Combat Skills for Small Unit Leaders

U.S. ARMY

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CENTER FOR ARMY LESSONS LEARNED

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Weapon Status

Leaders
- Ensure controls are in place to prevent mishandling of weapons in living and sleeping areas.
- Supervise weapons clearing at all times whether ammunition is present or not.
- Ensure range safety program is in place.
- Ensure vehicle-mounted weapons are cleared prior to mounting or dismounting.

All Soldiers
- **T**reat every weapon as if it's loaded.
- **H**andle every weapon with care.
- **I**dentify the target before you fire
- **N**ever point the muzzle at anything.
- **K**eep the weapon on safe and your finger off the trigger until ready to fire.

Status	Green	Amber	Red
Function	Clear	Prepared	Ready / Safe
Commands	Green and Clear	Load Magazine	Make Ready
Ammunition	None	Magazine In	Round Chambered/ Loaded in Feed Tray
Bolt	Open or forward	Forward	Forward
Chamber	Empty	Empty	Locked/ Loaded Back
Selector Lever	Safe	Safe	Safe
Trigger	Off	Off	Off

STOPPAGES
A stoppage is a failure of an automatic or semi-automatic firearm to complete the cycle of operation. Immediate action involves quickly applying a possible correction to reduce a stoppage without troubleshooting. Use **SPORTS** to apply immediate action:
- **S**lap gently upward on the magazine to ensure that it is fully seated and the magazine follower is not jammed.
- **P**ull the charging handle fully to the rear.
- **O**bserve the ejection of a live round or expended cartridge.
- **R**elease the charging handle; do not ride it forward.
- **T**ap the forward assist assembly to ensure the bolt is closed.
- **S**queeze the trigger and try to fire the rifle.

WEAPONS CONTROL STATUS
The three levels of weapons control status outline the conditions, based on target identification criteria, under which friendly elements can engage. The platoon leader sets and adjusts the weapons control status based on friendly and enemy disposition, and clarity of the situation. Generally speaking, the higher the probability of fratricide and friendly fire, the more restrictive the weapons control status. The three levels, in descending order of restrictiveness are:
WEAPONS HOLD: Engage only if engaged or ordered to engage.
WEAPONS TIGHT: Engage only targets positively identified as enemy.
WEAPONS FREE: Engage targets not positively identified as friendly.

Weapon Ranges

Weapon System	Maximum Effective Range		Maximum Range	Symbol
M16 A2	Area	800M	3600M	
	Point	550M		
M4	Area	600M	3600M	
	Point	500M		
M249 Bipod	Area	800M	3600M	
	Point	600M		
M249 Tripod	Area	1000M		
	Point	600M		
M240B Bipod	Area	800M	3725M	
	Point	600M		
M240B Tripod	Area	1100M		
	Point	800M		
M2	Area	1500M	6764M	
	Point	600M		
MK19	Area	2212M	2212M	
	Point	1500M		
M203 / M320	Area	350M	400M	
	Point	150M		
60-mm M720 HE Mortar			3490M	
81-mm M821 HE Mortar			5608M	
120-mm M934 HE Mortar			7200M	

Rates of Fire (RPM)	M249	M240B	M2	MK19
Sustained (RPM)	50	100	40	40
Rapid (RPM)	100	200	40	60
Cyclic (RPM)	850	650-950	450-550	325-375

Engagement Techniques
Point: Concentrating effects of fire against a specific, identified target
Area: Distributing effects of fire over an area for numerous or not obvious enemy positions
Simultaneous: Rapidly mass the effects of their fires or to gain fire superiority
Alternating: Pairs of elements continuously engage same point/area target one at a time
Observed: Direct one element to engage; other elements observe and prepare to engage
Sequential: Elements of a unit engage the same point/area target in arranged sequence
Time of Suppression: Period when enemy position or force is required to be suppressed
Recon by Fire: Engage possible enemy locations to elicit a tactical response (return fire or movement)

Navigation

During planning and preparation for tactical movement, leaders analyze the terrain from two perspectives. First, they analyze the terrain to see how it can provide tactical advantage to friendly and enemy forces. Second, they look at the terrain to determine how it can aid navigation. Leaders identify areas or terrain features dominating their avenue of approach, as these can become possible intermediate and final objectives.

LEG	AZIMUTH/ DISTANCE	KEY INFORMATION
Leg 1: SP 1 to CKP 1 -Stay in woodline east of the hardball at the base of the hill.	008° / 500m	**O**: Limited **A**: HWY 1. **K**: Hill mass west of leg. **O**: N/A. **C**: Good.
Leg 2: CKP 1 to CKP2 -Stay on south side of dirt secondary road. Continue movement to the large church at CKP2.	030° / 1800m	**O**: Unlimited **A**: Dirt Trail **K**: Hill 18 southeast of leg. **O**: N/A. **C**: None.
Leg 3: CKP 2 to RP. - Stay on east side of hill 25. Continue movement to the boulders at the RP.	319° / 450m	**O**: Unlimited **A**: Dirt Trail **K**: Hill 25 west of leg. **O**: N/A. **C**: None.

