



# **TACTICAL MANUAL**

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## **SMALL UNIT TACTICS**

**First Edition**

**MAX VELOCITY TACTICAL**

**[WWW.MAXVELOCITYTACTICAL.COM](http://WWW.MAXVELOCITYTACTICAL.COM)**

This TM is designed to support training and operations primarily for tactical elements no larger than platoon strength. The TTPs laid out are ideal for special operations, light infantry and paramilitary tactical organizations. Accordingly, the TM focuses on squad and team operations. It does not focus on specific systems, but rather on tactical principles utilizing generic direct fire small arms. Organizations with heavy support and indirect fire weapon systems will incorporate those in line with the tactical principles. This manual itself will not act as a substitute for effective team training. It is designed to support training and subordinate operational activities.



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**[www.maxvelocitytactical.com](http://www.maxvelocitytactical.com)**

Website: [www.maxvelocitytactical.com](http://www.maxvelocitytactical.com)

Email: [maxvelocitytactical@gmail.com](mailto:maxvelocitytactical@gmail.com)

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This Tactical Manual (TM) is intended for training and operations for small tactical units. The TM utilizes a number of sources, including United States and British Army doctrine, mixed with training and operational practices and lessons learned.

Max Velocity Tactical offers live fire and force on force tactical training. Details at the website:

[www.maxvelocitytactical.com](http://www.maxvelocitytactical.com)

Max Velocity Tactical (MVT) operates the Velocity Training Center (VTC) tactical and leadership training facility near to Romney, West Virginia, where we provide training for US Special Operations Forces and Responsible Citizens. MVT has established a reputation on the leading edge of tactical live fire and force on force training. At MVT we are dedicated to developing and training tactical excellence.

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## **FIELD CRAFT & BASICS**

This initial chapter outlines basic field-craft and weapon handling skills that should be mastered as a block for effective application of small unit tactics in the field.

### **Individual Factors:**

Personal Discipline.

Tactical Awareness.

Professional Posture.

Alert & Physically Fit.

Fire positions when halted.

Light & Noise discipline.

Tactical common sense.

### **Battle Preparation :**

**S** ecurity – ensure 360 security is maintained.

**A** mmunition – distribute, load in magazines.

**W** eapons – clean / lubricated. Function test. Test fire if possible.

**P** ersonal Camouflage/clothing – appropriate to the operation.

**E** quipment – ensure you have it all and it's 'squared away.'

**R** adios – batteries, frequencies, call-signs, radio check.

**S** pecial Equipment – tailored to the operation i.e. wire cutters.

**O** rders – Team Leader briefs on the operation.

= ' **SAWPERSO** '

### **Observation:**

Scan allotted sector.

Left, center, right, near, middle, far. 'S'-shape scan pattern.

Look through foliage, not at it.

### **Natural night vision:**

Takes time to develop.

Protect it from white light.

Observe slightly to the side of the object.

Consider the use of Thermal Imaging (FLIR) Devices for scanning. Use only one eye in order to protect night vision in the other.

### **Why Things are Seen:**

Shape - obvious non-natural shape of object.

Shine:

- reflect from non-natural surface.

- i.e. sweat shine on face - use cam stick.

#### Shadow:

- use shadows for concealment positions.
- Ensure shadow is not cast out of concealment.

#### Surface - non-natural surface.

#### Silhouette:

- sky-lining by day or night.
- lack of suitable background

#### Spacing:

- Nature does not provide exact spacing.
- break up patrol intervals, not exact distances.

#### Movement:

- Most obvious thing that catches the eye.
- Observe slowly, move eyes and head slowly.
- Avoid rapid 'bird' head movements.
- Slow steady movement when on patrol.

#### Muzzle Flash:

- Day / night considerations.
- Without Night Vision, at night fire can be retuned at muzzle flash.
- Muzzle blast will also kick up sand/ dirt.
- Use standard birdcage / suppressor to reduce muzzle signature.

- Do not use muzzle brakes.

#### Aircraft:

- do not look up at passing aircraft.
- Consider concealment from aircraft as well as ground observation

#### Thermal Imaging: Counter with:

- Terrain & Vegetation masking.

