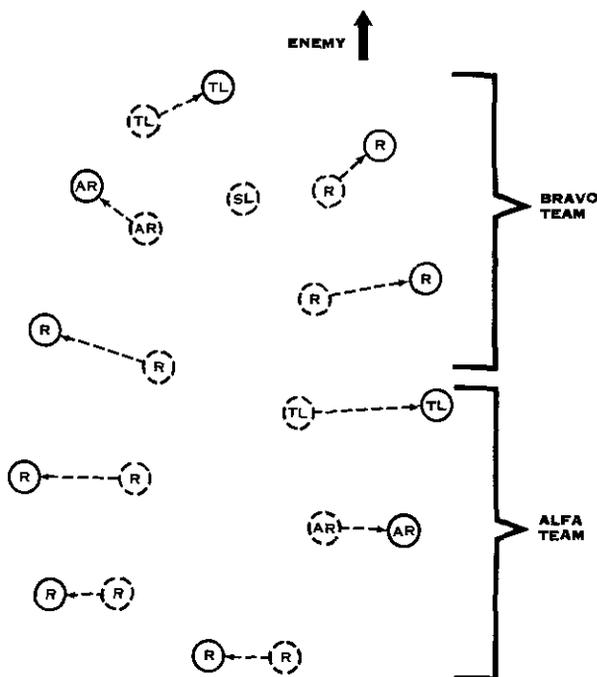
(1) Squad column (ALFA team leading) to modified squad column (schematic).

Figure 48. Formation changes

formations, the leading or right leading rifle squad is the base squad. The distances between men and squads may be increased or decreased, and the men may be staggered to the left and right, according to the platoon leader's orders. The combat formations for the platoon are the column, wedge, vee, echelon, and line. The symbols used in figures 52 to 55 are shown in figure 51.

a. The *platoon column* (fig. 52) is used when speed and control are the governing factors, as when moving through woods, fog, smoke, darkness, or defiles, or along roads and trails. This formation is flexible, affords excellent control, and favors action to the flanks. It does not provide as much all-round security as other formations

b. The *platoon wedge* (fig. 53) is used when the enemy situation is obscure and when the terrain and visibility demand dispersion. It affords good control, flexibility, and all-round security.



(2) Squad column (BRAVO team leading) to modified squad column (schematic).

Figure 48—Continued.

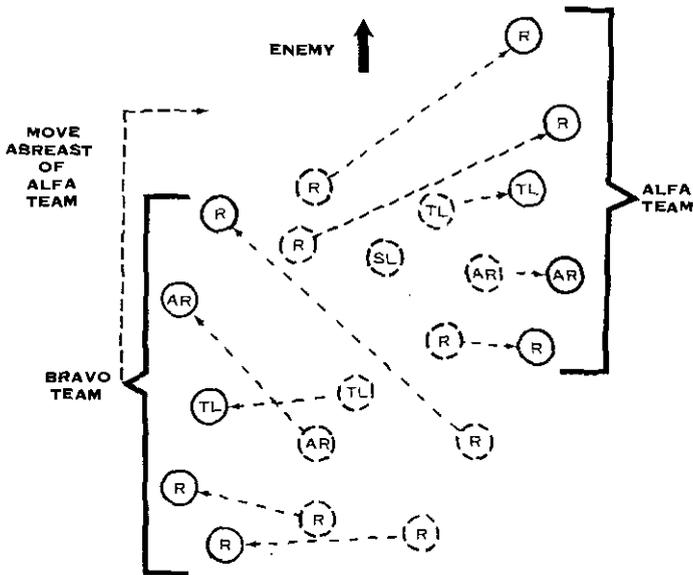
c. The *platoon vee* (fig. 54) is used when the enemy is believed to be directly to the front and his approximate strength and location are known. It provides excellent firepower and security to the front, facilitates movement into the platoon line formation, and may be used for crossing small open areas.

d. The *platoon echelon* (fig. 55) is used to protect an open or exposed flank. It permits heavy fire to the front and in the direction of the echelon. It is difficult to control and is slow, especially under conditions of poor visibility.

e. The *platoon line* (fig. 56) is used during the assault phase or for crossing short exposed areas. It provides maximum concentration of fire to the front, but is difficult to control.

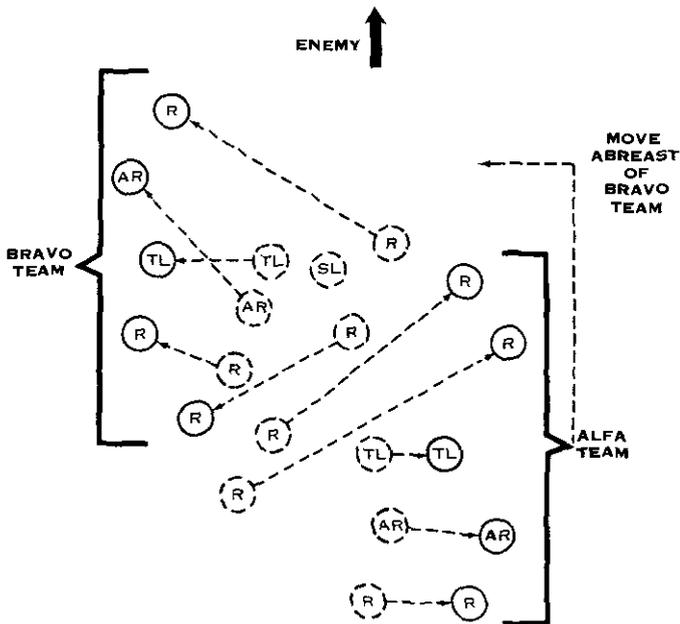
## 5. Formation Changes

After the platoon learns to move into each of the basic formations, it then practices moving and changing from one to another



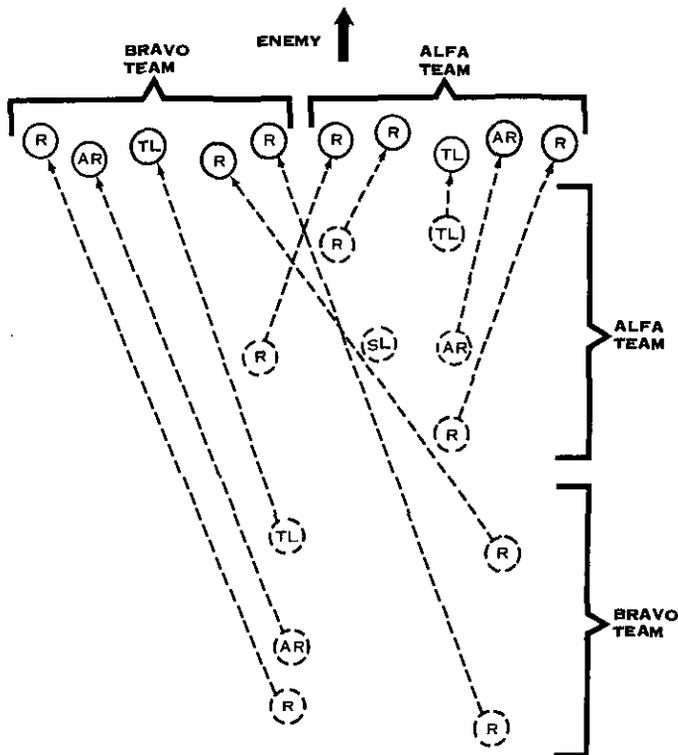
(3) Squad column (ALFA team leading) to squad column with fire team abreast (ALFA on the right) (schematic).

Figure 48—Continued.



(4) Squad column (BRAVO team leading) to squad column with fire teams abreast (ALFA on the right) (schematic).

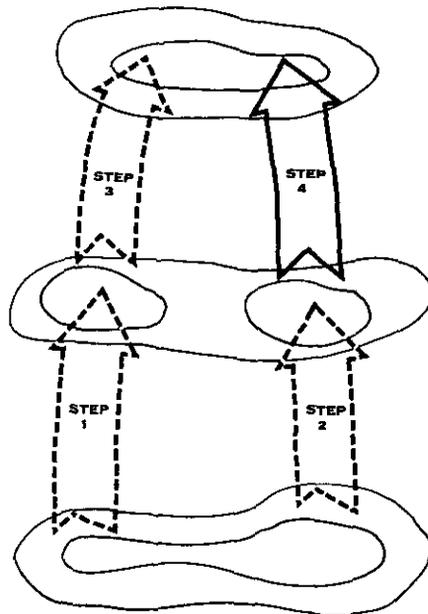
Figure 48—Continued.



(5) Squad column (ALFA team leading) to squad line (ALFA team on right) (schematic).

*Figure 48—Continued.*

while advancing. The methods for moving and halting are similar to those for the squad. In changing from one formation to another, the designation of the base squad sometimes changes, as explained in paragraph 4. For example, in changing from the platoon line to vee, the center rifle squad remains the base squad until the vee formation is completed, then the right leading squad becomes the base squad. The redesignation of the base squad takes place upon completion of the movement. Some suggested methods for changing platoon formations are shown in figure 57. All changes in combat formations are made without halting the unit.



*Figure 49. Movement by successive bounds (schematic.)*

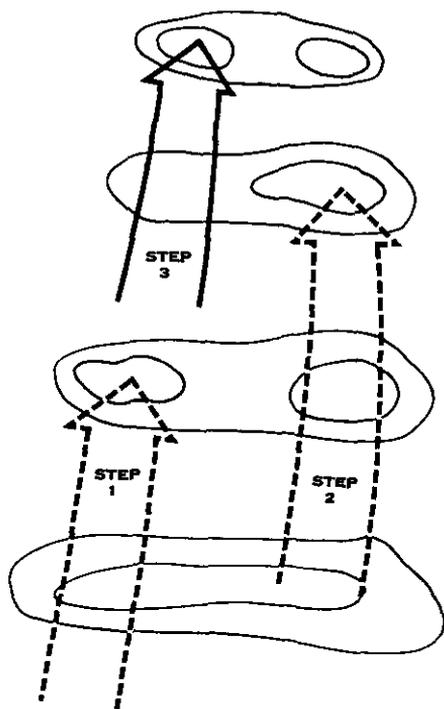


Figure 50. Movement by alternating bounds (leapfrogging) (schematic).

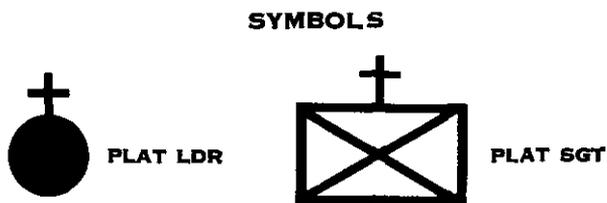


Figure 51. Legend for figures 47 to 50 (schematic).

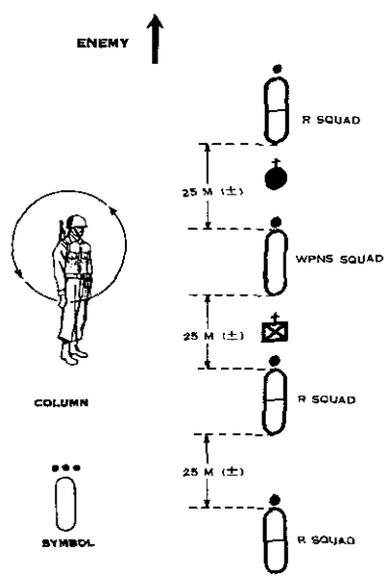


Figure 52. Platoon column (schematic).

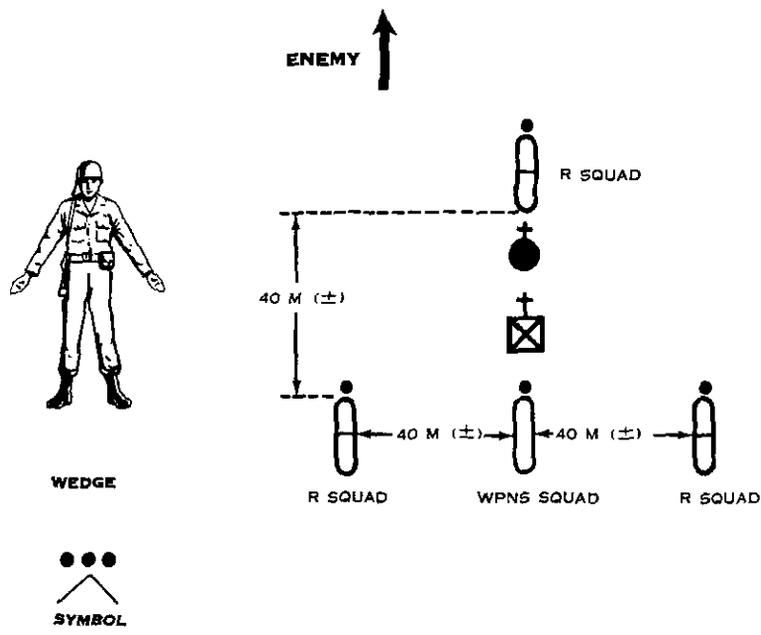


Figure 53. Platoon wedge (schematic).

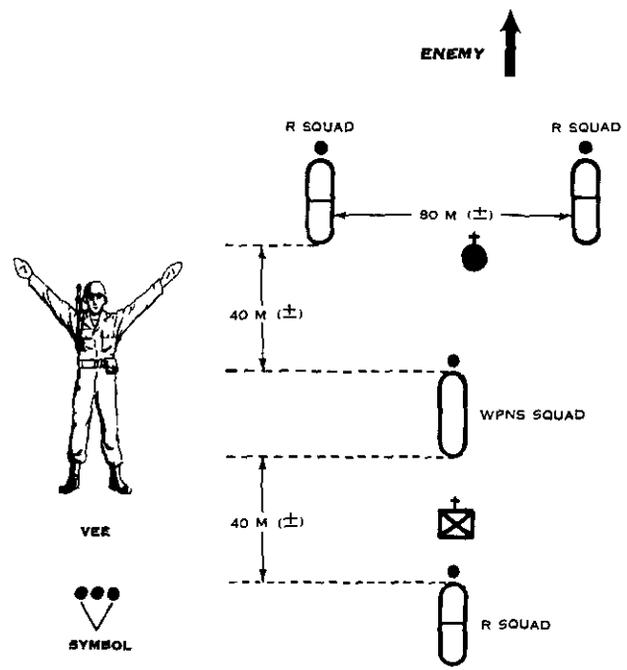


Figure 54. Platoon vee (schematic).

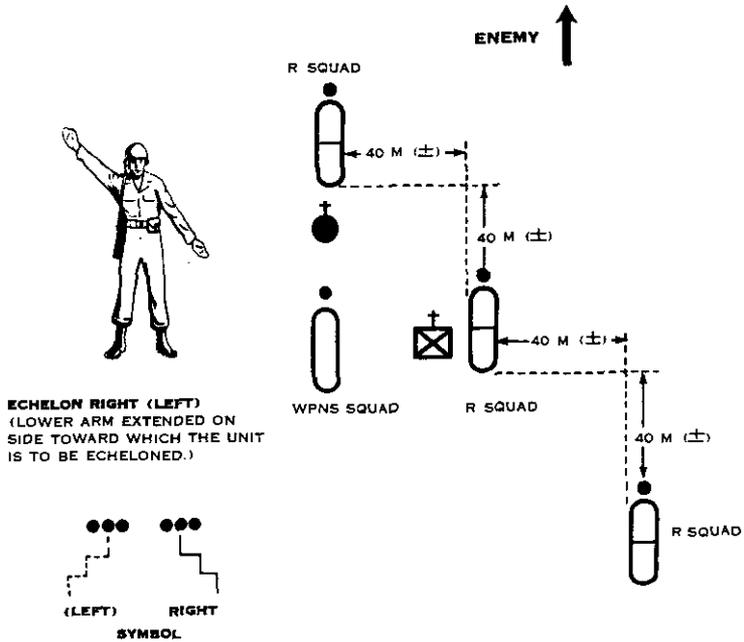


Figure 55. Platoon echelon (schematic).