LEGEND
ORP CHECK POINT
RP RELEASE POINT
SP START POINT
M METERS

OAKOC: O - observation and fields of fire **A** - avenues of approach **K** - key terrain **O** - obstacles **C** - cover and concealment

An example route plan is shown above. A leader chooses check points and designates legs to control movement. Leaders control movement by stating a movement formation and technique for each leg based on the threat.

Planning Considerations
- Plan for the objective rally point (ORP) to be out of sight, sound, and small arms range of the objective
- Plan to move 1–3 KM per hour depending on terrain, formation, and technique. Plan primary approach and return routes along with an alternate route.

Dismounted Hand & Arm Signals

Join me, follow me, or come forward — Line Formation — Halt (Stop forward movement)

Take Cover — Cease Fire — Map Check — Freeze (Cease all movement)

Assemble or rally — Pace count — Increase speed, double time — Wedge formation

Enemy in sight — Column formation

Visual Signals: See TC 3-21.60

Radio Operations

Soldiers at all echelons of the Army employ tactical radios across all phases of operations in support of all warfighting functions. The Single Channel Ground and Airborne Radio System (SINCGARS) Advanced System Improvement Program (ASIP) allows operators to quickly set up, load frequencies, and communicate.

Front Panel Radio RT -1523E
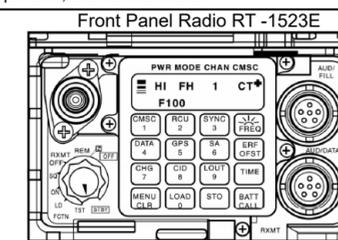
Load Single channel (SC) frequency into ASIP

Subtask	Action	Result
a. Prepare to perform task	1. Obtain proper FREQ from ANCD or SKL 2. Set Controls.** COMSEC to PT, mode to SC FCTN to Z-FH, TST, and then to load (LD) CHAN to MAN, CUE, or 1-6	(Load CUE FREQ only if directed)* RT displays reads: GOOD (or see unit mainter)
b. Load SC FREQ	1. Press FREQ 2. Press CLR 3. Enter five-digit SC FREQ	Display shows 00000 or 30000 Display shows (_____) Display shows SC XXXXX
c. Store SC FREQ	Press STO (within 7 seconds)	Display blinks once (data is stored)
d. Prepare to communicate	1. Repeat step b-1 for each FREQ needed 2. Set: FCTN to SQ ON	(As directed by net control station [NCS] or unit SOP) Loading of SC FREQ is complete

*Only NCS and alternate NCSS will load a CUE frequency.
**RT settings for ASIP are set via the MENU.

When identifying a communications plan for an operation, it is critical to account for a primary, alternate, contingency, and emergency (PACE) method of communication. The PACE concept is a valuable tool to ensure there is a backup communications plan in place in case the primary plan fails. An example PACE plan is outlined below:
Primary - JNN
Alternate - TACSAT
Contingency - High Frequency
Emergency - SINCGARS

Reports

A leader uses reports to communicate with higher elements and receive information from subordinate elements, answer priority information requirements (PIR) and drive operations. Reports are sent in accordance with (IAW) unit tactical standing operating procedure (TACSOP) or per the commander's guidance.

Common Reports
SPOT REPORT (SPOTREP): Used to report intelligence or status regarding events that could have an immediate and significant effect on current and future operations.
Line 1 – Date-time group
Line 2 – Unit (unit making report)
Line 3 – Size (size of detected element)
Line 4 – Activity (detected element activity at DTG of report)
Line 5 – Location (UTM or grid coordinate for element activity or event)
Line 6 – Unit (detected element unit, organization, or facility)
Line 7 – Time (DTG of observation)
Line 8 – Equipment (equipment of element observed)
Line 9 – Assessment (apparent reason or purpose of activity observed)
Line 10 – Narrative (additional info required to clarify report)

ACE REPORT:: Used during reorganization to determine unit status. Can be communicated with a red, amber, or green status IAW unit SOP.
Ammunition – Amount per Soldier and weapon system
Casualties – Number of casualties by type (litter, ambulatory)
Equipment – Status of key equipment

5-Point Contingency Plan (GOTWA): Used when a leader or other individuals separate from the main body.
G: Going – Where is the leader going?
O: Others – Are others going with the leader and who?
T: Time (duration) – How long will the element be gone?
W: What procedures do we take if the leader fails to return?
A: Actions – What actions does the departing element and main body plan to execute on enemy contact?