#### **Camouflage:**

- Camouflage pattern or drab / earth tone colored clothing and equipment suitable to the terrain.
- Consider clothing appropriate to the operating environment i.e. posture / profile considerations.
- Using Foliage:
  - Lay leaves the right way up.
  - Don't use too much.
  - Replace dying foliage.
  - Change foliage when you change type of terrain.
  - Use foliage to break up the pattern of head/shoulders/helmet.
  - You will need to utilize elastic cord sewn into your equipment and hat/helmet straps to effectively use foliage.
- Camouflage Paint:
  - Rural Operations: face, hands and wrists (exposed parts).
  - Not too much, not too little, just right.

## Judging Distances :

There are two main methods of judging distance without aids:

- Unit of measure
- The appearance method

**The Unit of Measure Method:** To use this method, visualize a known distance on the ground and calculate how many of the units would fit between the observer and the object. An easy figure to use is a unit of 100 yards. This method gives acceptable results when:

- The observer can see all the intervening ground; and
- The distance to be estimated is not greater than 400m.

**The Appearance Method:** This is based on what an object looks like compared to its surroundings. To become proficient in judging distances by this method a great deal of practice is required, under varying conditions of ground and observation. The amount of visible detail of a person at various ranges gives a good indication of the distance he is away. An observer with good vision should be able to distinguish the following detail in a person:

- 100 m: clear in all detail.
- 200 m: clear in all detail, color of skin and equipment identifiable.
- 300 m: clear body outline, face color good remaining detail blurred.
- 400 m: body outline clear, remaining detail blurred.
- 500 m: body begins to taper, head becomes indistinct.
- 600 m: body now wedge shape, no head apparent.

Conditions that affect the appearance of objects are as follows:

Objects are closer than they appear when:

- the light is bright or the sun is shining from behind the observer.
- They are large in comparison with the surroundings.
- There is dead ground between the object and the observer; or
- They are higher up than the observer.

Objects are farther than they appear when:

- The light is bad or the sun is shining in the observer's eyes;
- They are small in comparison with the surroundings
- Looking across a valley or down a road or track; or
- The observer is lying down.

Aids to Judging Distance:

- Bracketing: the method most likely to prove the best under all conditions. The observer should decide the furthest possible distance and the nearest possible distance to the object. The average of these is the true range. For example, if the furthest estimated distance is 1000 m and the nearest distance is 600 m then the true distance is therefore 800 m.
- Halving: this method is useful for judging distance up to 1000 m. The observer estimates the distance to the object half-way and in a direct line to the object he then doubles it. The main disadvantage of this method is that any error made in judging the distance to the halfway point is doubled for the full distance.
- Key Ranges: when the range to any point within the arc of observation is known, the distance to any other point can be estimated from it. This method is successful provided that the object is reasonably near the key point.
- Unit Average: provided that there is sufficient time available, the observer should get several others to estimate the distance to the object. He should then take the average of their answers. If all are practicing their skills of judging distance this method can be particularly accurate.
- Binoculars - Binoculars can be used to estimate distance, particularly at long range. Using the subtension method provided the height of an object is known. If an object is known to be 4 m high and it is exactly covered by the smallest reticle it will be about 1000 m away. If the object is 8 m high then it will be 2000 m away if it is covered by the small reticle.
- Weapon sights: certain weapon sights such as the ACOG will include methods of estimating distance.
- Laser Range Finder.

**Aiming Off for Wind :** A wind blowing across the front at ranges greater than 100 meters will make the target veer considerably. To allow for this, aim off into the wind; the direction of the wind can be determined by the movement of the face, trees, dust and smoke. The amount to aim off is determined by the strength of the wind:

- A fresh wind has an appreciable effect on bushes and thin branches of trees and can be distinctly felt on the face. It would cause range flags to stand about halfway out from the pole.
- A strong wind has a noticeable effect on tree tops and lifts dust off dry ground. Range flags would tear away from their poles.