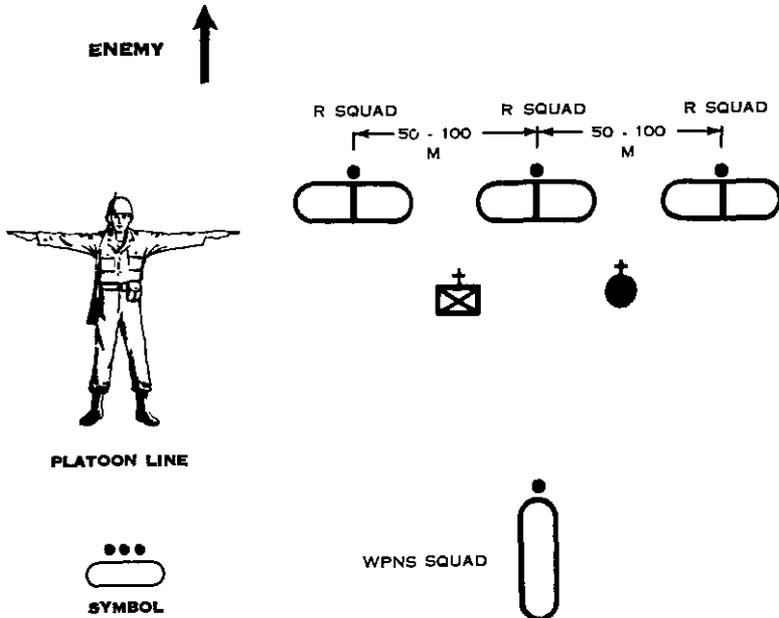
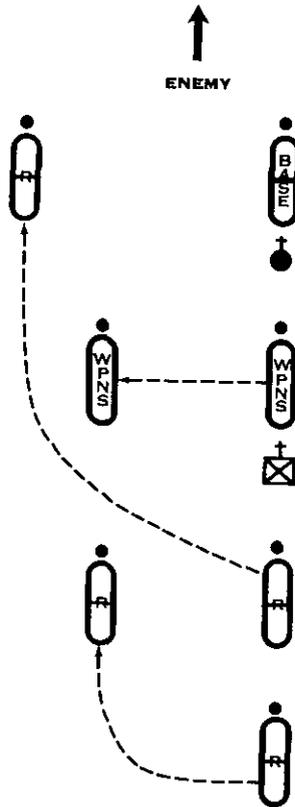
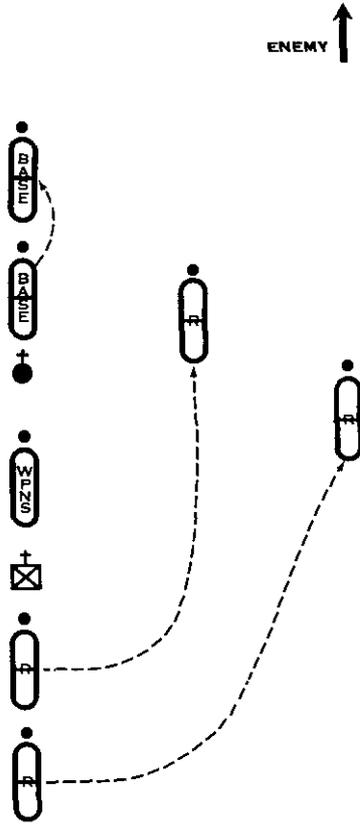


Figure 56. Platoon line (schematic).



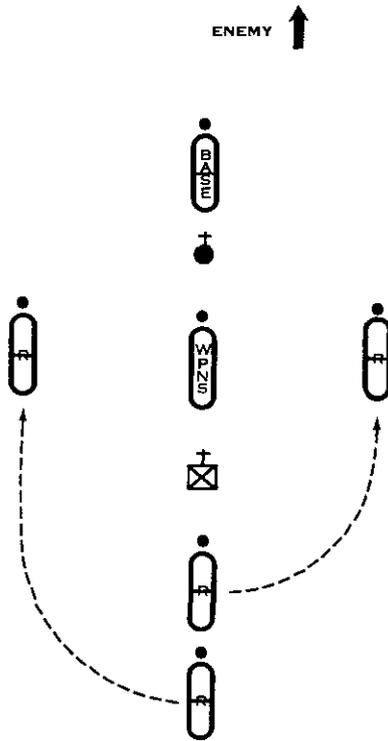
(1) Column to vee (schematic)

Figure 57. Changing platoon formations.



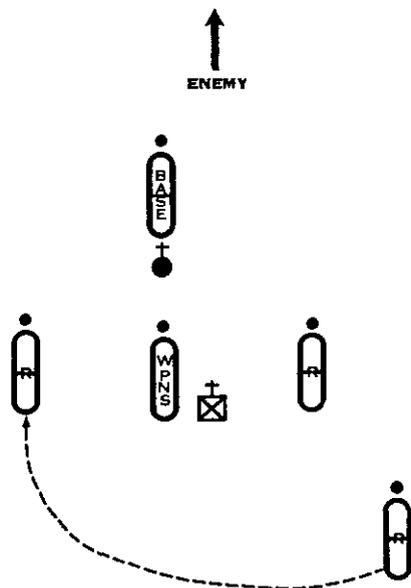
(2) Column to echelon right (schematic)

Figure 57—Continued.



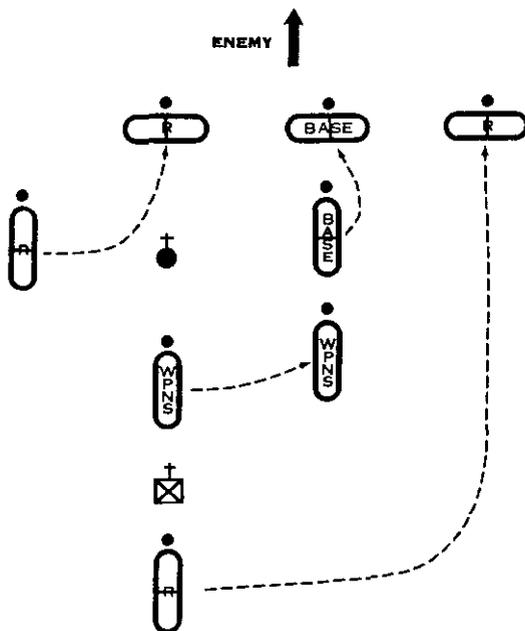
(3) Column to wedge (schematic)

Figure 57—Continued.



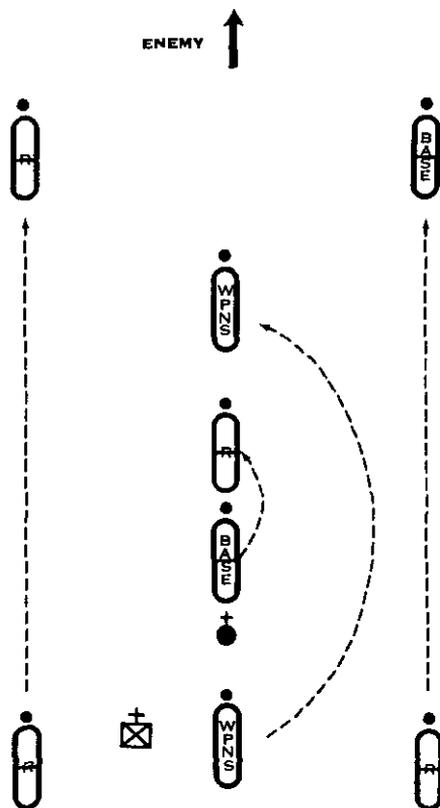
(4) Echelon to wedge (schematic)

Figure 57—Continued.



(5) Vee to line (schematic)

Figure 57—Continued.



(6) Wedge to vee (schematic)

Figure 57—Continued.

## Section II. MECHANIZED FORMATIONS, PLATOON

### 6. General

a. The formations for rifle platoon in armored personnel carrier (APC) closely approximate dismounted platoon formations. The mounted platoon formations shown in figures 58 through 64 are guides and are not to be construed as the only possible arrangements of the elements of the platoon.

b. The formations described are similar to those used by tank platoons, facilitating the coordination of mechanized infantry-tank formations.

c. The platoon leader positions himself where he can best exercise control. Since he can normally maintain better control from

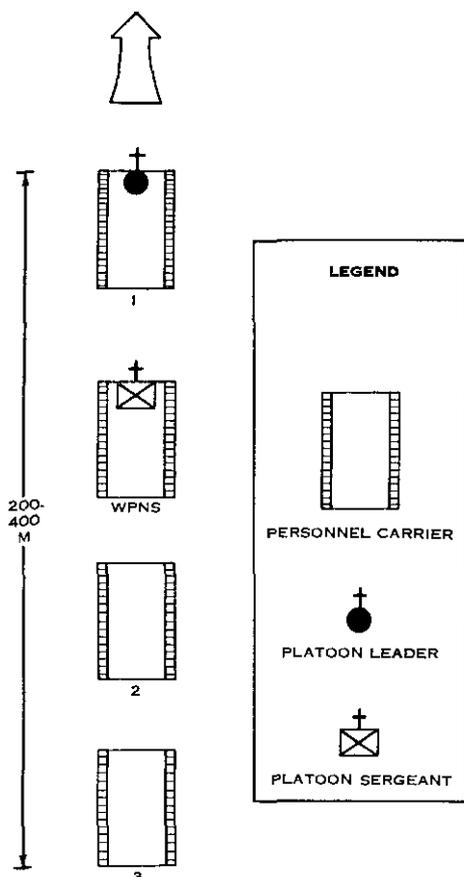


Figure 58. Column formation (schematic).

the lead vehicle, his position has been so indicated in the diagrams. The platoon sergeant is located as directed by the platoon leader. It may not be appropriate in every situation to place him in the APC with the weapons squad.

d. In selecting a formation, the platoon leader considers security, control, flexibility, the terrain, and the combat formation of the tank platoon with which the platoon is operating (if appropriate). Formations are changed to meet changes in the situation without halting the platoon and in generally the same way as dismounted formations (par. 2e).

## 7. Loading and Dismounting

a. *Loading.* Normally, one rifle squad rides in each APC, maintaining its tactical integrity. In some situations, it may be desir-

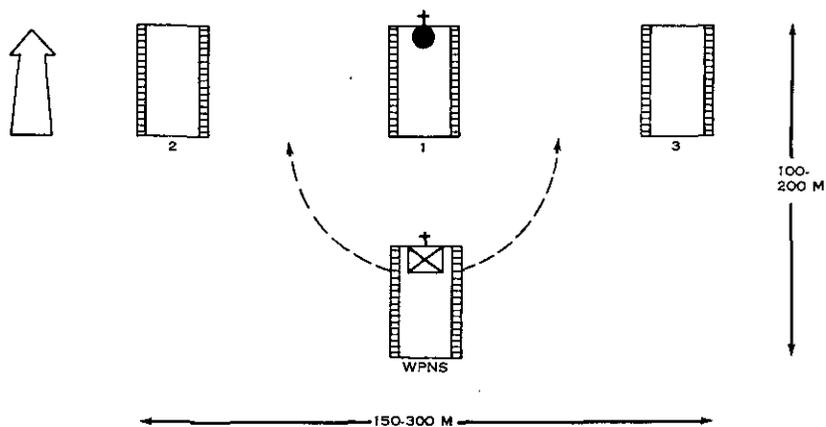


Figure 59. Line formation, variation 1 (schematic).

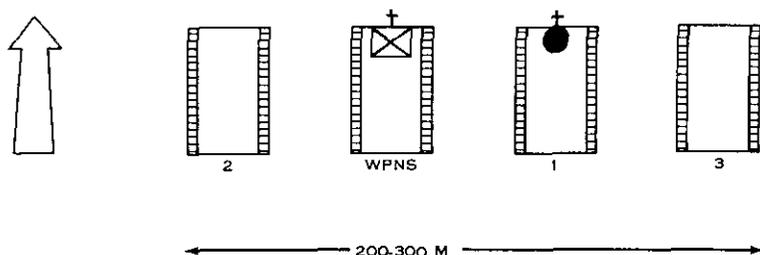


Figure 60. Line formation, variation 2 (schematic).

able to have elements of the weapons squad separated. Additional personnel, such as those of platoon headquarters and a mortar FO party, are distributed in carriers as the platoon leader directs. Personnel are loaded to facilitate their deployment on dismounting. Fire teams (or a machinegun team and a rocket launcher team) usually sit opposite each other within the vehicle. The squad leader occupies the commander's cupola or, if the platoon leader or platoon sergeant is commanding his vehicle, sits next to the ramp. Fire team leaders normally sit next to the ramp.

*b. Dismounting Technique.* It is essential for the squad to dismount and deploy rapidly and for the squad leader to establish control immediately. Only the vehicle commander and driver can see the terrain over which the carrier is moving. Consequently, there will be a degree of confusion and disorganization on dismounting unless personnel are properly trained in the actions

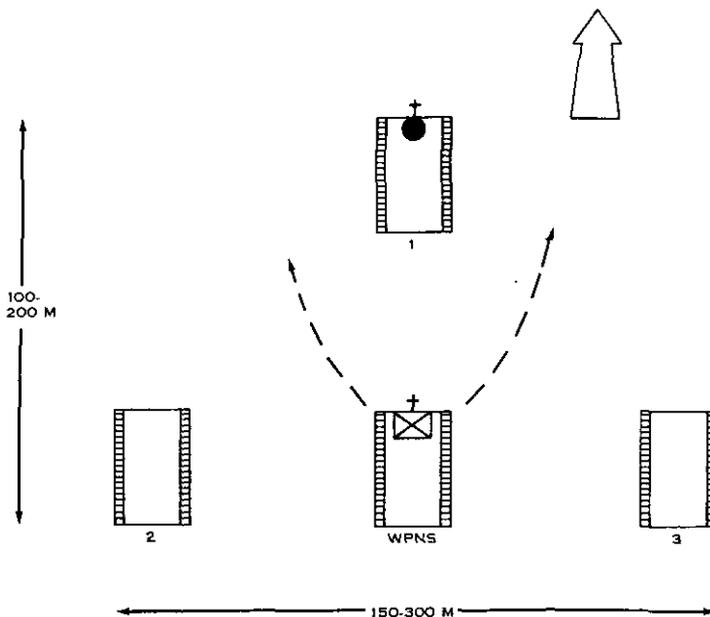


Figure 61. Wedge formation, variation 1 (schematic).

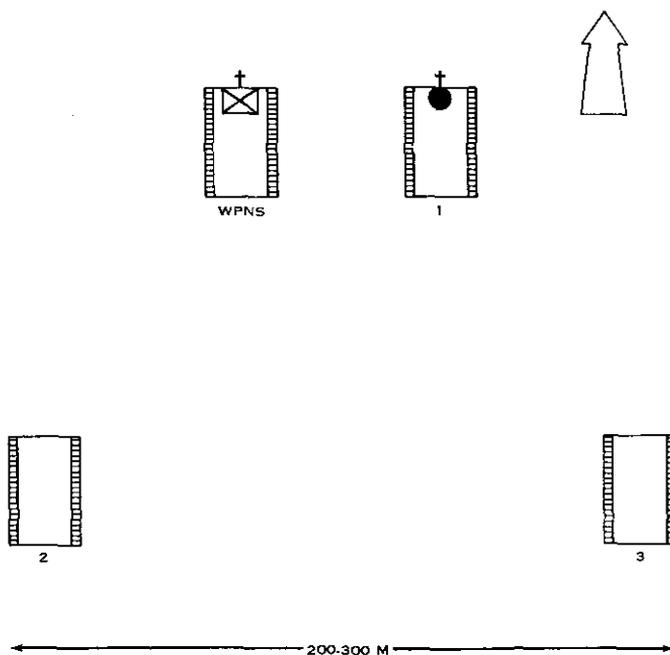


Figure 62. Wedge formation, variation 2 (schematic).