SLANT REPORT: Used to give the commander accurate and routine information regarding the status of critical personnel and equipment.
Line 1 – Date-time group
Line 2 – Unit (unit making report)
Line 3 – Commander's Information Requirements
Line 4 – Equipment (type and amount)
Line 5 – Personnel (type and amount)
Line 6 – Narrative (additional information required to clarify report)

9-Line MEDEVAC Request

Medical Evacuation (MEDEVAC): The process of moving any person who is wounded, injured, or ill to and/or between medical treatment facilities while providing en route medical care.

9-LINE MEDEVAC Request Format
Line 1 – Location of pickup site
Line 2 – Radio frequency, call sign, and suffix of requesting personnel
Line 3 – Number of patients by precedence:
- **A (URGENT)** – loss of life or limb within 1 hour
- **B (URGENT-SURG)** – loss of life or limb within 1 hour (forward surgical team requested)
- **C (PRIORITY)** – evacuate within 4 hours
- **D (ROUTINE)** – evacuate within 24 hours
- **E (CONVENIENCE)** – evacuate when convenient
Line 4 – Special equipment required, as applicable
- **(A** – None; **B** – Hoist; **C** – Extraction Equipment; **D** – Ventilator)
Line 5 – Number of patients by type (Litter / Ambulatory)
Line 6 – (Wartime) – Security of pickup site:
- **N** – No enemy troops
- **P** – Possible enemy troops in area
- **E** – Enemy troops in area (approach with caution)
- **X** – Enemy troops in area (armed escort required)
Line 6 – (Peacetime) – Number and type of wound, injury, or illness
Line 7 – Method of marking pickup site:
- **A.** Panels; **B.** Pyro; **C.** Smoke; **D.** None; **E.** Other
Line 8 – Patient nationality and status:
- **A.** US Military; **B.** US Civilian; **C.** Non-US Military;
- **D.** Non-US Civilian; **E.** EPW
Line 9 – (Wartime) – NBC Contamination:
- **C.** Chemical; **B.** Biological; **R.** Radiological; **N.** Nuclear
Line 9 – (Peacetime) – Terrain Description

Casualty Evacuation (CASEVAC): Nonmedical units use this to refer to the movement of casualties aboard nonmedical vehicles or aircraft without en route medical care.
* If medical evacuation platforms (ground and/or air) are available, casualties should be evacuated on these conveyances to ensure they receive proper en route medical care.

Tactical Combat Casualty Care

Evaluation of a casualty is necessary to identify and treat all life-threatening conditions and other serious wounds. Rapid and accurate evaluation of the casualty is the key to providing effective first aid.

Use **MARCH** as the inspection process for the proper order of treatment and **PAWS** for additional casualty care issues:
- **M**assive Hemorrhage — **P**ain
- **A**irway — **A**ntibiotics
- **R**espirations — **W**ounds
- **C**irculation — **S**plinting
- **H**ead Injury / Hypothermia

Tactical Combat Casualty Care (TC3) can be divided into three phases: *Care under fire, Tactical field care, and Tactical evacuation care.*
Care under fire limits the care you can provide:
- Return fire as directed or required before providing medical treatment.
- Determine if the casualty is alive or dead.
- Provide tactical care to the live casualty.
- Administer life-saving hemorrhage control.
- Transport the casualty, his/her weapon, and mission-essential equipment when the tactical situation permits.
- Re-check bleeding control measures as the tactical situation permits.
Tactical field care occurs when you and the casualty are relatively safe and no longer under effective hostile fire.
- Form a general impression of the casualty as you approach (extent of injuries, chance of survival).
- Check for responsiveness.
- Position the casualty and open the airway.
- Assess for breathing and chest injuries.
- Identify and control breathing.
- Check for fractures.
- Check for burns.
- Administer pain medications and antibiotics (the casualty's combat pill pack) to any Soldier wounded in combat.
- Transport the casualty to the site where evacuation is anticipated.
- Document injuries on the casualty's TC3 card.
Tactical evacuation care is rendered during casualty evacuation (CASEVAC):
- Care is rendered while the casualty is awaiting pickup or is being transported.
- A Soldier accompanying an unconscious casualty should monitor the casualty's airway, breathing, and bleeding.

Hasty Fighting Position

A hasty fighting position would give frontal cover from enemy direct fire but allow firing to the front and the oblique. Hasty positions are used if: there is little time for preparation, there is no requirement for a deliberate defensive position (such as a pause during movement), or you have just occupied the position.

1. Construct a shell crater (2 to 3 feet wide that offers immediate cover [except for overhead] and concealment).
  a) Lie prone in the depression.
  b) Dig a steep face on the side toward the enemy.
2. Construct a skirmisher's trench (used for immediate shelter from enemy fire when there are no defilade firing positions available).
  a) Lie prone or on your side.
  b) Orient your position so you are oblique to enemy fire.
  c) Scrape the soil underneath or beside you with an entrenching tool.
  d) Pile the soil in a low parapet between yourself and the enemy.
3. Construct a prone fighting position (a further refinement of the skirmisher's trench).
  a) Construct a crater or skirmisher's trench fighting position.
  b) Scrape additional soil from your position to a depth of about 18 inches.
  c) Build cover around the edge of the position by using the dirt dug from the hole.