In windy conditions at ranges of greater than 100 meters the following points of aim (POA) relative to the target should be used for Fresh Wind (10 mph) and Strong Wind (20 mph):

- Fresh Wind 200 meters: POA is halfway between the centre and edge of the target.
- Strong Wind 200 meters: POA is the edge of the target.
- Fresh Wind 300 meters: POA is the edge of the target.
- Strong Wind 300 meters: POA is one target width from the centre of the target.

**Application of Fire:** this refers to the application of marksmanship to apply fire to a target. This is at a level below that of specialized sniper sights and techniques, where riflemen are using standard iron sights or combat optics. Range to target will either be given as part of the fire control order, or must be estimated by the shooter using the methods outlined above. Estimation of range and wind effects will result in a point of aim that will hit the target. Thus, as range and wind increase, the rifleman will aim higher for increasing range, and aim further into the wind for increased wind, whether estimating, using iron sights, or specific combat optics. Once fire has been applied, the application of fire refers to the observation of fall of shot, and aiming off to account for point of impact. This is easier if strike is observed, and this will often depend on whether missing high or low (low is easier to observe) and the ground cover i.e. whether rounds kick up observable impacts / dust.

**Locating the Enemy:** If the enemy is not already seen, the team will observe and attempt to locate the enemy.

- 1) Observation - observe for 'why things are seen.'
- 2) Fire - fire into likely positions to elicit a response.
- 3) Movement - continue movement, initially by individual bounds, if no response then by bounding over the top.

No response = continue patrol.

**Target Indication** : Once the enemy is located, fire is returned and a target indication is given and pass man is a 'link man.'

- **D**istance
- **D**irection
- **D**escription

' 3 D's '

**Direct method** : used for obvious targets when the axis of advance is established. Also used for Brief Control Orders (FCOs):

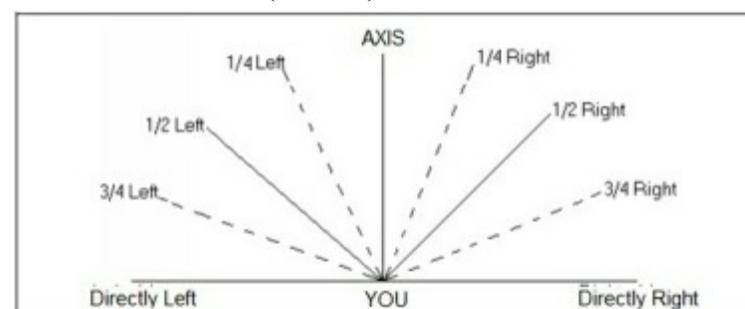


Figure 1: The Direct Method.

**Reference Points:** these are obvious features on the ground that are either identified by the team leader crossing the piece of ground, or used because they are obvious. Reference points are usually identified with the Direct Method with a range given:

i.e. " 300, Half Left, Red Barn. To be known as Red Barn. "

The identified reference point can then be used to describe in more detail where the enemy is. The following methods can be used with the reference point:

**Hand Angles:** holding the arm outstretched, with the hand or fist held up, the number of fingers or knuckles left or right of the reference point can be given. This is a rough method.

i.e. " Red Barn. Left side of Red Barn. Fence. Three fingers left. Enemy by gate post. "

**Binoculars:** the reticles in binoculars can be used in a similar, but more precise way, to hand angles.

**Tracer / Strike:** This is used when it is hard to indicate the target. Use in conjunction with one of the other methods, such as the direct, reference point or clock ray method. The technique is to get the team looking in the right place then bring them on to the target by the use of tracer or round strike.

i.e. " Squad. 300. Half left. Watch my strike/tracer. 3 enemy in bushy area. "