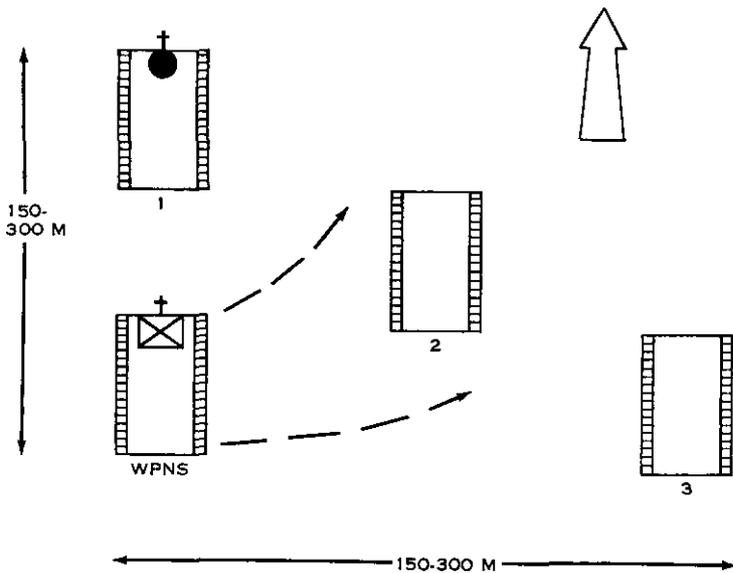


Figure 63. Echelon (right) formation, variation 1 (schematic).

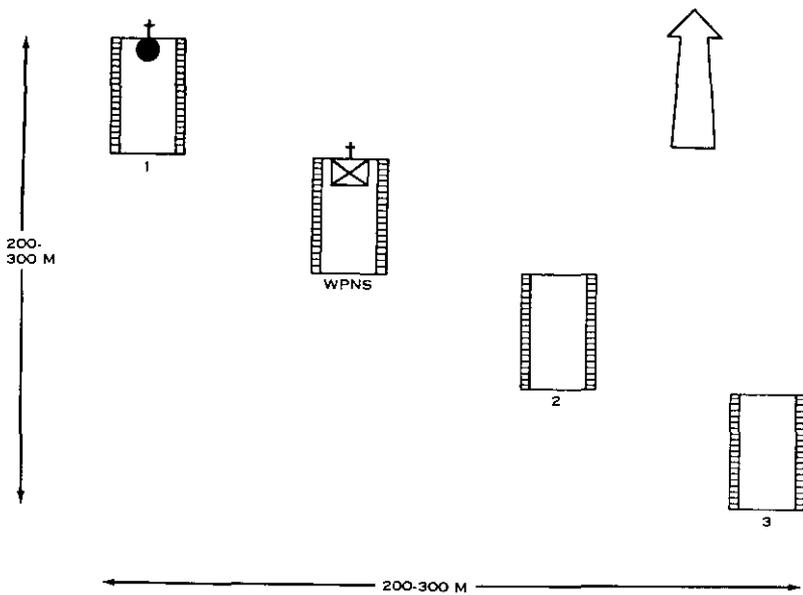


Figure 64. Echelon (right) formation, variation 2 (schematic).

they are to take immediately after dismounting. The vehicle commander orients members of his squad just before they dismount, covering the following: enemy direction, direction each fire team will move, the combat formation to be adopted, and the relative location of tanks or other friendly elements. Unit SOP's and training facilitate the effective dismounting and immediate employment of the squad.

## 8. Type Mounted Platoon Formations

a. The column formation (fig. 58) facilitates control and may be used when enemy contact is remote, when routes of advance are restricted, when maximum firepower of the APC is desired to the flanks, or under conditions of reduced visibility.

b. The line formation (figs. 59 and 60) provides maximum firepower of the APC to the front and makes it easy for the dismounting infantry to quickly assume an assault formation. Control is difficult unless visual contact is good. This formation may be used when moving across skylines or emerging from woods or smoke, when following tanks in a line formation, or to completely deploy the platoon before it dismounts.

c. The *wedge formation* (figs. 61 and 62) provides firepower of the APC to the front and flanks and is easier to control than the line formation. It may be used when crossing large, open areas where dispersion of vehicles is desired, or when moving in an integrated wedge formation with tanks.

d. The *echelon formation* (figs. 63 and 64) provides firepower of the APC to the front and echeloned flank, some lateral dispersion of vehicles, and is easier to control than the line formation. It is principally used when moving on an exposed flank in formation with an echeloned tank platoon.

## APPENDIX V

### BATTLE DRILL

---

#### Section I. GENERAL

##### 1. Purpose and Scope

Battle drill is a system for applying fire and maneuver rapidly by eliminating lengthy oral orders. It is used in the conduct of the attack when a small unit is faced with an unexpected enemy situation that makes the original plan of attack either invalid or inadequate. In such a surprise situation, rapidity of thought and action are essential to success. While it is still necessary for the leader to make a rapid estimate of the situation, a unit trained to proficiency in battle drill can go into action with only a single command or a fragmentary order to close with the enemy and destroy or capture him. Emphasis is placed on building up fire-power before maneuvering. The combat formations described in appendix V are used as a starting point for executing battle drill maneuvers.

##### 2. Preliminary Training

The successful execution of battle drill maneuvers depends in great part on the fundamental skills of the individual soldier and the teamwork generated by instruction and practice in combat formations. Perfection in individual skills must be stressed before the soldiers are trained in the coordinated team action of battle drill.

*a. Marksmanship.* The individual's ability to deliver an accurate volume of fire with his primary weapon is a most important fundamental. This skill is achieved in the present training programs, but the combat leader must impress upon his riflemen the importance of accurate, well-distributed fire by each member of the unit in accomplishing the mission.

*b. Combat Training.* In individual combat training, the soldier learns to recognize and use concealment and cover while observing or firing on the enemy, and to fire and maneuver toward a position in a series of rushes from one firing position to another. He must be proficient in these skills so he can contribute to the coordinated and effective team action of his squad.

c. *Battlefield Signals.*

- (1) Signals are used when oral commands or warnings are inadequate. Battle drill is directed toward the elimination of lengthy verbal orders. Consequently, each soldier must be thoroughly trained in the use of arm-and-hand and whistle signals.
- (2) Arm-and-hand signals are used with oral commands throughout the instruction in battle drill to insure that the men become thoroughly familiar with the meaning of the signals. An arm-and-hand signal which orders a unit movement should be preceded by a signal designating the unit or units to make the movement.
- (3) Audible signals should be combined with visual signals, as needed, when the leader transmits his orders. As the members of the squad and platoon become familiar with the arm-and-hand signals for the various battle drill actions, whistle signals should be used to supplement them instead of oral commands.

### 3. Instruction

Initial orientation, which discusses the importance of battle drill and the part it plays in the overall success of a unit, is usually presented by the platoon leader or company commander. The instruction in individual skills and the presentation of the remaining portions of this appendix as pertains to the squad should be conducted by the squad leader. Sections II through V of this appendix are arranged in logical sequence for training.

### 4. Grenade Launcher, M79

a. At the time of publication of this manual, the grenade launcher M79 is not organic to infantry units.

b. The direct fire accuracy of the launcher is such that it can, within its range capability, continue to fire on the objective after indirect supporting fires have been lifted. Therefore, the launchers will significantly increase firepower during the assault.

c. The launchers may be employed in several ways—

- (1) They may *accompany the assault elements*, providing close and continuous fire support to their assigned fire team.
- (2) They may *support the attack from a fixed position* assuming supporting positions are within range (not over 400 meters). Supporting from a fixed position necessitates detachment of the launcher(s) from its assigned

fire team, thereby reducing the firepower and strength of that fire team. In some situations, however, it may be desirable for squad leaders and even platoon leaders to pool several launchers so they can support from a fixed position.

- (3) They may be employed using a *combination* of (1) and (2) above.

## Section II. INDIVIDUAL BATTLE ACTION

### 5. Exercises

Individual battle action exercises train the soldier to use the best concealment and cover, to choose the best avenues of approach, to develop the ability to move forward while presenting a minimum target, and to locate enemy positions while rushing from one firing position to another. They should be practiced over varied types of terrain. This requires a large area containing stumps, logs, scrub brush, folds in the ground, and shellholes from which the soldier can choose firing positions during his movement. The soldier must be trained to make instantaneous decisions as to firing positions, cover, and directions of advance. He should be able to see and not be seen when he interrupts his advance to select a firing position. He should select a route forward that offers the best cover and concealment without delaying his forward movement.

### 6. Duties of Squad Leader

The squad leader should supervise and control the exercises. He has each exercise repeated as often as necessary to develop squad proficiency. He should critique squad members individually after each running. This critique should cover the soldier's method of starting from a firing position, the way he runs from one firing position to another, his choice of positions and the way he gets into them, and his use of cover and concealment. Camouflaged aggressor targets can be placed in the training area to test the soldier's ability to locate the enemy while he is moving.

## Section III. ELEMENTARY FIRE AND MANEUVER

### 7. Purpose

a. Squad exercises in elementary fire and maneuver develop the instinct for teamwork and timing necessary for coordination in the attack. They are conducted realistically to give the squad

members practice in applying the principles of team action in aggressively attacking and assaulting a position.

b. It is only by repeated execution of fire and maneuver on these basic courses that the rifle squad can develop the instinct and timing to operate smoothly as a team. Under the stress of physical exertion and hazardous conditions, the rifle squad must train as well as operate over all types of terrain to achieve the unity of purpose which assures that some men will always be in a position to fire while others are advancing.

c. Courses for fire and maneuver exercises should be constructed in areas of varied terrain. Preliminary training in these exercises should be conducted using blank ammunition and an Aggressor detail. Any suitable training area may be used for the preliminary training. Final training is run with live ammunition in the specially prepared range area.

## 8. Conduct of Training

a. Exercises in elementary fire and maneuver should be conducted in two separate phases.

(1) The first phase (fig. 65), in which two men participate, is restricted to an area 25 to 30 meters wide. There is a minimum of 10 meters between men. The men advance in rushes from one firing position to another. One man starts the advance by rushing to a firing position while the other man fires against the enemy. Then the second man rushes to a more advanced position while the first man takes up the fire. This action continues until both men are within hand grenade range of the targets. Here the first man throws a simulated hand grenade and both men assault together.

(2) In the second phase (fig. 66), each fire team is divided into two groups (A and B). The area for this exercise should be about 250 meters long and from 100 to 120 meters wide. The men in each group are no less than 10 meters apart. One fire team runs the exercises while the other fire team observes. The team leader controls one group, and one of the men in the other group is designated as its leader. The two groups move toward a starting position as if they were the leading fire team in a squad column. At a signal indicating the groups have come under effective enemy fire, they hit the ground and return fire immediately. The group members move by individual rushes to positions generally on line with the group leader. As soon as the enemy is located, the

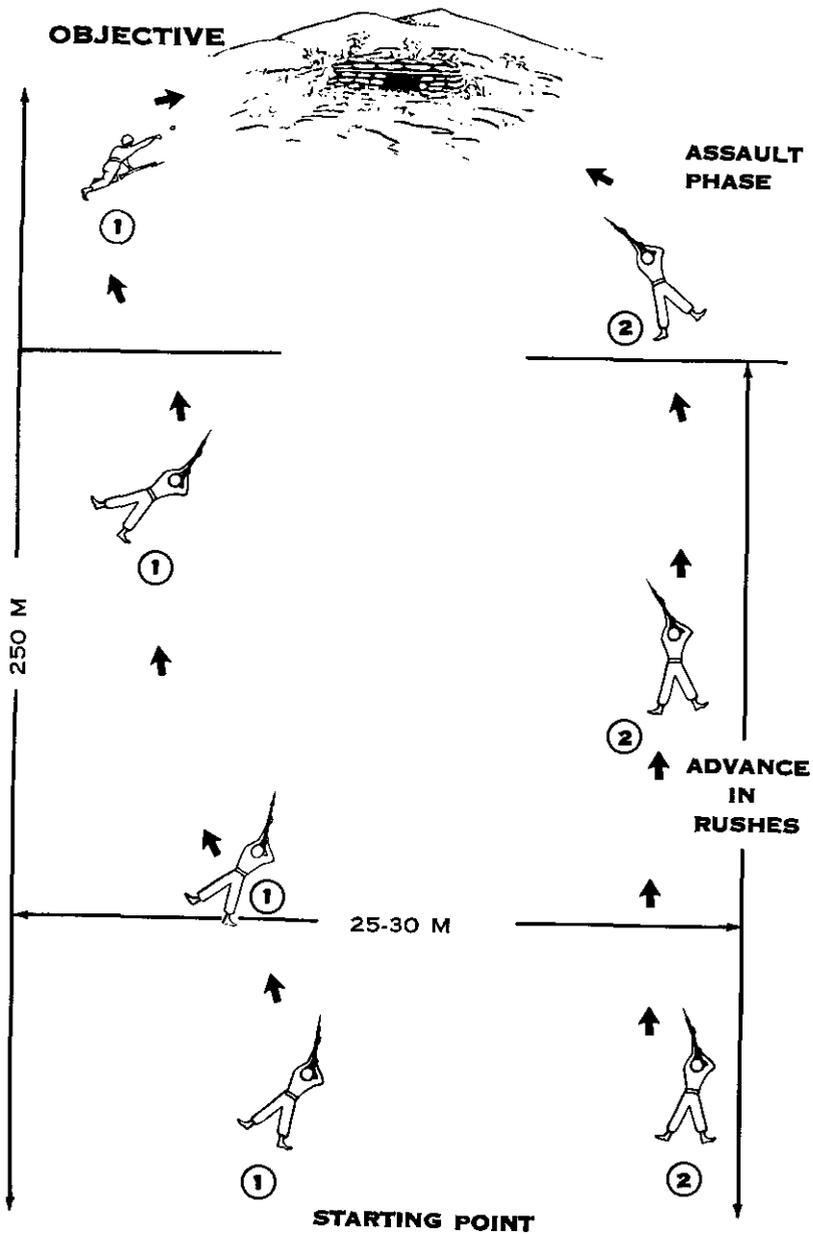


Figure 65. Elementary fire and maneuver (schematic).