A fighting position provides cover from fire and concealment from observation while allowing you to engage the enemy with your weapon.
There are two types of fighting position: **hasty** and **deliberate**. The type of fighting position you construct is dependent on: time available, equipment available, and the required level of protection required.

MOPP Procedures

Mission-Oriented Protective Posture (MOPP) is a flexible system of protection against CBRN contamination in which personnel are required to wear only that protective clothing and equipment appropriate to the threat level, work rate imposed by the mission, temperature, and humidity.

Level	Description
MOPP Ready	-Carry protective mask with load carrying equipment -Store individual protective equipment (IPE) at geographically close site
MOPP 0	-Carry mask, and have IPE within arm's reach
MOPP 1	Don protective suit
MOPP 2	Don protective boots
MOPP 3	- Don protective boots - Secure hood
MOPP 4	Don protective gloves

Don Protective Mask Procedures:
1. Don mask assembly.
  a. Stop breathing and close eyes.
  b. Remove helmet, put helmet between legs above knees or hold rifle between legs.
  c. Take off glasses and place in helmet.
  d. Open the mask carrier with left hand.
  e. Grasp the mask assembly with right hand, and remove it from the carrier.
  f. Place chin in the chin pocket, and press the face piece tight against face.
  g. Hold mask assembly tightly against face.
  h. Grasp harness tab and pull over the head far enough that the forehead straps are tight.
  i. Grasp loose end of cheek straps, one at a time; pull until straps feel tight.
2. Clear mask assembly.
  a. Seal outlet disk valve by placing one hand over outlet valve cover assembly.
  b. Blow out hard to ensure that any contaminated air is forced out around the edges of the face piece.
3. Seal mask assembly.
  a. Cover both filter inlet ports with the palms of your hands and breathe in.
  b. Ensure mask assembly collapses against the face.
  c. Resume breathing.

Camouflage

When existing concealment is insufficient, military forces can alter the physical environment to provide or improve concealment for personnel and physical assets. Similarly, they can employ camouflage to confuse, mislead, or evade the enemy.

Camouflage Yourself and Individual Equipment
1. Analyze the following: Movement, Shape, Light Reflection, and Color.
2. Camouflage your skin
  - Cover skin oils using paint sticks
  - Paint high, shiny areas (forehead, cheekbones, nose, ears, chin) with a dark color
  - Paint low, shadow areas with a light color
  - Paint exposed skin on the back of the neck, arms, and hands with an irregular pattern

Sand and light green for desert and dry areas — Loam and white for snow covered areas — Loam and light green for vegetated areas

3. Camouflage uniform and helmet
  - Roll your sleeves down and button all buttons
  - Attach leaves, grass, small branches, or pieces of light weight camouflage screen system uniform
  - Replace excessively faded and worn uniforms
4. Camouflage personal equipment
  - Cover or remove shiny items
  - Secure items that rattle or make noise when moved or worn

Patrol Security

A patrol avoids letting the enemy know that it is in the objective area. If the enemy knows he is being observed, he may move, change his plans, or increase his security measures.

Methods of avoiding detection are:

- Minimize movement in the objective area (area reconnaissance).
- Move no closer to the enemy than necessary.
- If possible, use long range surveillance or night vision devices.
- Minimize radio traffic. Turn off all cell phones.
- Use camouflage, stealth, and noise and light discipline.
- Incorporate "Stop, Look, Listen, Smell" (SLLS) before movement.

Reduce friendly indicators by controlling personnel and equipment sounds, light emissions, and physical evidence of occupying a position.

Practice Noise, Light, and Litter Discipline

1. *Exercise Noise Discipline:*
   - Avoid all unnecessary vehicular and foot movement.
   - Secure (with tape or other materials) metal parts (weapon slings, canteen cups, ID tags) to prevent them from making noise during movement.
   - Avoid all unnecessary talk.
   - Use radio only when necessary.
   - Set radio volume low so that only you can hear.
   - Use visual techniques to communicate.

2. *Exercise Light Discipline:*
   - Do not smoke.
   - Conceal flashlights and other light sources so that the light is filtered (under a poncho).
   - Cover or blacken anything that reflects light (metal surfaces, vehicles, glass).
   - Conceal vehicles and equipment with available natural camouflage.

3. *Exercise Litter Discipline:*
   - Establish a litter collection point when occupying a position.
   - Verify all litter has been collected in preparation to leave a position.
   - Take all litter with you when leaving a position.