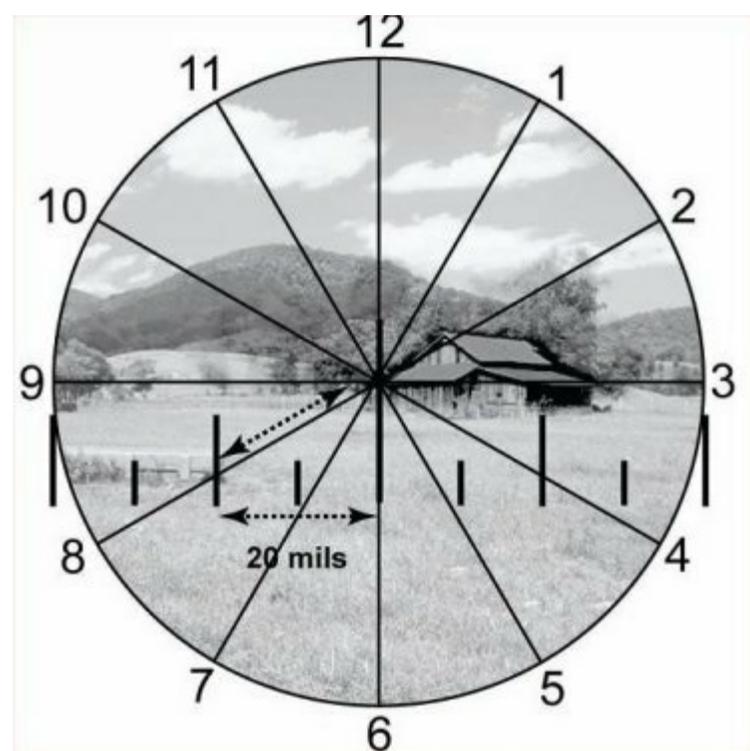


Figure 2: The Clock Ray Method.

**Clock Ray Method:** When targets are very difficult to identify, the clock ray method is used to indicate a target. This method uses a prominent reference point on the ground together with a clock ray. During its use, it is imagined that there is a clock face standing up on the landscape with its centre at the reference point. The diagram shows a clock face superimposed on a reference point. It also shows binocular reticules.

i.e. " Left side of Red Barn. 8 o'clock. Wooden fence. Enemy machine-gun. "

**Fire Control Order (FCO) :**

- **G**roup - which element you want to fire.
- **R**ange - to target.
- **I**ndication - give target indication.
- **T**ype of Fire - Rapid, Deliberate, Watch & Shoot, Delayed.

= 'GRIT'

### **Giving Indications / FCO's :**

- **C**lear
- **L**oud
- **A**s an order
- (with) **P**auses

= 'CLAP.'

### **Types of FCO :**

- **F**ull - Full GRIT.
- **B**rief - i.e. " Contact Front, fifty meters, rapid fire! "
- **I**ndividual - given to an individual team member.
- **D**elayed - i.e. enemy approaching gap in buildings, give GRIT with " Await my Order! " (delay)... " Fire! "

= 'FBID.'

### **Weapon Stoppages & Malfunctions:**

Integral to your ability to operate in training and combat is the requirement to keep your weapon in the following are M4/AR15-centric stoppage and malfunction drills:

- Scanning is covered later in various forms but effective scanning is essential at all times: you must always be scanning your sector for security of the element in a tactical situation. Include the ejection port as part of your scan and get into the habit of paying attention to its status.

- Your safety will be On / SAFE at all times except when engaging the enemy, and when you have a stoppage while engaging the enemy. Simply keep your weapon oriented towards the enemy / in a safe direction as you reduce the stoppage.\*

\*Note: this is applicable when static. If a situation forces you to move while your weapon has a malfunction, as in break contact drill where to stay and resolve it would hold your team in the kill zone, simply place your weapon on SAFE, move your bound, and continue to address the malfunction.

- All these stoppage drills are based on retaining the firing hand on the pistol grip at all times and doing so with the support hand. For weapon manipulation, there is only one reason that you will take your firing hand off the pistol grip, and that is only when it is necessary to lock the bolt to the rear. For that, a generic right shooter will need to pull the charging handle to the rear (right hand) while engaging the bolt catch (left hand). You will notice therefore that the only time in these drills when we take the firing hand off the pistol grip, is in the sequence when we may need to lock the bolt to the rear.

- If you are engaging the enemy, safety off, and the weapon stops firing (i.e. dead trigger) you should do the following three things:

- 1) Improve your position of cover.\*
- 2) Call 'STOPPAGE!' (or OUT! or similar verbiage).
- 3) Observe your ejection port.

\*Note: unless conducting a combat reload on the move as part of an assault.

**Combat Reload** : You have shot the magazine dry. The bolt will be locked to the rear and on observation of the ejection port there will be no rounds visible.