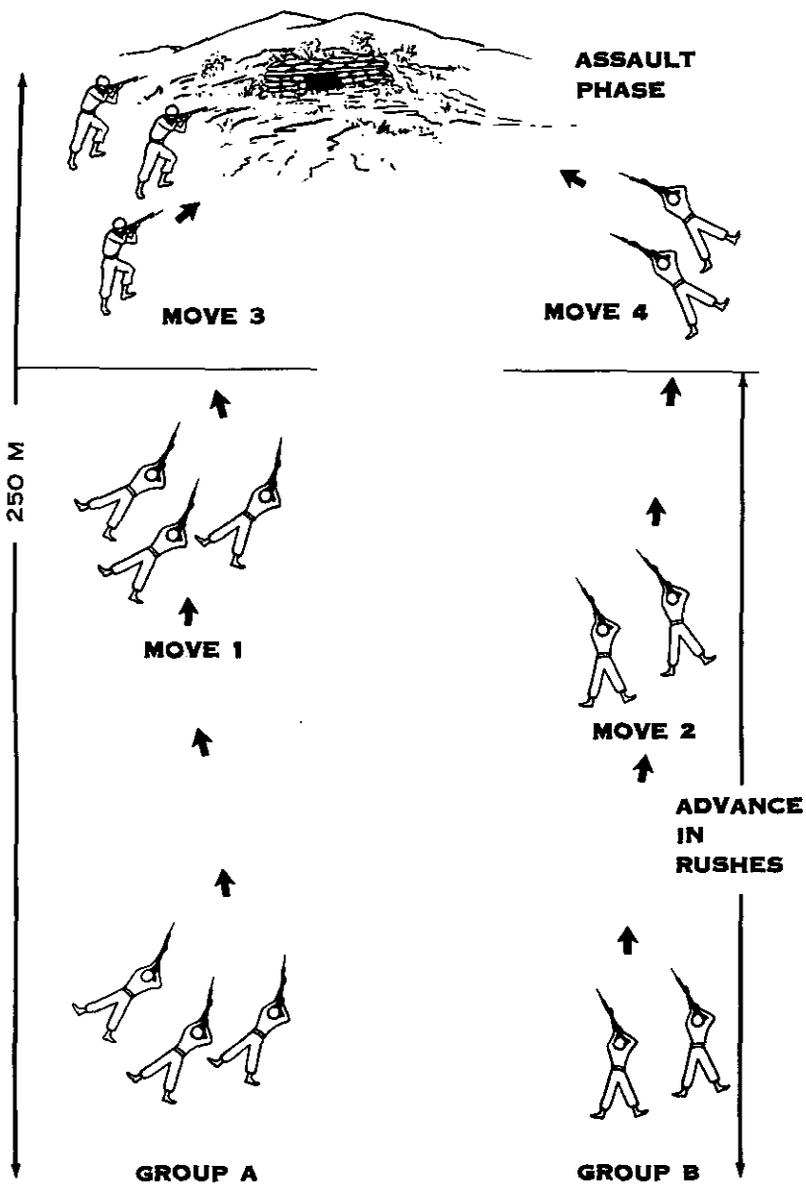


Figure 66. Team fire and maneuver (schematic).

leader of group A (the fire team leader) starts the advance by rushing a short distance toward the objective covered by the fire of the members of groups A and B. When the team leader reaches a new position and takes up the fire, a rifleman of group A moves up to a firing position and starts to fire. He is followed by the other rifleman of group A. When all members of group A have taken up new firing positions, group B starts its advance, one rifleman at a time. The two groups alternate in moving forward until they come within hand grenade range of the enemy position. At the signal of the team leader, all members of group A throw simulated hand grenades. When the grenades explode, both groups move toward the position, forming a squad line. The men move at a rapid walk, pausing to fire well-aimed shots from the underarm or shoulder position.

b. The squad leader should control and supervise the exercise. He alternates the positions in groups and teams until each member of the fire teams is proficient in each position. He should critique each running of the exercise, covering the timing, teamwork in fire and maneuver in the assault, the selection of firing positions, proper methods of rushing, and the best utilization of the terrain. He corrects individual errors at the conclusion of the exercise.

## Section IV. SQUAD BATTLE DRILL

### 9. General

The rifle squad with its two fire teams is particularly well suited for battle drill. This organization permits the squad leader to use one team to maneuver while the other supports by fire. Similarly, the squad can advance by bounds over exposed areas, one fire team crossing the area first, while the other is in position to cover its movement by fire if necessary. Using battle drill actions, the squad leader can direct and control the maneuvers of his squad with minimum reliance on verbal instructions.

### 10. Squad Teams

a. Essentially, one fire team is used as the maneuver element, while the other is used as the fire support element. The role of each fire team may change during the conduct of any particular action. For example, if the maneuver element is prevented by enemy action or terrain from closing with the enemy, it assumes

the fire support role to cover the advance of the other team which then becomes the maneuver element.

b. Although the rifle squad is organized into two like teams, the squad leader can change the organization of his maneuver and fire support elements to conform to a specific situation. When the terrain offers excellent firing positions and more firepower is required in the fire support element than can be provided by one fire team, the squad leader may designate both automatic rifleman, one or two riflemen, and one of the fire team leaders to act as the fire support element and the remainder of the squad to act as the maneuver element. It takes time to set up this organization and the two elements formed are not interchangeable. In addition, the actions of the two elements will usually be less precise than that of the two complete fire teams. Nevertheless, such a change in organization may be necessary occasionally.

## 11. Fire Support Element

a. The fire support element assists the maneuver element in its advance toward the enemy position by engaging all known or suspected targets. It continues its fire until masked by the maneuver element.

b. This fire support element is not static. While delivering fire on the enemy, it continues to move closer to the objective if it can do so without reducing the concentration of fire. Normally, it advances by individual rushes and, when the maneuver element masks its fire, it moves forward immediately as a unit to join in the assault or assist in consolidation.

c. See discussion of M79 grenade launcher, paragraph 4.

## 12. Maneuver Element

a. The mission of the maneuver element is to close with and destroy or capture the enemy. It advances under the close fire support of the fire support element.

b. The maneuver element's principal job is to maintain the advance toward the enemy. It uses available concealment and cover to the maximum. It may move in a series of rushes, thereby permitting its individual members to fire from advantageous positions along the route of advance, or it may advance by creeping and crawling if the situation so dictates. Regardless of how it moves, it must continue to advance.

c. If terrain permits, the maneuver element may be able to move forward under cover to positions within hand grenade range of the enemy.

### 13. Control of the Squad

a. The squad leader controls the squad with the assistance of the team leaders. The organization of the squad into fire teams in no way prevents the squad leader from directly controlling individual squad members. The squad and team leaders display positive and forceful leadership in conducting battle drill.

b. The squad leader gives the necessary command or signal to execute the desired battle drill action. The team leaders then get the action started. If necessary, they repeat the command or signal. The team leaders control their teams primarily through example. Throughout the action, team leaders exercise such positive control as is necessary to ensure that their teams function as directed. The squad leader locates himself where he can best control and influence the action.

c. In a situation where the squad is brought under effective smallarms fire while advancing certain actions are automatic. The squad members who are in position to return fire do so immediately. Members of the leading fire team move by individual rushes to positions generally abreast of their team leader and attempt to gain fire superiority over the enemy. While this is going on, the squad leader quickly makes an estimate of the situation and formulates a plan. His plan provides for gaining fire superiority before trying to maneuver. In some situations, one fire team may immediately gain fire superiority, thus permitting the other team to maneuver. In other situations, it may take both fire teams to gain fire superiority so maneuver can only be by individual rushes. The leader of the maneuver element initiates the action of his team by moving in the desired direction. He selects the route to be followed, based on the command or signal of the squad leader. Other members of the team base their actions on that of the team leader, moving by individual rushes as necessary.

### 14. Squad Maneuvers

a. The battle drill maneuvers described in the following paragraphs are used when the squad makes contact with the enemy. Once the enemy has been located, all squad maneuvers can be grouped into three basic battle drill actions—maneuver left, maneuver right, and maneuver front. These maneuvers can be executed from the various formations in which the squad moves.

b. The *techniques* used in executing battle drill actions are emphasized in the following paragraphs. The *tactics* used—that is, the determination of which maneuver is to be used in which

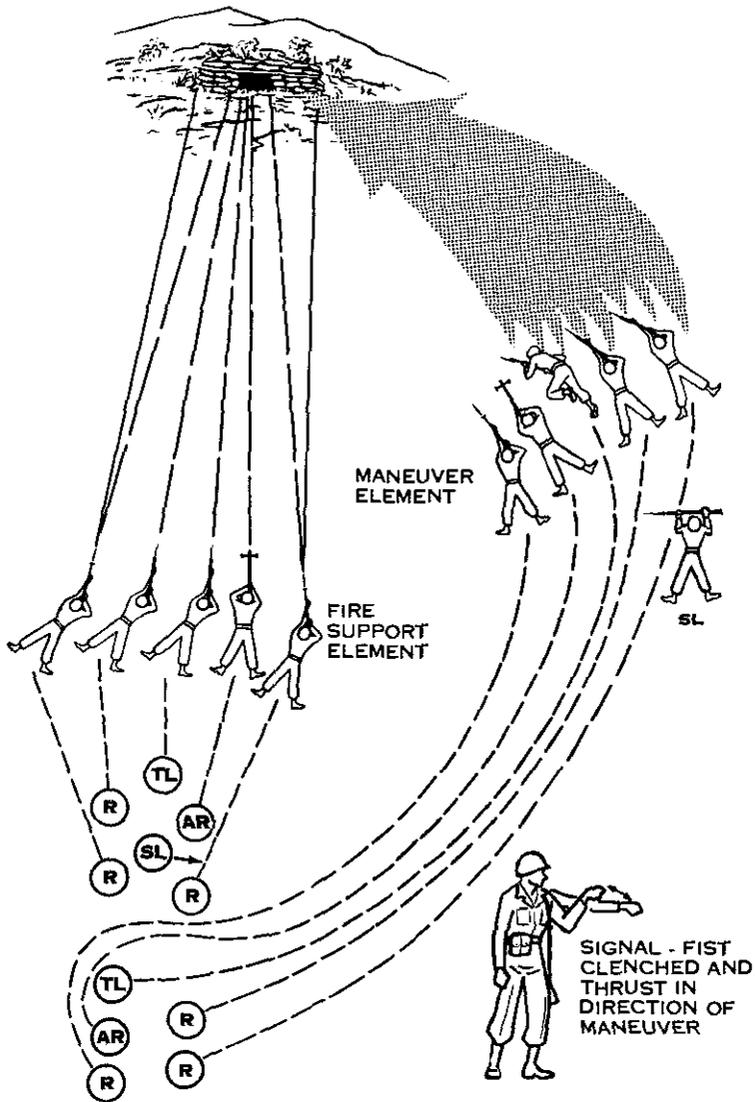


Figure 67. Maneuver right from squad column (fire teams in column) (schematic).

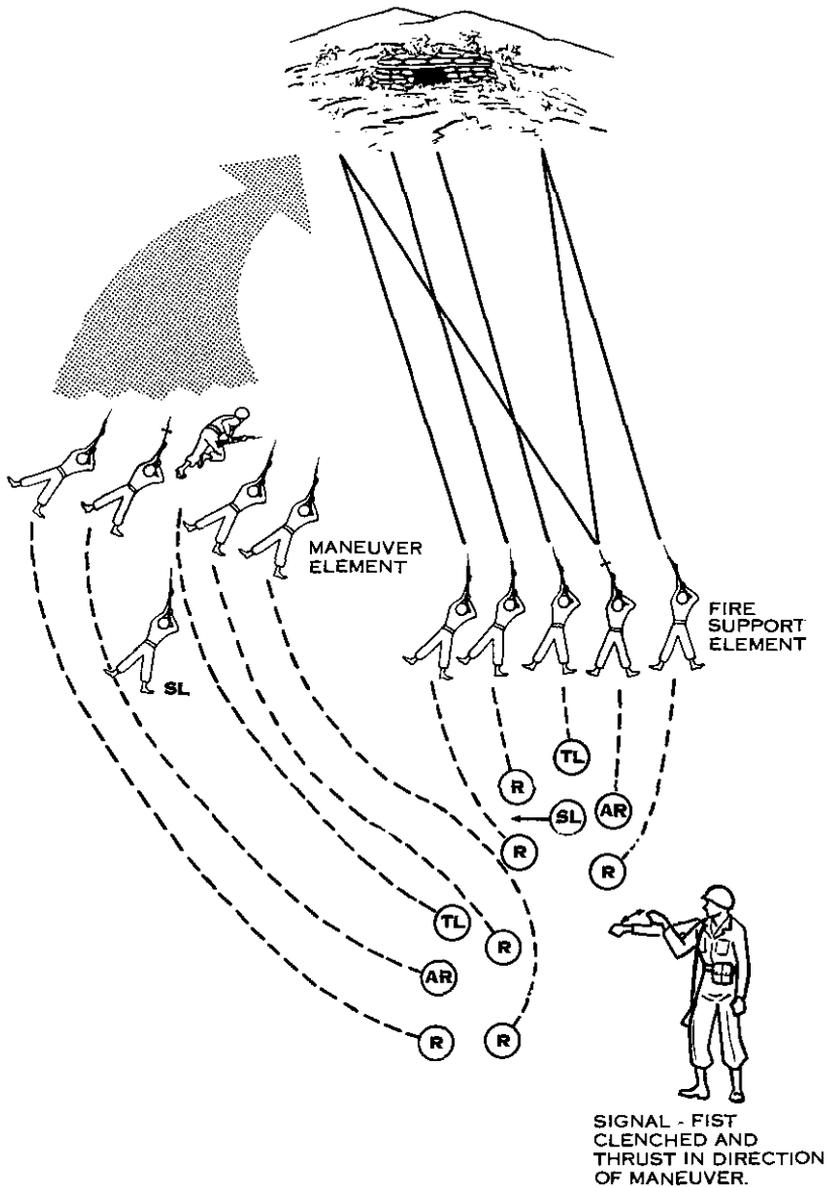


Figure 68. Maneuver left from squad column (fire teams in column) (schematic).

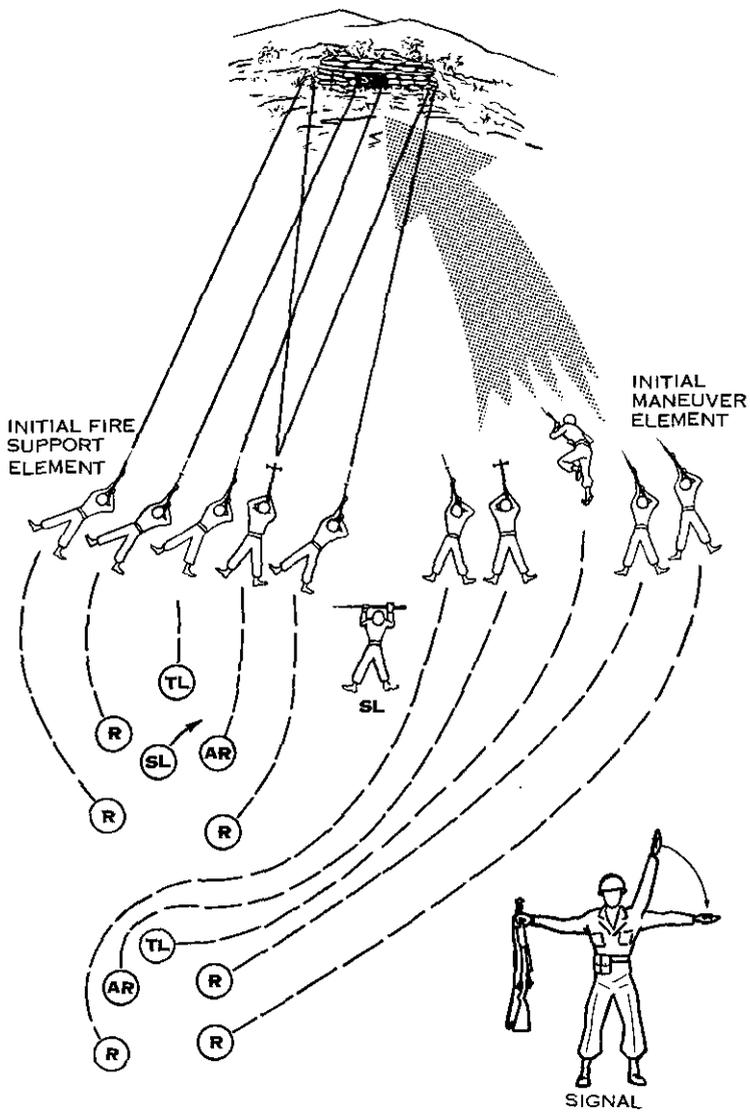


Figure 69. Maneuver front, right, from squad column (fire teams in column) (schematic).