Unexploded Ordnance (UXO) and Improvised Explosive Devices (IEDs)

UXO and IEDs are currently the greatest threats to coalition forces. UXO are munitions that have been fired, thrown, or failed to detonate and should be treated with care. **Untrained Soldiers should not attempt to de-mine, defuse, or neutralize UXO unless absolutely necessary.**

Remember the 5 C's:
Check, Confirm, Clear, Cordon, Control

UXO/IED Battle Drill

1. Check: Check immediate area for secondary/tertiary devices by conducting 5/25/200 meter checks from their positions.

2. Confirm: Confirm existence of suspected IED from safe distance using available standoff means. Once confirmed, submit 9-line UXO report.

3. Clear: Clear area of all personnel, working from device outwards. Safe distance is determined by tactical situation, avoiding predictability, and moving hundreds of meters away.*

4. Cordon: Establish security cordon around the danger area by setting up blocking positions to prevent foot and vehicle traffic from approaching IED.

5. Control: Control the area inside the cordon to ensure authorized access. Soldiers should control the site to prevent someone from straying dangerously close until the threat has been neutralized.

UXO SPOT REPORT

LINE 1. DATE/TIME GROUP DISCOVERED
LINE 2. REPORTING ACTIVITY (UIC) LOCATION (8-DIGIT GRID OF UXO)
LINE 3. CONTACT METHOD: RADIO FREQ/ CALL SIGN TELEPHONE #
LINE 4. TYPE OF MUNITION (DROPPED, PROTECTED, PLACED OR THROWN)
LINE 5. CBRN CONTAMINATION
LINE 6. RESOURCES THREATENED
LINE 7. IMPACT ON MISSION
LINE 8. PROTECTIVE MEASURES TAKEN
LINE 9. RECOMMENDED PRIORITY (IMMEDIATE, INDIRECT, MINOR OR NO THREAT)

*Minimum safe distance for exposed personnel is 300M

Call for Fire

The ability of the fire support system to place effective fires on a target will depend, in part, on the method of fire and type of ammunition selected to attack the target. Maximum effect can be achieved through accurate initial fires and mass fires.

The six elements of a call for fire include: observer identification, warning order, target location, target description, method of engagement, and method of fire and control.

The call for fire is normally sent in three transmissions, consisting of the six elements, with a break and read back after each transmission. The standard call for fire is transmitted using field artillery radiotelephone procedures in three radio transmissions:

- ☐ Observer identification and warning order.
- ☐ Target location (can be grid or polar or shift from a known point).
- ☐ Target description, method of engagement, and method of fire and control.

EXAMPLE: STANDARD CALL FOR FIRE

OBSERVER	FDC
THUNDER 35, THIS IS CARNAGE 14, FIRE FOR EFFECT OVER	
	CARNAGE 14, THIS IS THUNDER 35, FIRE FOR EFFECT, OUT
GRID NV 180 513, OVER	
	GRID NV 180 513, OUT
3 ENEMY MORTARS IN THE OPEN, FIRE WHEN READY, OVER	
	3 ENEMY MORTARS IN THE OPEN, FIRE WHEN READY, OUT
MESSAGE TO OBSERVER (MTO)	
	MESSAGE TO OBSERVER, THUNDER 2 ROUNDS, TARGET AA1027
THUNDER, ROUNDS, TARGET AA1027, OUT	

Detainee Operations

Respect is the overriding consideration in detainee handling. Regardless of what they have done, detainees are human beings in your care.

- ➤ **Search:** Disarm the detainee and confiscate weapons, cell phones, computers, and documents. Inform the detainee of the reason for detention. Be respectful – men search men and women search women.
- ➤ **Silence:** Detainees are kept silent so they cannot plan deception or encourage each other to resist.
- ➤ **Segregate:** The capturing unit separates officers from enlisted, senior from junior, male from female, and civilian from military within their capabilities to both guard and safeguard the detainee.
- ➤ **Speed:** Evacuate or transfer the detainee and any materials to the nearest holding facility (use military police).
- ➤ **Safeguard:** Ensure detainees arrive safely. Always photograph and transport evidence (confiscated equipment) with the detainee. Tag detainee possessions and all physical evidence. Get sworn/witness statements.
- ➤ **Tag:** Ensure each detainee is tagged using DD Form 2745. Confirm all portions are accurately filled to include the "Physical Condition of EPW." Confiscated equipment, personal items, and evidence will be linked to the detainee using the DD Form 2745 control number.

Escalation of Force (EOF)

Escalation of force (EOF) is defined as sequential actions that begin with nonlethal force measures and may graduate to lethal measures to defeat a threat and protect the force. An example EOF procedure is outlined below:

1. Use audible warning
2. Use visual aids (lights, signs)
3. Use nonlethal means (barriers)
4. Show weapon; demonstrate intent to use (aiming weapon)
5. Use disabling fire (vehicle)
6. Use deadly force
** EOF steps are not required to be presented sequentially if hostile act/intent is present.**

EOF Flow	35 MPH / 56 KPH	45 MPH / 75 KPH	55 MPH / 89 KPH	55 MPH / 89 KPH	55 MPH / 89 KPH
	3 sec	5.3 sec	7.2 sec	10.9 sec	14.6 sec
Lethal Force	Warning Shots and Signals	Flares and Signals	Hand and Light Signals	Evaluation	
	50m	100m		200m	

PCC/PCI

Precombat checks (PCC) and precombat inspections (PCI) are critical to mission success. These checks and inspections are leader tasks and cannot be delegated below the team leader level. They ensure the Soldier is prepared to execute the required individual and collective tasks supporting the mission. PCC and PCI are part of the troop leading procedures, protecting against shortfalls endangering Soldiers' lives and jeopardizing the execution of a mission.