- 1) Hit the magazine release button with trigger finger: magazine will fall to the ground.\*
- 2) Produce a fresh magazine with the support hand.
- 3) Push / pull the magazine into the mag well, until it clicks into place.
- 4) Move the thumb of the support hand to the bolt release and depress it: Bolt will go forward, chamber round.
- 5) Aim and continue to engage. After you have fired one or two shots, call 'BACK IN!'

\*Note: the priority is to get the weapon back in the fight. Once you have done so, and if you have an opportunity depending on the tactical situation, you may have time to recover the dropped magazine(s).

**Failure to Feed / Failure to Battery** : Both malfunctions will present, on observation of the ejection port and closed bolt.

- 1) Support hand: Tap bottom of magazine.
- 2) Support hand: charge the weapon, with sufficient force that you hit yourself in the shoulder as you run the charging handle.
- 3) Take aim and fire.
- 4) After you have fired one or two shots, call 'BACK IN!'

= **TAP, RACK, BANG**

**Stovepipe:** Will present as a bolt mostly closed on an empty case sticking out at right angles to the ejection port.

= **TAP, RACK, BANG**

**Double Feed:** On observation, this will present as the bolt held back towards the rear by more than one round trying to enter the chamber. This drill has a Stage 1 drill, and if it does not work, you go to Stage 2 - normally if you need Stage 2, you insert it into the drill and finish by going back to Stage 1.

Stage 1:

- 1) Remove the magazine: depress mag release with trigger finger while pulling mag out with support hand.
- 2) Support hand: charge the weapon three times.
- 3) If the rounds fall out and the charging handle runs free by the third run, then the drill has worked.

- 4) Support hand: produce a new magazine and insert push / pull to mag well.
- 5) Charge the weapon.
- 6) After you have fired one or two shots, call 'BACK IN!'

This is, in simple terms, an unload followed by a load.

Stage 2:

If when charging the weapon three times, the bolt simply 'clunks' on the back of the jammed double-feed then you need to insert stage 2 into the process. This is the first time in these drills that the firing hand is on the pistol grip.

- 1) Charging three times fails to dislodge rounds.
- 2) Pull the charging handle to the rear and depress the bolt catch to lock the bolt to the rear. Seat the charging handle back forward.
- 3) Physically place fingers into the mag well and work the jam out.
- 4) Once the jam is clear, charge the weapon three times to ensure it is clear and return to the Stage 1 drill.

Note: Double feeds are often caused by magazine failures: splayed feed lips on USGI aluminum mags, feed lips on polymer mags. DO NOT REINSERT THE SAME MAGAZINE as part of the drill.

**Bolt Override** : Simply view this as a stage 3 double feed.

- 1) Begin the drill as a double feed: remove the magazine.
- 2) Attempt to charge three times - the charging handle will not move, or barely, and now you know you need to override.
- 3) Place the muzzle on the ground, kneel down (in cover), butt center of chest, and both hands on the charging handle.
- 4) Force the charging handle sufficiently to the rear to get the bolt to the rear - the whole range of the charging handle will not be needed.
- 5) Depress the bolt catch with left hand. Hold in place.
- 6) Hit the charging handle forward with the heel of the right hand. This will dislodge the overridden rounds. The rounds may fall forward into the chamber.
- 7) Return to the Stage 1 double feed drill by charging three times.

These drills will reduce standard malfunctions rapidly without the use of tools. It will not fix weapon such as broken extractors, or ammunition failure such as primers and shards of brass getting stuck in the mechanism or jamming in the star chamber, etc.

'Mortaring' the weapon will not reduce a bolt override. If mortaring for a stuck case (closed bolt) then the stock as it can be damaged by this move. The best way to remove a stuck case (closed bolt) is simi override with the muzzle on the ground, butt in chest, and jerk the charging handle to the rear with both

With a stuck case (bolt rear) with the rim ripped off, you will need a cleaning rod to push it out. Carry gear.

**Tactical Reload ('TacMag')** : This is removing a partially expended magazine to replace it with a full. It will be done when there is a lull in the battle after an engagement, when consolidating on a position, in a fire point, or when moving from one role to another, such as from fire support to assault. It must not be done at the same time, but within buddy pairs, the other buddy covering his sectors.