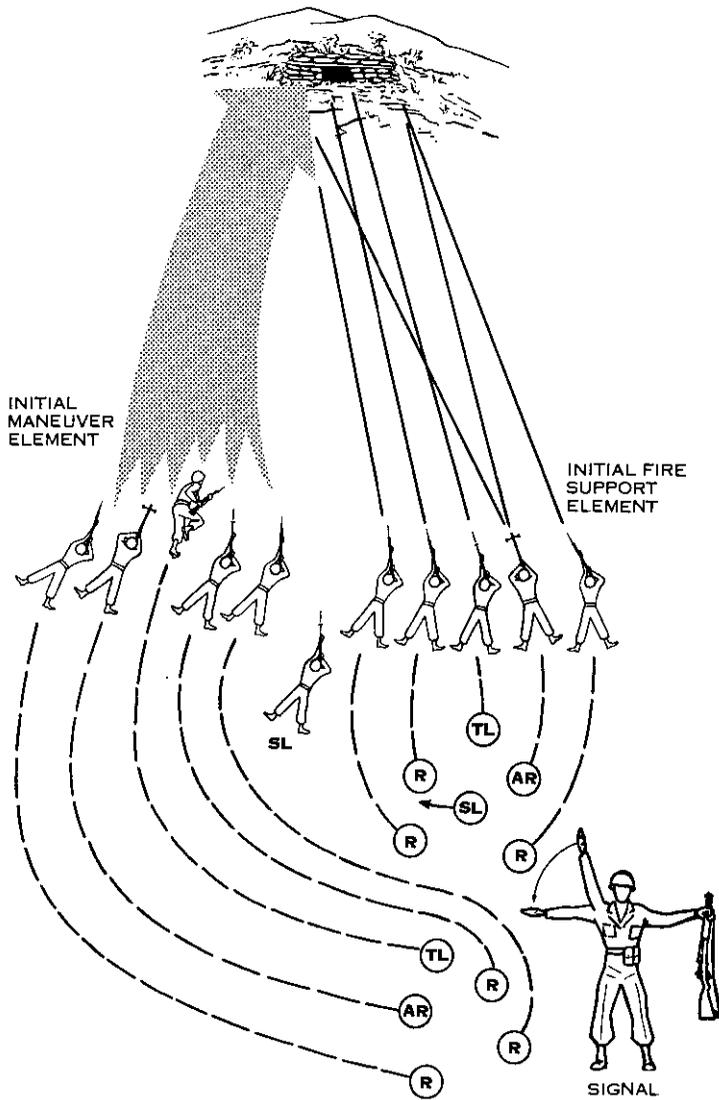


Figure 70. Maneuver front, left, from squad column (fire teams in column) (schematic).

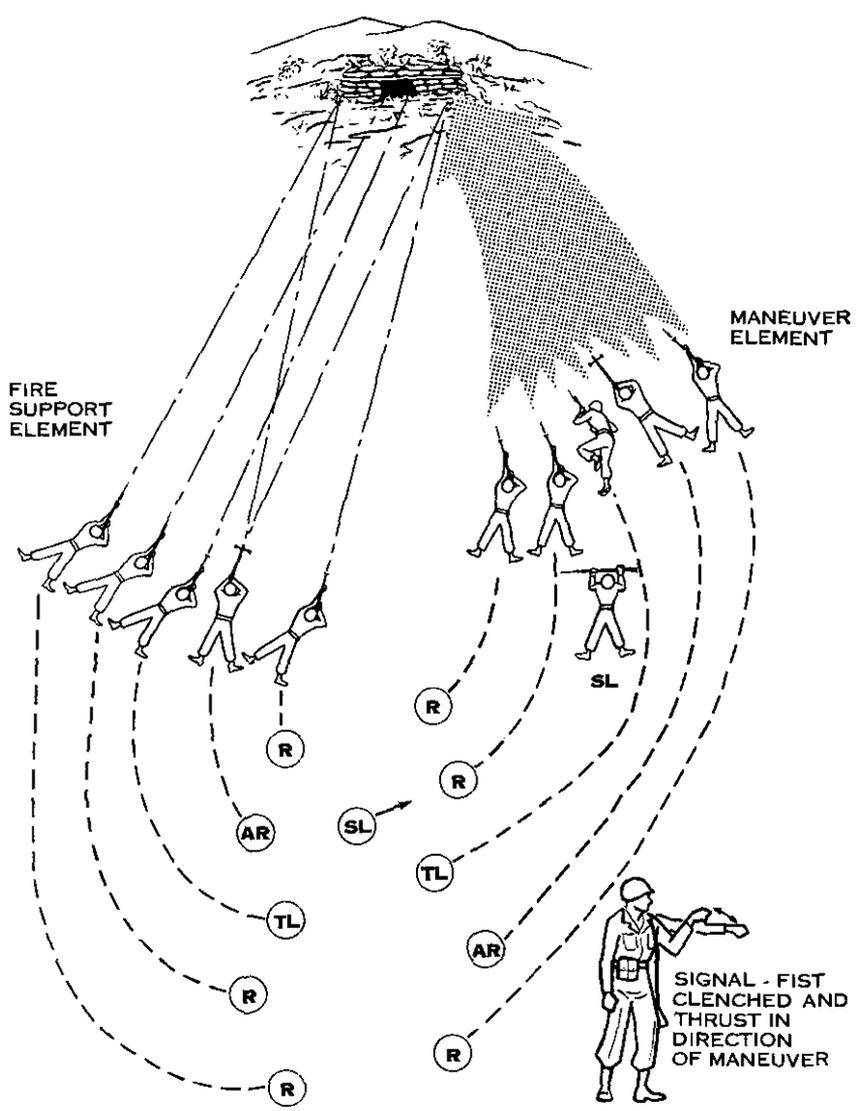
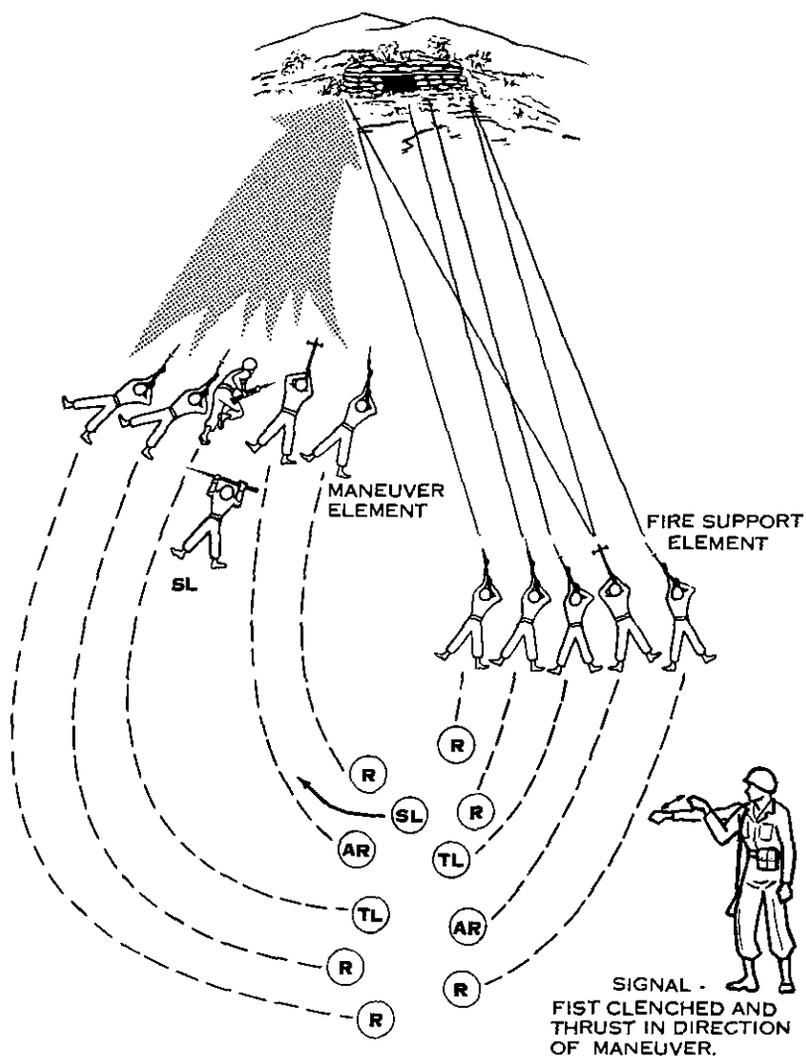


Figure 71. Maneuver right from squad column (fire teams abreast) (schematic).



*Figure 72. Maneuver left from squad column (fire teams abreast) (schematic).*

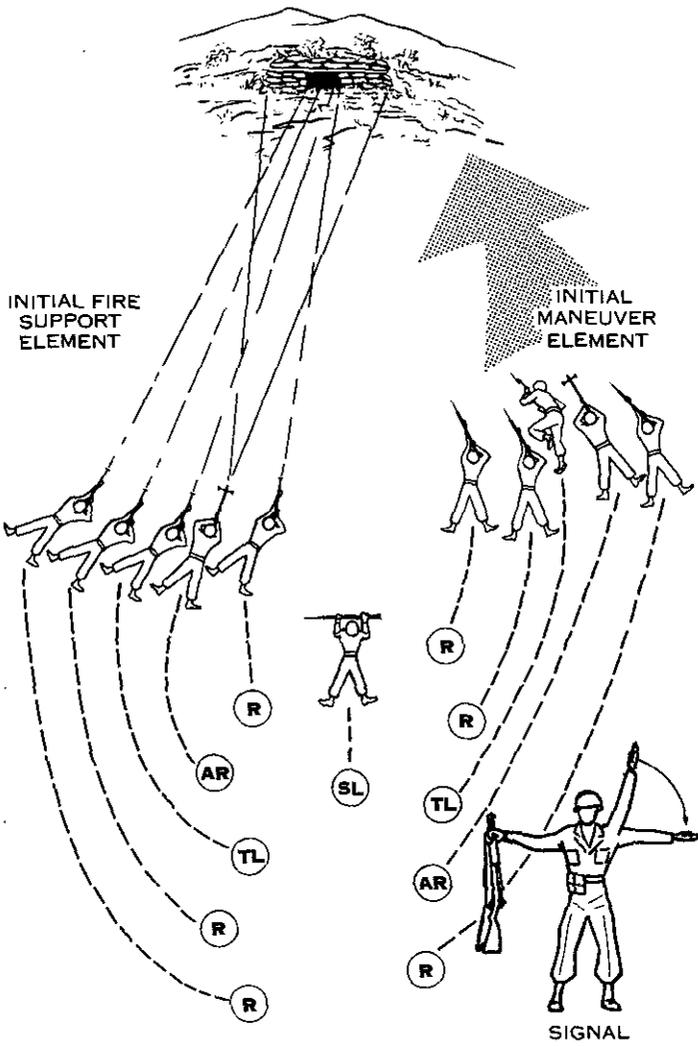


Figure 73. Maneuver front, right, from squad column (fire teams abreast) (schematic)

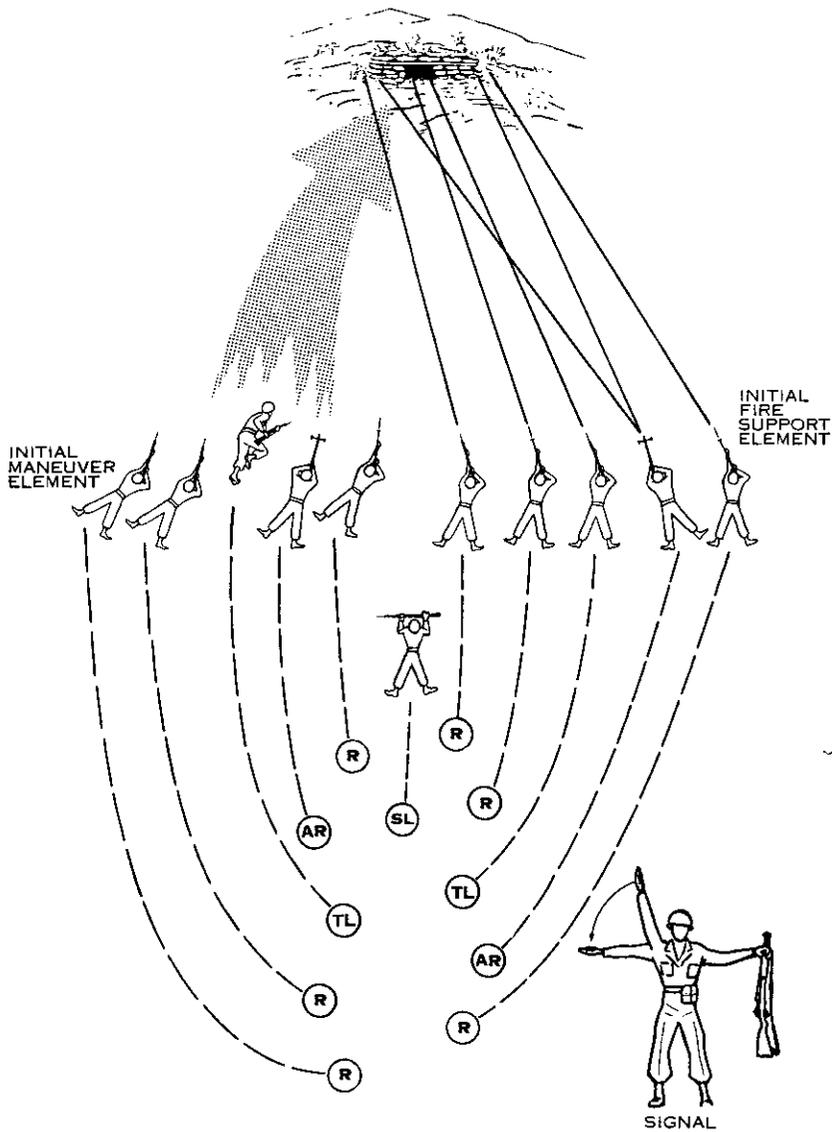


Figure 74. Maneuver front, left, from squad column (fire teams abreast) (schematic).

situation—must be decided by the squad leader based on his rapid estimate of the situation. He quickly considers such factors as the terrain (covered and concealed routes available for maneuver and positions available for fire support), enemy dispositions and capabilities, his own dispositions, and the courses of action open to him. When the enemy is isolated and has exposed flanks, the squad leader tries to move his maneuver element over a concealed and covered route to strike him in the flank or rear. In some circumstances, he must make a maneuver front. He selects the course of action that offers the most promise of success in accomplishing his mission.

## 15. Battle Drill from Squad Column (Fire Teams in Column)

To execute maneuver right, maneuver left, or maneuver front, the squad leader gives the appropriate command and signal, and the teams carry out the plays as shown in figures 67 through 70.

## 16. Battle Drill from Squad Column (Fire Teams Abreast)

*a. Maneuver Right.* To execute maneuver right, the squad leader commands and signals MANEUVER RIGHT, and the squad executes the maneuver as shown in figure 67.

*b. Maneuver Left.* To execute maneuver left, the squad leader commands and signals MANEUVER LEFT, and the squad executes the maneuver as shown in figure 68.

*c. Maneuver Front.* To execute maneuver front, the squad leader commands and signals MANEUVER FRONT, RIGHT (LEFT) and the squad executes the maneuver as shown in figures 73 or 74, as appropriate.

## 17. Battle Drill from other Squad Formations

*a.* Battle drill can be executed from the squad line formation in a manner similar to that depicted in figures 73 and 74. Either fire team may be used as the maneuver element initially, depending primarily on the terrain and enemy dispositions. The maneuver executed will usually be maneuver front since disengaging a fire team to maneuver to either flank will normally be very difficult.

*b.* Battle drill can be executed from the squad file formation generally as depicted in figures 67 through 69.

## Section V. PLATOON BATTLE DRILL

### 18. General

*a.* Platoon battle drill gives training in maneuvers that the rifle platoon can use when it encounters unexpected enemy resistance

during any tactical movement. The maneuvers can be initiated from the combat formations.

b. During the conduct of the attack or when faced with an unexpected enemy situation, the platoon leader's task is to see that his squads are committed to action at the proper time, over the most advantageous terrain, and with maximum coordination between the fire support and maneuver elements.

c. Before committing the platoon in a battle drill maneuver, the platoon leader makes an estimate of the situation and issues fragmentary orders that permit both the effective employment of the platoon, in view of the terrain, and the use of supporting weapons. When combat conditions make radio and verbal orders ineffective, the platoon leader uses arm-and-hand or whistle signals.