PCI: Formal, time-intensive inspection that is done before the mission. Its goal is to make sure Soldiers and vehicles are fully prepared to execute the upcoming mission. In general, PCIs enable the platoon leader to check the platoon's operational readiness.

PCC: Less formal and more mission-specific than a PCI. PCCs emphasize areas, missions, or tasks required for upcoming missions. Squad and section leaders perform the PCC, but it is essential that the entire platoon chain of command know how to conduct PCCs and PCIs.

Example PCI/PCC Checklist

ID card/ID tags	Traverse & elevation mechanisms	Grappling hook
Canteens/MOLLE hydration bladder	Spare barrels	Sling tests
Ammunition/magazines	Spare barrel bags	Pick-up zone marking kit
Individual weapons	Extraction tools	Radios
Protective mask	Asbestos gloves	GPS/Laser range finder
All clothing items in packing list	Barrel changing handles	Handheld microphones
Flashlights	Headspace and timing gauges	Night vision devices
Radios and backup communications	VS-17 panel	Batteries and spare batteries
Call for fire procedures	Vehicle tools (if applicable)	Improved outer tactical vest
9-line medical evacuation procedures	Binoculars	MOLLE ruck/assault pack systems
Night vision goggles	Earplugs	Knee and elbow pads
mounting plate	Weapons cleaning kit	Ballistic spectacles
Poncho	Flexi cuffs	Insect repellent
Improved rain suit top and bottom	Visual/language translator card	Infrared strobe
Litter	Water purification tablets	Advanced combat helmet
Protractor/map	Watch	Chemical lights
Bayonet and scabbard	Lip balm/sunscreen	Combat boots
Lensatic compass	Concertina wire gloves	Entrenching tool
Notebook/pen/pencil	Equipment packed according to SOP	Weapon tie downs
Tripods	Camouflage stick	Combat Lifesaver bags
Pintles		Pocket mirror
Counter-radio electronic warfare device		

Troop Leading Procedures

Receive and Analyze the Mission
◦ Conduct initial METT-TC analysis.
◦ Conduct confirmation brief.
◦ Prepare an initial timeline for plan.

Issue a Warning Order
◦ Follow five paragraph OPORD format.
◦ Provide all available information for preparation (Type of operation, initial timeline, movement, CCIR, etc.)

Make a Tentative Plan
◦ Detailed mission analysis (friendly, enemy, terrain, etc.).
◦ Compare all courses of action.

Start Necessary Movement
◦ Initiate movements necessary to continue mission preparation or to posture the unit for starting the mission.

Conduct Reconnaissance
◦ To verify terrain analysis, confirm routes, confirm PIR, gain best possible view of the decisive point.

Complete the Plan
◦ Based on recon and coordination, complete the OPORD.

Issue the Order
◦ Ensure subordinates understand and share the vision.

Supervise and Refine
◦ Observe rehearsals, conduct backbriefs, check equipment.

One-Third / Two-Thirds Rule

Leaders ensure that all subordinate echelons have sufficient time for their own planning and preparation needs. Leaders at all levels use no more than one-third of the available time for planning and issuing the OPORD, and allocate the remaining two-thirds of it to subordinates. Generally, the issuance of the WARNORD at the earliest opportunity allows this to occur.

After Action Review (AAR)

o What was supposed to happen?
o What did happen?
o What were the performance standards?
o Why did it happen?
o How to sustain strengths?
o How to improve on weakness?

Operations Orders

FM 6-0:
An order is a communication (verbal, written, or signaled) which conveys instructions from a superior to a subordinate. Army organizations use three types of orders:

1. Operation Order (OPORD)
Directive issued by a commander to subordinates for the purpose of affecting the coordinated execution of an operation.

2. Fragmentary Order (FRAGORD)
Abbreviated form of an OPORD issued as needed after an OPORD to change or modify that order.