- 1) Bring the fresh magazine to the weapon.
- 2) Place it against the partial magazine in an L-shape or parallel method, gripping the bottom of both with your support hand.
- 3) Trigger finger releases the partial mag. Rotate the L and place the fresh mag on the weapon.
- 4) Place the partial back in your gear. " I'm Up! "

Notes:

- Retain the partial mag, don't dump it. It is not an empty like during a combat reload.
- If you fumble the insertion, concentrate on the new mag and let the partial fall, pick it up after.
- If you have time, take the fresh mag from a harder to reach mag pouch. Then 'bump' mags from harder to reach pouches to your ready pouches / more easily accessible ones.
- Partial mags can be inserted in harder to reach pouches the other way round from how you normally insert them so that if you reach for it, you know it is a partial.

**But what if it is dark?** : Nighttime conditions may make it hard to observe the ejection port if the weapon is in fire. It is either too dark, or you do not want to refocus your NVGs in close to observe.

- 1) You may know you have a combat reload if you feel the bolt lock to the rear. With practice, you can get a different feeling when you shoot the mag dry.
- 2) If in doubt, perform a Tap, Rack, Bang. This will either fix the malfunction or the charging handle will fall all you need to know:
  - If it comes to the rear loose, the bolt was locked to the rear on an empty mag.
  - If the bolt bumps on an obstruction, you have a double feed.
  - If it won't move, you have a bolt override.

Observing the ejection port, when able, is the faster approach overall.

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### **Hand Signal Protocol:**

When hand signals are passed, depending on what is passed, it must be understood that some had signals passed along immediately, and some must wait until the next man reaches the point where the signal was passed.

Signals that need immediate passing include freeze, halt, enemy etc.

When a signal is specifically given at a certain point, the following man must wait until he gets there to pass the signal. Examples would be where a formation change is given at a vegetation change, or for a rally point or rendezvous (RV), or a point where track will be broken. If these are simply passed back immediately, the location will be lost, and for example the location where track will be broken will not be one spot, but many spots going back down the patrol line.

When patrolling, troops must be scanning at all times. As well as allocated sectors, this includes visual scanning with the man front and rear. Passing hand signals will be a challenge if 1) they do not come from the front, 2) people are not paying attention. Sometimes an audible signal is needed, which can be a fingernail tapping the magazine. For patrol members in halted fire positions, zoning out may become an issue when they are not paying attention to external sectors of fire (or their eyes are closed!). Here, if visual and audible cues are not present, a small rock to the back of the helmet usually gets their attention!

### **Halts:**

**Freeze:** Hand signal 'freeze.' Everyone sinks to a fire position in available cover while observing the

sectors. Herringbone formation.

**Short Halt:** Hand signal 'Halt.' Patrol 'walks it in' to close up the interval (rule of thumb - halve the interval if they are not as spread out for the halt. Herringbone formation, step left and right alternatively to leave space, then walk in the center of the formation. Often used for:

- Patrol Rally Point or Rendezvous (RV).
- Navigation Check.
- Head count.
- Drink water.
- Leaders conference (whispers).

**SLLS:** " Sills " : Stop, Look, Listen, Smell. A form of freeze or short halt for a SLLS, depending on the situation.

**Administrative Halt:** usually move into a circular or triangular position of all round defense. 'Fish Face' is optional (see patrol chapter). 50% security in buddy pairs, facing out. Usual for:

- Cooking/ eating.
- Administration of personnel or equipment.
- Before moving to an overnight position.

**Patrol Base / Lay Up Position :** a longer term halt for rest and administration, as well as to conduct first aid operations. See the patrol chapter for more detail.

**Types of Security at Halts:**

- 'Stand To' / 100%: everyone awake, fully geared up, all kit packed away, in their security positions.

covering their sectors.

- 50%: one person per buddy pair, or 50% of the patrol, alert, awake, kitted up and facing their sector.
- **HEAD** : turn head to identify next piece of cover / safe route to it not in front of other rifle
- 25%: establish and man specific sentry positions.