## 19. Platoon Maneuvers

It would be impossible to plan fixed maneuvers that the platoon leader could use to meet any situation on any terrain. There are, however, certain basic deployments the platoon leader may adapt to meet most of the situations he will encounter. Basically, when the rifle platoon meets unexpected enemy resistance en route to the objective, it can maneuver left, maneuver right, or make a frontal attack.

a. *Maneuver Left.* To execute maneuver left, the platoon leader commands and signals MANEUVER LEFT and the platoon executes the play as shown in (1) through (3), figure 75.

b. *Maneuver Right.* To execute maneuver right, the platoon leader commands and signals MANEUVER RIGHT and the platoon executes the play as shown in (1) through (3), figure 76.

c. *Maneuver Front.* To execute maneuver front, the platoon leader commands and signals MANEUVER FRONT and the platoon executes the play as shown in (1) through (3), figure 77.

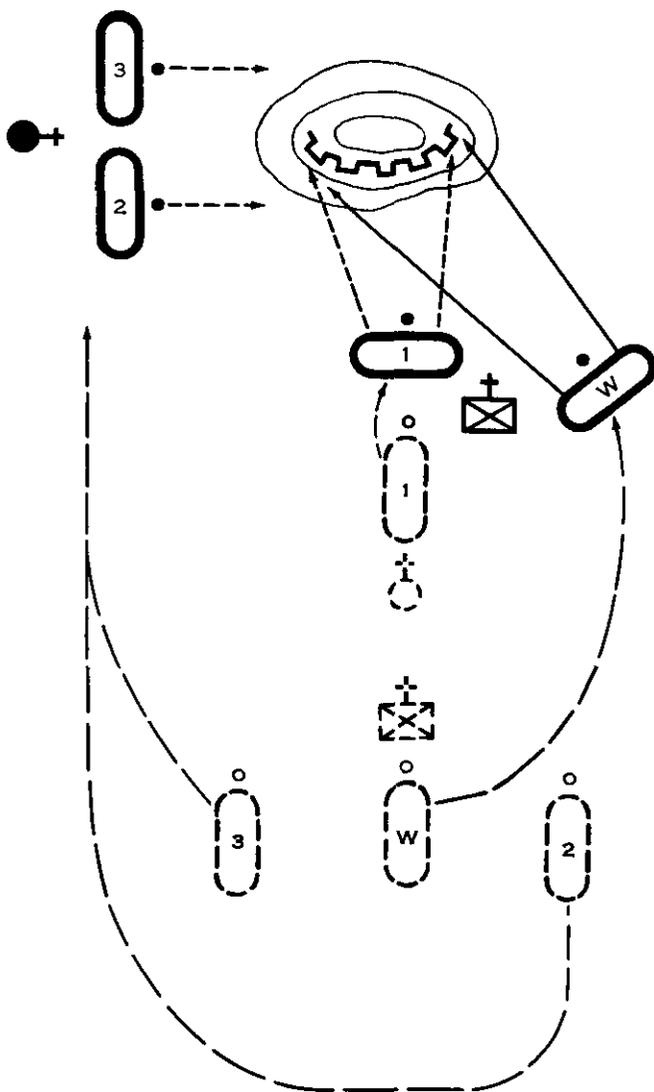
## 20. Conduct of Training

Drills in platoon maneuvers should first be executed at a walk on level, open terrain. The speed of movement is increased as training progresses. Repeated exercises are conducted on varied types of terrain so the squads can learn to execute the movements smoothly and with coordination and teamwork between units.

## 21. Rifle Squads

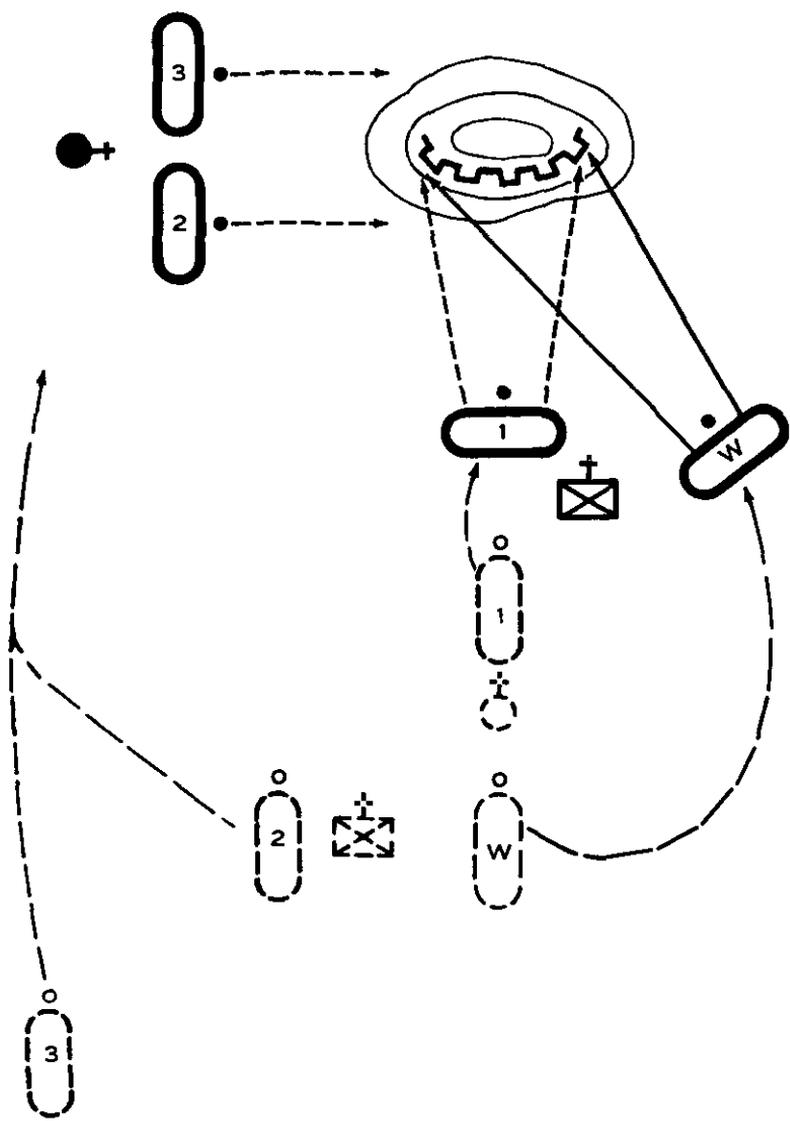
When the rifle squad leaders receive a signal or order from the platoon leader, they take charge of their squads by signaling and



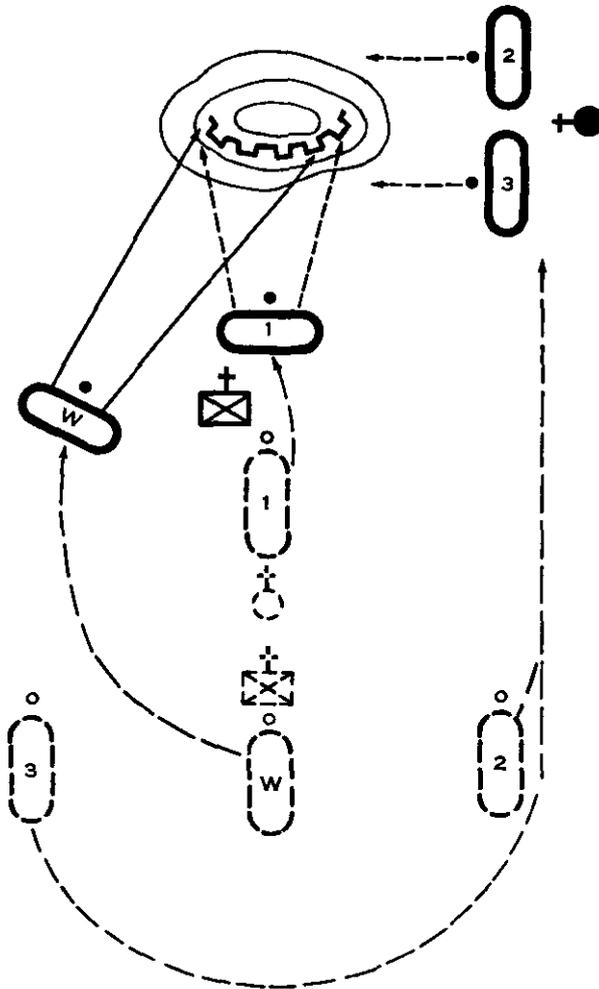


(2) Maneuver left from platoon wedge (schematic)

Figure 75—Continued.



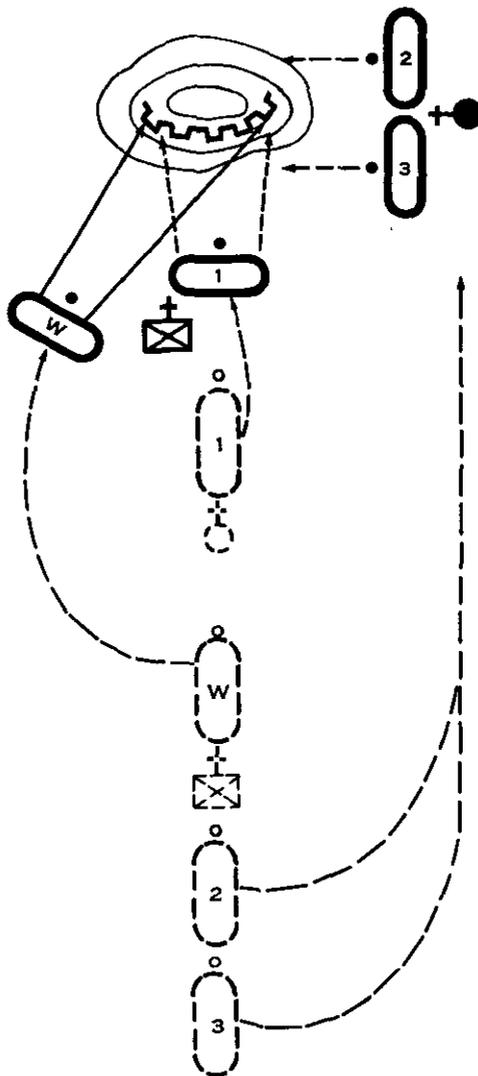
(3) Maneuver left from platoon echelon (schematic)  
Figure 75—Continued.



(1) Maneuver right from platoon wedge (schematic)

*Figure 76. Maneuvers right.*

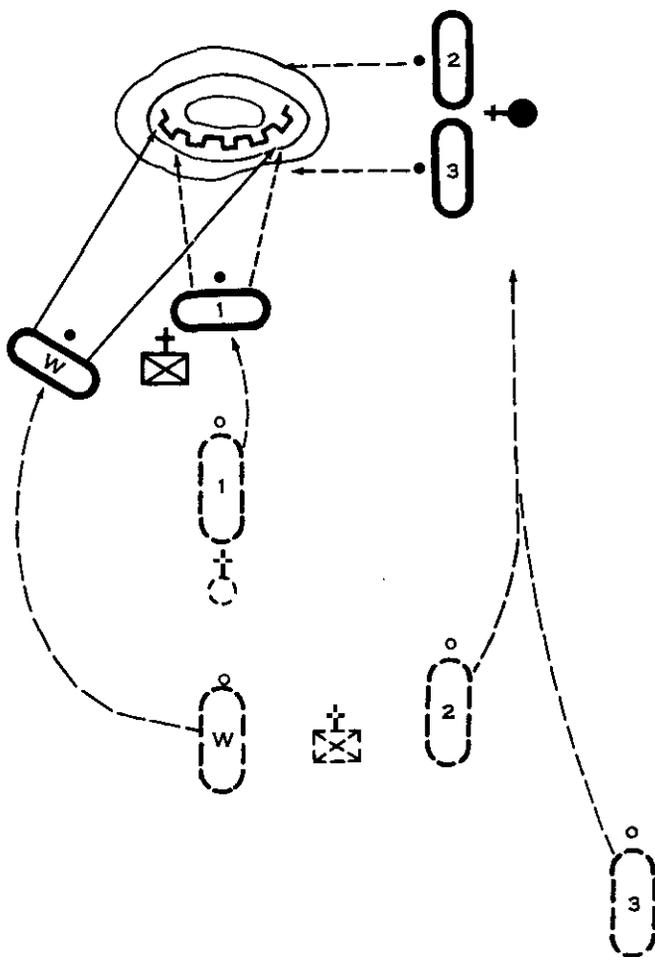
commanding CHANGE DIRECTION or FOLLOW ME, and set the example by moving in the desired direction. The squads move in formation under cover, or by short rushes, until they are able to take the enemy under effective fire. At this point, they either form an assault line under supporting fires or execute squad battle drill.



(2) Maneuver right from platoon column (schematic)  
*Figure 76—Continued.*

## 22. Weapons Squad

The weapons squad leader must watch the platoon leader for signals or orders. The platoon leader will either direct him to emplace his weapons where he can, effectively support the rifle squads in their attack, or direct him to accompany the maneuver element until such positions become available.



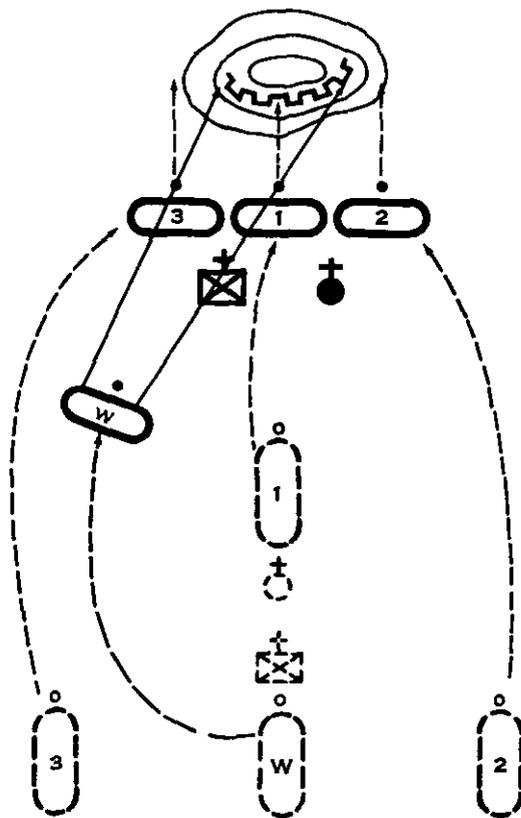
(3) Maneuver right from platoon echelon (schematic)

Figure 76--Continued.

### 23. Attached Crew-Served Weapons

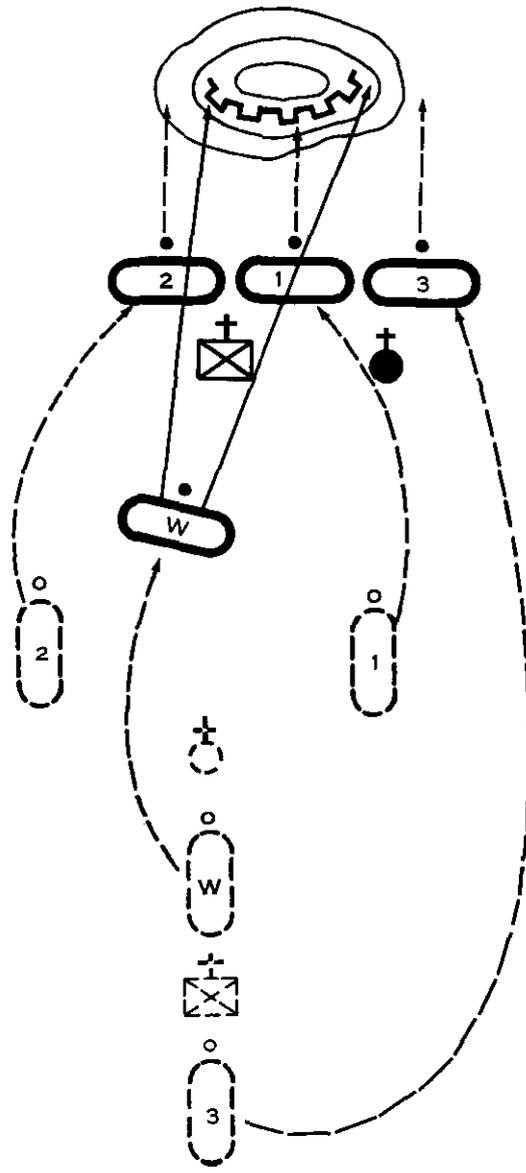
The rifle platoon may be made the basis for a variety of small unit task force organizations. It receives attachments for this purpose. The attachments committed with the maneuver element come under the direct supervision of the platoon leader. The platoon leader instructs the attached leaders in advance on the part they will play if he finds it necessary to execute a platoon battle drill action.