3. Warning Order (WARNORD)
Preliminary notice of an order or action that is to follow, and helps units and staffs prepare for new missions. WARNORD should include:
- Mission or nature of operation
- Time and place for issuing OPORD
- Units or elements participating
- Specific tasks not addressed by unit SOP
- Timeline for operation

2. *Mission*
- Who / What / When / Where / Why

3. *Execution*
- Commander's Intent
- Concept of Operations
- Scheme of Movement & Maneuver
  • Explain from start to finish
- Tasks to subordinate units
- Coordinating Instructions
  • Time Schedule
  • Information Requirements
  • Risk Reduction Control Measures
  • Rules of Engagement
  • Environmental Considerations
  • Force Protection

4. *Sustainment*
- Logistics
  • Maintenance
  • Transportation
  • Field Services
- Personnel Services Support
  • Handling of EPW
- Army Health Systems Support
  • Medical / Casualty Evacuations

5. *Command and Signal*
- Command
  • Location of Leaders
- Control
  • Command Post Location
- Signal
  • Radio Frequencies
  • Passwords / Running Passwords
  • Pyrotechnic Signals

1. *Situation*
- Area of Interest
- Area of Operations
  • Terrain
  • Weather
- Enemy Forces
  • Latest intel
- Friendly Forces
  • Two levels up
  • Adjacent units
- Attachments/Detachments
  • Who / Why

Squad Organization

TL — M4-SERIES M204 SGT
GRN — M4-SERIES SPC
AR — M249 SPC
RFLM — M4-SERIES PFC
SL — M4-SERIES SSG
TL — M4-SERIES SSG
GRN — M203 SPC
AR — M249 SPC
RFLM — M4-SERIES PFC

Infantry Squad

Squad Column
The squad column is the squad's main formation for movement unless preparing for an assault. It provides good dispersion both laterally and in-depth without sacrificing control. It also facilitates maneuver. The lead fire team is the base fire team. Squads can move in either a column wedge or a modified column wedge.

Squads in Column, Fire Team Wedge

TL (POINTMAN)
AR ● ● GRN (COMPASS)
● RFLM (PACE)
● SL
TL ●
GRN ● AR
RFLM ●

Squad Line
The squad line provides maximum firepower to the front and is used to assault or as a pre-assault formation. To execute the squad line, the squad leader designates one of the teams as the base team. The other team cues its movement off the base team. From this formation, the squad leader can employ any of the three movement techniques or conduct fire and movement.

TL ● ● TL
GRN ● AR ● GRN
RFLM ● SL ● RFLM

Squad Line

Squad File
The squad file has the same characteristics as the fire team file. In the event the terrain is severely restrictive or extremely close, teams within the squad file also may be in file. This disposition is not optimal for enemy contact, but provides the squad leader with maximum control. He increases control over the formation moving forward to the first or second position. Moving forward enables him to exert greater morale presence by leading from the front, and to be immediately available to make vital decisions. Moving a team leader to the last position can provide additional control over the rear of the formation.

Squad File

TL
○ SL (OPTIONAL)
● AR
● GRN
● RFLM
● SL
● TL
● AR
○ GRN
● TL (OPTIONAL)
● RFLM

LEGEND
AR — AUTOMATIC RIFLEMAN
GRN — GRENADIER
RFLM — RIFLEMAN
PFC — PRIVATE FIRST CLASS
SGT — SERGEANT
SL — SQUAD LEADER
SPC — SPECIALIST
SSG — STAFF SERGEANT
TL — TEAM LEADER

Squad Movement

Movement techniques refer to the distances between Soldiers, teams, and squads that vary based on METT-TC. Selection of a movement technique is based on the likelihood of enemy contact and need for speed. Factors to consider for each technique are *control, dispersion, speed,* and *security*.

Movement Techniques

MOVEMENT TECHNIQUES	WHEN NORMALLY USED	CHARACTERISTICS			
		CONTROL	DISPERSION	SPEED	SECURITY
Traveling	Contact not likely	More	Less	Fastest	Least
Traveling overwatch	Contact possible	Less	More	Slower	More
Bounding overwatch	Contact expected	Most	Most	Slowest	Most

LEAD FIRE TEAM
TL
AR ● ● GRN
● RFLM
● SL
GRN ● ● AR
RFLM ●
TRAIL FIRE TEAM

Traveling:
Used when contact with the enemy is not likely and speed is needed.

Traveling Overwatch:
Traveling overwatch is used when contact is possible. Attached weapons move near and under the control of the squad leader so they can employ quickly.

LEAD FIRE TEAM
TL
AR ● ● GRN
● RFLM
● SL
GRN ● ● AR
RFLM ●
TRAIL FIRE TEAM

Bounding Overwatch: Bounding overwatch is used when contact is expected, or a large open danger area must be crossed. The lead element overwatches first. The overwatch element scans for enemy positions. The trail element bounds and signals the leader when his element completes its bound and is prepared to overwatch the movement of the other element.

LEGEND
AR — AUTOMATIC RIFLEMAN
m — METERS
PFC — PRIVATE FIRST CLASS
TL — TEAM LEADER
GRN — GRENADIER
RFLM — RIFLEMAN
SL — SQUAD LEADER

Patrolling

Patrolling fulfills the infantry's primary function of finding the enemy to engage or report disposition, location, and actions.