(2) Maneuver front from platoon wedge (schematic)

Figure 77—Continued.



(3) Maneuver front from platoon vee (schematic).  
Figure 77—Continued.

## APPENDIX VI

### EMPLOYMENT OF ARMORED PERSONNEL CARRIERS IN HASTY RIVER CROSSING OPERATIONS

---

#### Section I. GENERAL

##### 1. Purpose

This appendix is a guide for commanders in the use of the APC in a hasty river crossing operation. It includes the technical information necessary for the vehicle's safe employment in such crossings. To insure clarity and understanding, the following definitions are provided for certain terms which are peculiar to water operation and are used within this appendix.

*a. Stream Velocity.* Rate of flow of the current of the stream, in kilometers per hour.

*b. Freeboard.* The distance from the waterline to the deck when the vehicle is in the water.

##### 2. Precrossing Considerations

Upon reaching a water obstacle, the unit commander, in order to minimize delay, follows a definite sequence or checklist prior to employing his armored personnel carriers. This sequence is—

*a.* Determine the velocity of the stream and its characteristics.

*b.* Determine bank conditions at the entrance to the stream to include underwater obstacles.

*c.* Select landing points on the far shore and determine bank conditions at these points.

*d.* Insure that the APC are properly checked prior to entering the water and upon leaving the water.

##### 3. Stream Velocity

The maximum stream velocity in which the APC can be safely operated depends on such factors as the choppiness of the water, the amount of debris or ice in the water, and the maximum acceptable downstream drift distance. When the rate of flow approaches the maximum allowable stream velocity (6.6 KMPH for the M113

and 9.6 KMPH for the M59), particular attention must be given to drift distance, balance of load, entry into the water, and ability of drivers. A simple way to determine the stream velocity is to use a floating device over a measured distance. Measure a distance of at least 100 meters along the near riverbank. Designate the upstream end as point A and the downstream end as point B. At point A, throw into the stream any object that will float, such as a piece of wood or cork. Using a stopwatch or the second hand of a regular watch, determine the time it takes the floating object to move from point A to point B (fig. 78). For example, if it takes 20 seconds for the object to float 100 meters, the rate of flow of the stream is 5 meters per second. This figure in meters per second must then be converted to kilometers per hour. This is accomplished by using the conversion table shown in figure 79. From the proper number under the meters per second column, read horizontally left to the kilometers per hour column. This is the stream velocity. At least two tests should be made with floating objects, and the average time used to determine the rate of flow in meters per second. The tests should be made in the fastest water that may be crossed by the carriers.

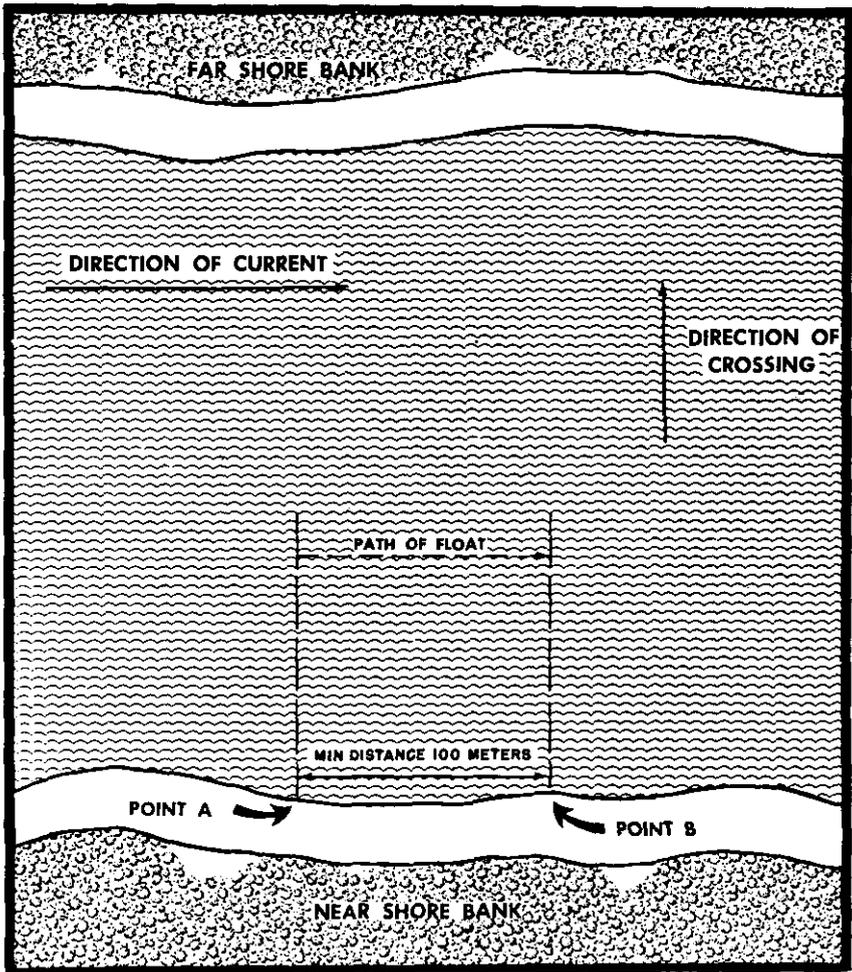
#### 4. Stream Characteristics

*a. Changes in Velocity.* A sluggish stream or river may become a torrent in a few hours or even minutes as a result of sudden heavy rainfall. This is more likely to happen in tropical and arid regions, but can occur anywhere. Stream velocities must be checked at frequent intervals to provide warning of such changes.

*b. Channels.* Velocities may vary in different parts of a stream. The rate of flow is usually slowest near the shore and fastest in the main channel. Drivers and commanders of APC must be alert to keep the APC from going out of control and being swept downstream when moving into a channel from quiet water.

*c. Debris.* Fast-moving streams often carry large quantities of logs, brush, and other debris. In cold climates, chunks of ice may be floating in a stream. Debris is a serious hazard to the APC; a single piece can foul a track and put the APC out of control.

*d. Stream Bottom.* Stream bottoms often contain hidden sandbars or other obstacles that could cause damage to a track or to the APC itself through loss of control. Whenever possible, the company commander should request engineer assistance to determine the condition of the stream bottom in his crossing zone and such obstacles should be marked by buoys.



*Figure 78. Float timing over a measured distance.*

## 5. Bank Conditions

Poor banks can often be improved by use of pioneer tools or dozers. Corduroying (laying logs) can be employed to improve entrances into the water. Steel tracks provide better traction than do rubber track pads. Since infantry units have no organic boats, it is seldom possible to do anything about banks on the far side of the stream except to use binoculars to select the best available exits.

KMPH	MPS
1.6	0.4
3.2	0.8
4.8	1.3
6.4	1.7
8	2.2
9.6	2.6
11.3	3.1
12.9	3.5
14.5	4
16	4.4
17.7	4.9
19.3	5.3
20.9	5.8
22.6	6.2
24.2	6.7
25.8	7.1
27.4	7.6
28.9	8
30.6	8.5
32.2	8.9
33.8	9.3
35.4	9.8
37.1	10.3
38.6	10.7
40.3	11.1
41.9	11.6
43.5	12.1
45.1	12.5
46.7	13
48.3	13.4

Figure 79. Table for converting meters per second to kilometers per hour.

## 6. Slope of Entrance and Exits

a. Gently sloping entrances and exits are desirable. However, even on the most gradual slopes, the APC must enter the water slowly (approximately three kilometers per hour) in order to avoid a large wave. When descending steep banks, the vehicle will tend to dive unless the approach is slow enough to allow the front to float.

b. The most common way to express slope is in percent (fig. 80). Thus, a 1-percent slope rises or descends one unit in a horizontal distance of 100 units; a 10-percent slope rises or descends 10 feet

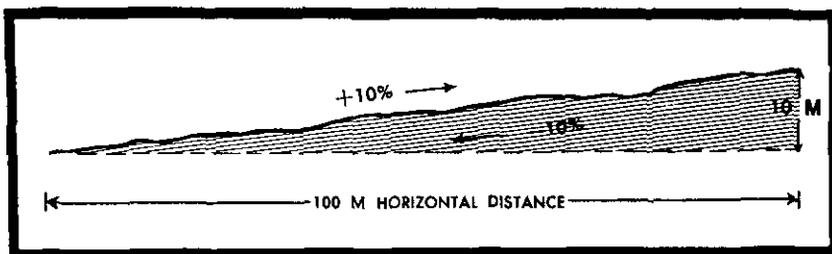


Figure 80. Expression of percent slope.

in 100 feet, or 10 meters in 100 meters, etc. The formula for percent slope is—

$$\frac{\text{VERTICAL DISTANCE}}{\text{HORIZONTAL DISTANCE}} \times 100 = \text{SLOPE IN PERCENT}$$

### 7. Determining Landing Point on Far Shore

a. The front of the APC is always pointed directly across the stream, perpendicular to the river current. The driver must not buck the current. The only time this rule does not hold true is when the speed of the APC, in water, is twice the speed of the current. Then, the front of the APC may be pointed into the current; an angle of not more than 30° in the direction of the flow is acceptable. When the speed of the current and the speed of the APC are the same, the APC drifts one meter downstream for each meter it moves forward. When the speed of the current is twice that of the APC, the carrier moves two meters downstream for each meter it moves forward.

b. A simple formula for determining the point of landing on the far shore is—

$$\frac{\text{STREAM VELOCITY}}{\text{SPEED OF APC (KMPH)}} \times \text{DISTANCE ACROSS THE STREAM IN METERS} = \text{DISTANCE OF DOWNSTREAM DRIFT IN METERS}$$

For example, an APC traveling at four kilometers per hour in a stream that has a velocity of four kilometers per hour and is 100 meters across, will land 100 meters downstream from the point at which it entered the water (fig. 81).

### 8. Determining Formation and Priority of Crossing

a. The most important factors in determining the formation and priority for stream crossings are the mission, the number of

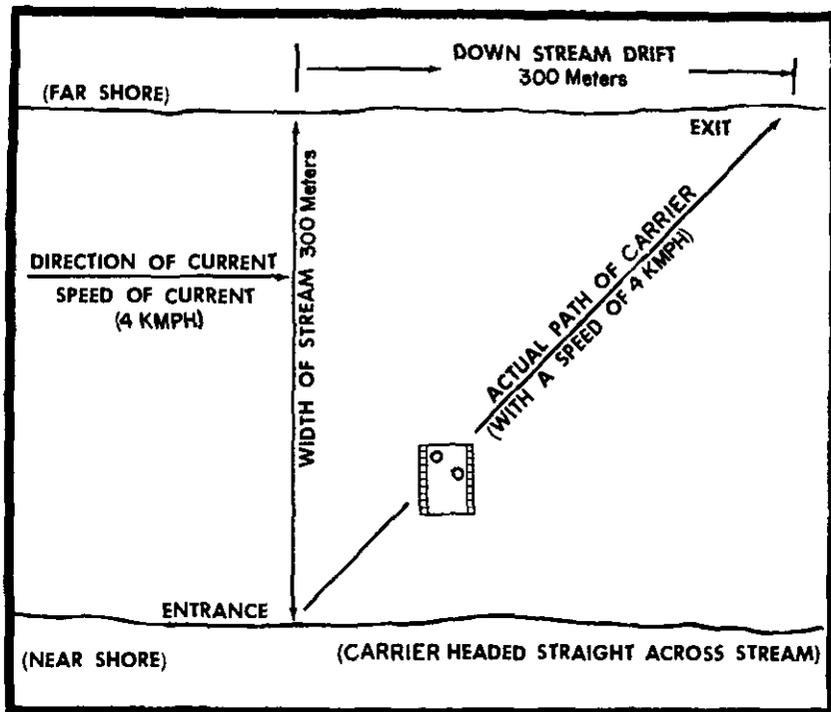


Figure 81. Downstream drift in a stream crossing.

entrances and exits, and the number of APC to cross. For example, if the mission requires a mechanized infantry unit to cross in one move and there are sufficient entrances and exits, the best formation is an echelon—echelon left if the stream flows left to right; echelon right if the stream flows right to left. The APC farthest downstream moves out first, followed by the one next farthest downstream, and so on; the APC farthest upstream moves out last. Use of this formation insures that upstream vehicles do not drift into vehicles downstream.

b. If the mission is one of ferrying, the greatest danger is collision. A collision may occur in one of two situations—the meeting situation, and the passing situation.

- (1) When two APC approach each other head on, each should turn to the right and pass on their respective left sides. The turn should be started soon enough to allow each driver to recognize the intentions of the other and to compensate for changing drift factors.

- (2) Passing a slower vehicle on either side can be accomplished provided due allowance is made for drift and there is ample space laterally and in depth. (Note that per unit of distance in the forward direction, the slower vehicle will have a greater amount of drift than the overtaking vehicle.) The passing vehicle should begin its turning movement early, cross the wake of the overtaken vehicle at an angle of 45°, and pass well to the side. If there is a danger of collision, based on the factors discussed above, the faster vehicle should not attempt to pass. In any event the vehicle being overtaken has the right of way.

## Section II. ARMORED PERSONNEL CARRIER CHECKLISTS

### 9. General

Each infantry commander must insure that his unit has an SOP for utilization of its APC in water operations. This SOP should include checklists covering actions to be taken at various stages of such operations.

### 10. Check Prior to Entering the Water

- a. Check the drain plugs.
- b. Raise and lock the end ramp.
- c. Start and operate the bilge pump. If necessary, take on water (about 100 gallons) to permit a check of the operation of the pump.
- d. Extend the trim vane located on the top front of the APC. This trim vane serves only to trim the vehicle; it has no appreciable effect upon handling of the vehicle in the water.
- e. Close and secure all hatches and doors.
- f. Check for proper load distribution. All cargo must be secure so it will not shift.
- g. The commander's cupola may be kept open except in rough water (depending on the tactical situation).

### 11. Check While Afloat

- a. The hand throttle is used in order to prevent the possibility of sudden deceleration if the driver's foot should slip from the accelerator. Sudden deceleration may cause the vehicle to pitch forward, submerging the bow.

- b.* All turns in the water are made the same as on land.
- c.* Freeboard is checked continually.

## **12. Check upon Leaving the Water**

- a.* Approach the land squarely.
- b.* Approach the land at reduced speed (approximately three kilometers per hour).
- c.* When out of the water, retract the trim vane.
- d.* Continue to operate the bilge pump after leaving the water until all the water is pumped out.

## **Section III. PERSONNEL SAFETY**

### **13. Life Preservers**

It is difficult to evacuate the APC wearing a kapok vest-type life preserver. Whenever available, the inflatable belt-type life preserver should be worn. This is especially true for the driver and vehicle commander, since it is especially difficult to exit through the cupola when wearing a kapok preserver. When only the kapok vest-type preserver is available, it should be slung over one shoulder until the hatch is cleared.

### **14. Discharging Passengers**

If the APC cannot climb out of the stream on the far bank, it should be backed up to the bank, the ramp lowered, and personnel discharged.