Five Principles of Patrolling:

Planning. Quickly make a simple plan and effectively communicate it to the lowest level. A great plan that takes forever to complete and is poorly disseminated is not a great plan. Plan and prepare to a realistic standard using the TLPs and rehearse everything.

Reconnaissance. Your responsibility is to confirm what you think you know, and to learn that which you do not already know. Confirm your plan with facts on the ground.

Security. Keep 360 degree security at all times. Use vigilance and proactive security to preserve your combat power.

Control. Clarify the concept of the operation and commander's intent, coupled with disciplined communications, to bring every man and weapon available to overwhelm the enemy at the decisive point. Use graphic control measures to track and control execution.

Common Sense. Use all available information and good judgment to make sound, timely decisions.

Common Organization of Patrols:

- HQ Element
- Aid & Litter Teams
- Detainee Teams
- Surveillance Teams
- En Route Recorder
- Pace Man
- Compass Man
- Radio Telephone Operator (RTO)
- Assault Teams
- Support Teams
- Breach Teams
- Search Teams

Types of Combat Patrols:

Raid. Surprise attack against a position or installation for a specific purpose other than seizing and holding the terrain.

Ambush. Surprise attack from a concealed position on a moving or temporarily halted target.

Security. Patrol to search local area, detect enemy forces near main body, and to engage and destroy enemy.

Patrol Bases

A patrol base is a security perimeter which is set up when a squad or platoon conducting a patrol halts for an extended period. A patrol base should not be occupied for more than a 24-hour period (except in an emergency). A patrol never uses the same patrol base twice. Patrol bases are used to perform maintenance on weapons and equipment, plan and issue orders, and to rest.

OCCUPATION OF A PATROL BASE

STEP	ACTION
1	Approach - halt patrol. Conduct leader recon of site
2	Recon
	Patrol leader designates entry point/CP at center of base
	Element leaders recon sectors and return to command post
	Occupation single file/camouflaged
3	Occupation single file/camouflaged
4	Leader checks perimeter by meeting element leaders in turn
5	R & S team recon forward, move clockwise
6	R & S teams report enemy activity, OPs, RPs, withdrawal routes
7	Leader designates routes and RPs outside
8	Each element sets commo, OPs

Platoon triangle-shaped patrol base
1st Squad — 10 o'clock — 2 o'clock
HQs
3rd Squad — 6 o'clock — 2nd Squad

Leaders issue tasks to subordinates based on the priorities of work. Leaders give subordinates a task, time, and standard for each. Tasks are based on METT-TC and may include, but are not limited to:

- Continuous Security
- Withdraw Plan
- Continuous Communication
- Mission Prep and Planning
- Water Resupply
- Weapons & Equipment Maintenance
- Mess Plan
- Rest and Sleep Plan
- Alert Plan and "Stand To"
- Resupply
- Sanitation and Personal Hygiene
- Improve Fighting Positions

React to Direct Fire Contact

1. The element in contact immediately returns well-aimed fire on known enemy position(s). Vehicles move out of the beaten zone.
2. Soldiers and vehicles assume the nearest covered and concealed position. Mounted Soldiers dismount the vehicle, provide local security and add its suppressive fire against the enemy position (Figure 1).
3. Element leaders locate & engage enemy positions with well-aimed fire or battlesight fire command, and pass information to the unit leader and Soldiers.
4. Element leaders control the fire of their Soldiers by using standard fire commands containing the following elements:

A) Alert
B) Weapon / Ammo
C) Target Description
D) Direction
E) Range
F) Method
G) Control
H) Execution
I) Termination

UNIT IMMEDIATELY RETURNS FIRE. SOLDIERS ASSUME NEAREST COVERED AND CONCEALED POSITION.

Figure 1. Assuming nearest covered position.

5. Soldiers and vehicle commanders maintain contact with the leader, other Soldiers, and vehicles on their left or right.
6. Soldiers maintain contact with team leader and indicate locations of enemy positions. Vehicle commanders relay commands to mounted infantry squads.
7. Unit leaders check the status of their personnel.
8. Element leaders maintain visual contact with the unit leader.
9. Unit leader moves up to element in contact and links up with its leader.
   - Leader brings RTO, FO, nearest element leader, one crew-served weapon team.
   - Element leaders of the elements not in contact move to the front of their element.
   - Platoon sergeant moves forward with the remaining crew-served weapons and links up with the unit leader and assumes control of the support element.
10. Unit leader determines whether or not the unit must move out of the engagement area.
11. Unit leader determines whether or not the unit can gain and maintain suppressive fires on the enemy with the element already in contact.
12. Unit leader makes an assessment of the situation to identify: A) Location of enemy positions and obstacles; B) Size of enemy force engaging unit in contact; C) Vulnerable flanks, D) Covered and concealed flanking routes to the enemy positions.
13. Unit leader decides to conduct an assault, bypass, or break contact.
14. Unit leader reports the situation to higher HQ and maneuvers the unit.