## INDEX

	Paragraphs	Page
Accompanying supplies.....	36	39
Action against enemy aircraft.....	12	14
Advance guard formation.....	237	233
Airborne operations:		
Comparison.....	189	199
Definitions.....	188	198
Echelonment.....	191	199
Employment.....	187	198
Introduction.....	186	198
Planning.....	190	199
Rehearsal.....	192	200
Airborne detachments.....	247	240
Airmobile operations:		
Conduct:		
Air movement.....	221	222
Defense.....	223	224
General.....	219	221
Landing and assault.....	222	223
Marshaling.....	220	221
General:		
Command relationship.....	213	213
Employment.....	212	213
General.....	211	213
Planning:		
Air movement.....	217	219
General.....	214	214
Ground tactical.....	215	214
Landing.....	216	218
Marshaling.....	218	220
Ammunition.....	34	37
Assembly area security.....	48	49
Assignment of platoon defense areas.....	52	53
Barrier plan.....	54	58
Basic considerations (retrograde).....	168	180
Briefing and debriefing patrols.....	24	29
Capabilities.....	3	4
CBR operations.....	10	14
Characteristics.....	4	4
Clothing and equipment.....	43	36
Combat outpost.....	47	46
Combat supply.....	29, 35	35, 38
Command and administrative installations:		
Command post.....	63	77
Company distributing point.....	63	77

	Paragraphs	Page
Command and administrative installations—Continued		
Observation post.....	63	77
Command aspects of patrolling.....	23	29
Command during the relief.....	86	94
Communication:		
General.....	20	23
Type radio nets and wire systems.....	22	28
Use of communications.....	21	24
Communications and contact.....	62	77
Company directed patrols.....	25	30
Company distributing point.....	30, 37	35, 39
Concept of offensive operations.....	88	96
Conduct.....	71, 74, 77, 82	83, 87, 89, 91
Conduct of advance guard.....	238	234
Conduct of daylight withdrawal.....	180	192
Conduct of defense at night.....	66	80
Conduct of delaying action.....	185	196
Conduct of defense during daylight.....	65	78
Conduct of night withdrawal.....	176	188
Conduct of the attack:		
Continuation of the attack.....	177	132
Employment of company reserve.....	115	131
Employment of weapons platoon.....	114	126
General.....	110	119
Movement from assembly area to LD.....	111	119
Movement from FCL to objective.....	113	123
Movement from LD to FCL.....	112	120
Reorganization and consolidation.....	116	131
Conduct of the relief.....	85	94
Control tactical movements.....	233	231
Counterattack.....	67	81
Counterattack planning.....	58, 81	64, 91
Counter guerrilla operations:		
Counter guerrilla tactics.....	165	179
Employment of forces.....	163	177
General.....	162	177
References.....	166	179
Training of counter guerrilla forces.....	164	178
Counterintelligence.....	19	22
Daylight withdrawal, general.....		
Conduct.....	177	190
Employment of APC.....	180	192
Planning.....	179	191
Training.....	178	190
Defense definitions.....	44	45
Delaying actions, general.....		
Conduct.....	181	194
Desirable characteristics of terrain.....	185	196
Employment of APC.....	182	194
Organization of delaying positions.....	184	196
Training.....	183	195
Desirable characteristics of terrain for delaying action.....	182	194
Detachments left in contact.....	174	186

	Paragraphs	Page
<b>Duties of company headquarters personnel:</b>		
Armorer.....	6i	10
Communication chief.....	6d	9
Company clerk.....	6k	10
Company commander.....	6a	8
Executive officer.....	6b	9
First sergeant.....	6c	9
Mess personnel.....	6g	10
Radiotelephone operators.....	6e	10
Supply sergeant.....	6h	10
Unit supply specialist.....	6j	10
Wiremen.....	6f	10
<b>Duties of rifle platoon personnel:</b>		
Fire team leader.....	7e	11
Platoon leader.....	7a	10
Platoon sergeant.....	7b	11
Radiotelephone operators.....	7c	11
Rifle squad leader.....	7d	11
Rifle squad members.....	7f	11
Weapons squad leader.....	7g	11
Weapons squad members.....	7h	11
<b>Duties of weapons platoon personnel:</b>		
Ammunition handler.....	8d	12
Antitank section leader.....	8c	12
Antitank squad personnel.....	8e	12
Fire direction computers.....	8h	12
Forward observers.....	8g	12
Mortar section leader.....	8f	12
Platoon leader.....	8a	12
Platoon sergeant.....	8b	12
Radiotelephone operators.....	8i	13
81-mm squad personnel.....	8j	13
Employment of APC.....	175,	187,
	179, 184	191, 196
<b>Employment of attached tanks:</b>		
Dismounted infantry and tanks.....	119	133
General.....	118	132
Infantry riding tanks.....	122	139
Mechanized infantry and tanks.....	120	135
Reorganization and consolidation.....	123	139
Tanks support by fire only.....	121	138
<b>Employment of organic weapons and attachments:</b>		
Antitank squads.....	55c	61
Armored personnel carriers.....	55g	62
Assault weapons/assault guns.....	55e	61
Davy Crockett.....	55f	61
General.....	55a	59
Tanks.....	55d	61
81-mm mortar section.....	55b	60
Employment of rifle company and rifle platoon.....	89	96
Enemy information.....	18	21
Estimate of the situation and METT.....	13	14

	Paragraphs	Page
Fire support.....	70	83
Fire support planning:		
Antitank defense.....	53 <i>d</i>	57
Barrages.....	53 <i>b</i>	55
Concentrations.....	53 <i>c</i>	56
Disposition of fire support plan.....	53 <i>i</i>	58
Flame.....	53 <i>f</i>	58
General.....	53 <i>a</i>	55
Nuclear fires.....	53 <i>g</i>	58
Small-arms fire.....	53 <i>e</i>	57
Weapons platoon.....	53 <i>h</i>	58
Food and water.....	31	35
Formations, tactical movements.....	231	230
Fuel and lubricants.....	33	37
Fundamentals of defense:		
All-around defense.....	43 <i>d</i>	44
Coordination of fire plans.....	43 <i>g</i>	44
Defense in depth.....	43 <i>e</i>	44
Dispersion.....	43 <i>j</i>	44
Flexibility.....	43 <i>h</i>	44
Maximum use of offensive action.....	43 <i>i</i>	44
Mutual support.....	43 <i>c</i>	43
Proper use of barriers.....	43 <i>f</i>	44
Proper use of terrain.....	43 <i>a</i>	43
Security.....	43 <i>b</i>	43
General conduct of defense.....	64	78
General defense of a riverline.....	75	87
General night withdrawal.....	172	185
General outpost or covering force.....	46	46
General perimeter defense.....	68	82
General reverse slope defense.....	72	84
Intelligence:		
Counterintelligence.....	19	22
Enemy information.....	18	21
General.....	15	18
Terrain:		
Avenues of approach.....	17 <i>e</i>	20
Concealment and cover.....	17 <i>b</i>	19
Key terrain features.....	17 <i>d</i>	19
Observation and fire.....	17 <i>a</i>	19
Obstacles.....	17 <i>c</i>	19
Weather.....	16	18
Joint airborne operations:		
Conduct:		
Assembly and reorganization.....	207	211
Conduct of attack.....	209	212
Initiation of the attack.....	208	212
Landing.....	206	210
Marshaling.....	204	209
Responsibility.....	205	210
Subsequent operations.....	210	212

	Paragraphs	Page
Joint airborne operations—Continued		
General:		
Employment.....	194	201
General.....	193	200
Orders.....	196	202
Organization for combat.....	198	203
Preparation for assault.....	195	201
Reconnaissance.....	197	203
Planning:		
Air movement.....	202	208
General.....	199	204
Ground tactical.....	200	204
Landing.....	201	207
Marshaling.....	203	209
Maintenance and supply.....	40	41
Mechanized rifle company in attack:		
Attached tanks.....	128	142
Conduct of the attack.....	134	145
Control.....	127	141
Employment of APC.....	129	142
Enemy considerations.....	126	140
Fire support planning.....	133	144
Formations.....	130	143
General.....	124	140
Plan for use of reserve.....	131	143
Pursuit.....	135	148
Security.....	132	144
Terrain considerations.....	125	140
Medical service.....	39	41
Miscellaneous service:		
Bathing of troops.....	41b	42
Bedrolls.....	41c	42
Exchange of clothing.....	41a	42
Mission.....	2	3
Mission and employment of reserve rifle company.....	78	90
Mission and employment of the company.....	42	43
Mission of offense.....	87	96
Missions, tactical movements.....	234	231
Motorized or mechanized detachments.....	246	240
Night attack:		
Conduct of the attack.....	149	160
Control measures.....	141	152
General.....	138	151
Orders.....	148	160
Plan for reorganization and consolidation.....	147	159
Reconnaissance.....	139	152
Security.....	143	157
Surprise and secrecy.....	140	152
Use of artificial illumination.....	144	157
Use of organic weapons and attachments.....	146	158
Use of supporting fires.....	145	158
Night movement, tactical.....	235	231

	Paragraphs	Page
Night withdrawal:		
Conduct.....	176	188
Detachments left in contact.....	174	186
Employment of APC.....	175	187
General.....	172	185
Planning.....	173	185
Offense:		
Concept of operations.....	88	96
Employment of rifle company and platoon.....	89	96
Mission.....	87	96
Organization:		
Company.....	5a	5
Company headquarters.....	5b	5
Rifle platoon.....	5c	5
Weapons platoon.....	5d	7
Organization for combat:		
Command of company task forces.....	14c	17
Company task forces.....	14b	17
Definition.....	14a	17
Organization of defense.....	69, 73, 76	82, 85, 88
Organization of delaying position.....	183	195
Organization of forward platoon defense area:		
Actions of leaders.....	59b	65
Command and observation post.....	59e	71
Control and communication.....	59h	72
General.....	59a	65
Organization of the position.....	59	65
Platoon fire plan.....	59d	68
Rifle squad defense areas.....	59c	67
Security.....	59f	71
Organization of positions.....	79	90
Personnel areas of responsibility:		
Development and maintenance of morale.....	28c	32
Headquarters management.....	28e	34
Maintenance of discipline, law, and order.....	28d	34
Miscellaneous.....	28f	34
Personnel management.....	28b	32
Maintenance of unit strength.....	28a	31
Personnel management and administration.....	27	31
Planning and organization of defense:		
Battle area.....	51e	51
Boundaries.....	51c	51
Coordinating points.....	51d	51
Forces employed on FEBA.....	51f	52
Formulation of defense plan.....	51g	52
Guidance.....	51b	50
Planning.....	51a	50
Planning daylight withdrawal.....	178	190
Planning night withdrawal.....	173	185

	Paragraphs	Page
<b>Planning the attack:</b>		
Company formations.....	100	107
Continuation of the attack.....	105	111
Control measures.....	99	102
Employment of organic and attached weapons.....	108	116
Fire support planning.....	107	114
General.....	97	101
Other platoon missions.....	101	108
Reorganization and consolidation.....	104	110
Rifle platoon fire and support plan.....	109	116
Rifle platoon scheme of maneuver.....	106	111
Scheme of maneuver.....	98	102
Security.....	103	110
Use of company reserve.....	102	108
Planning the relief.....	84	92
<b>Preparation for the attack:</b>		
Actions of company commander.....	90	97
Actions of rifle platoon leader.....	91	98
Actions of rifle platoon squad leaders.....	93	99
Actions of weapons platoon leader.....	94	99
Assembly area.....	95	100
Issuance of platoon order.....	92	98
Preparation of the company.....	96	101
Priority of tasks.....	57	64
Purpose.....	1	3
<b>Raids:</b>		
Conduct.....	161	176
General.....	159	173
Planning.....	160	174
Relief in place, general.....	83	92
Command during the relief.....	86	94
Conduct of the relief.....	85	94
Planning the relief.....	84	92
Reserve rifle platoon.....	60	73
Resupply.....	38	40
Retirement.....	170	183
<b>Retrograde operations:</b>		
Basic considerations.....	168	180
Retirement.....	170	183
Stay-behind forces.....	171	183
Type and general considerations.....	167	180
Withdrawal from action.....	169	182
Rifle company as advance guard.....	236	231
Rifle company as flank guard.....	240	236
Rifle company as mechanized advance guard.....	243	238
Rifle company as mechanized flank guard.....	244	239
Rifle company as part of main body.....	239	235
Rifle company as rear guard.....	241	257
Rifle company as screening force.....	242	237
<b>Rifle company in a reserve role:</b>		
Conduct of the attack.....	137	150
General.....	136	149
Rifle company in mobile defense.....	50	49

	Paragraphs	Page
River crossing:		
Conduct using boats.....	154	170
Concept.....	151	163
General.....	150	162
Planning using boats.....	153	166
Using APC.....	152	164
Scope.....	1	3
Security.....	11, 80	14, 90
Security forces.....	45	45
Security of rear areas and installations.....	49	49
Security, tactical movement.....	232	230
Stay-behind forces.....	171	183
Surveillance and security.....	56	63
Tactical employment.....	9	13
Tactical foot marches:		
Advance guard formation.....	237	233
Conduct of advance guard.....	238	234
Rifle company as advance guard.....	236	231
Rifle company as flank guard.....	240	236
Rifle company as part of main body.....	239	235
Rifle company as rear guard.....	241	237
Rifle company as screening force.....	242	237
Tactical motorized movements.....	245	240
Tactical motorized or mechanized movements:		
Airmobile detachments.....	247	240
Motorized or mechanized detachments.....	246	240
Rifle company as mechanized advance guard.....	243	238
Rifle company as mechanized flank guard.....	244	239
Tactical motorized movements.....	245	240
Tactical movements:		
Control.....	233	231
Formations.....	231	230
General.....	230	230
Missions.....	234	231
Night movement.....	235	231
Security.....	232	230
Task force operations:		
General.....	155	171
Tactical employment.....	157	172
Task force organization.....	158	173
Training.....	159	173
Terrain.....	17	19
Type and general considerations (retrograde).....	167	180
Type radio nets and wire systems:		
Equipment.....	22a	28
Type radio net.....	22b	28
Type wire system.....	22c	29
Use of communications.....	21	24

	Paragraphs	Page
<b>Weapons platoon:</b>		
Actions of platoon leader.....	61b	75
Ammunition resupply.....	61h	76
Communications and control.....	61g	76
Forward observers and observation posts.....	61i	76
Missions and employment.....	61a	74
Mortar fire planning.....	61c	75
Organization of positions.....	61j	77
Rocket launchers.....	61f	76
Selection of antitank squad positions.....	61e	75
Selection of mortar positions.....	61d	75
Weather.....	16	18
<b>Withdrawal by air:</b>		
Concept.....	225	225
Conduct.....	229	226
General.....	224	224
Organization.....	228	226
Planning.....	226	225
Reconnaissance.....	227	226
Withdrawal from action.....	169	182

BY ORDER OF THE SECRETARY OF THE ARMY:

G. H. DECKER,  
General, United States Army,  
Chief of Staff.

Official:

J. C. LAMBERT,  
Major General, United States Army,  
The Adjutant General.

Distribution:

*Active Army:*

DCSPER (2)	Regt/Gp/bg (5)
ACSI (2)	Armed Bn (5) (Ea CC (1))
DCSLOG (2)	Bn (5)
DCSOPS (2)	Co/Btry (5)
ACSRC (2)	MDW (25)
CRD (1)	USCONARC (20)
COA (1)	Instls (1)
CINFO (1)	USATC AD (25)
TIG (1)	USATC Engr (25)
TJAG (1)	USATC Inf (25)
TPMG (1)	USATC FA (25)
TSG (1)	USATC Armor (25)
CofOrd (1)	USAARMS (1000)
CofEngrs (1)	USAAMS (1700)
TQMG (1)	USAAVNS (10)
CofT (1)	USACMLCSCH (10)
CSigO (1)	USACAS (300)
CCmlO (1)	USAES (520)
ARADCOM (2)	USAINTS (25)
ARADCOM Rgn (1)	MFSS (10)
Armies (25)	USAQMS (500)
Corps (15)	USASCS (20)
Div (10)	USASWS (25)
LOGCOMD (1)	USATSCH (260)
Bde (1)	

**NG:** State AG (3); units—same as Active Army except allowance is one copy for each unit.

**USAR:** Units—same as Active Army except allowance is one copy for each unit.

For explanation of abbreviations used, see AR 320-50.

☆ U. S. GOVERNMENT PRINTING OFFICE: 1962—850514