# BATTLE DRILLS & MOVEMENT

## Introduction & Perspective :

As you train to become combat effective as a team, understand that simple drills and clear commands have a disproportionate effect on outcomes. Effective drills will mean you have an instant PLAN which can be immediately modified by the tactical leader as necessary for the situation. Your immediate, disciplined response, is intended to confuse the enemy and throw him off balance, hopefully into panic, allowing you to regain and retain the initiative. Unexpected firepower from an unexpected direction will rattle him. He does not expect it to be like this!

The building block for drills are personal skills. Once mastered, team drills and SOPs can be accomplished. Drills will always be adapted according to the specifics of enemy, terrain, the climate, operating environment, etc. Drills are the tools that leaders will combine and turn into tactics, in order to defeat the enemy.

## Fundamental Principles for the Team:

React immediately.

Win the firefight

In contact; no movement without covering fire.

Attack from the flank where possible.

## Tactical Leaders:

Read the Terrain: think about dead ground (defilade), cover from view and fire.

Anticipate the enemy.

Quickly read the terrain in conjunction with the relative positions and strength of enemy and friendly forces.

Constantly think about 'what ifs' and 'Actions On.'

Give quick orders, based on trained drills.

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### **Reaction to Enemy Fire: RTR**

- **Return Fire** (Reflexive Fire)
- **Take Cover**
- **Return Appropriate Fire**

During any reaction scenario, riflemen are drilled to use the mantra 'Head, Body, Weapon.' This means a rifleman turns to engage a target using a facing movement, the weapon, which is carried in the patrol position, comes up to the ready position in the same way each time. They do not swing or turret the weapon, avoiding muzzle flagging anyone else who is in the patrol line.

When engaging a threat, Head, Body, Weapon refers to:

- **HEAD** : turn head to identify the threat.
- **BODY** : move the body into a dynamic fighting position facing the threat.
- **WEAPON** : bring the weapon up to the ready position and engage.

**Dynamic shooting position** : weapon up in the ready position, elbows in by the sides, feet in a 'fighting stance' with one slightly forward of the other, knees bent, leaning forwards. From this position you can move to cover in any direction. Feet are in a 'modified isosceles' similar to an MMA stance.

Safety Lever: thumb should be on the safety lever when patrolling. Safety should be applied ON / SAFE.

times unless engaging a positively identified target. Safety is moved to FIRE with the thumb, as the weapon is brought from the patrol or low ready, up into the ready position. After engaging, the safety is moved to OFF as the weapon is brought down from the ready position.

When moving position, Head, Body, Weapon refers to:

- **BODY** : begin to orient to begin moving.
- **WEAPON** : active muzzle awareness in the patrol ready position as you move, do not flinch as you run.

**Types of Reflexive Fire** (within 25 meters approx.):

- **Controlled Pair** : two rapid aimed shots: sight picture, release, sight picture, release.
- **Hammer Pair** : two rapid aimed shots: sight picture, release, release. A segment of stream fire.
- **Stream Fire** : stream of fire: sight picture, release, continue.

Stream Fire and Hammer Pairs give you techniques for single or multiple targets at reflexive fire range.

It may be extremely hard to locate the enemy. The initial Return Fire of the RTR drill is optional and only used when enemy is obvious and must be engaged. If you come under fire and there is any doubt, or you cannot locate the enemy, the priority is to go to cover. Skip **R** and go to **TR**.

**Taking Cover** :

- **Dash** – quick dash that leads into a dive,
- **Down** – dive to the ground, protecting your weapon,
- **Crawl** – into available cover,
- **Observe** – for the enemy,

- Sights – pick up your range / holdover on your sight.
- Fire – fire at the enemy

‘Dash, down, crawl, observe, sights, fire’

### **Example RTR Flows:**

Receive Enemy Fire > Return Fire > Take Cover > Return Appropriate Fire > Move onto Appropriate Drill.

Receive Enemy Fire > (enemy not seen) > Take Cover > Return Appropriate Fire > Move onto Appropriate Battle Drill.

Receive Enemy Fire > (enemy fire too severe) > Take Cover > Return Appropriate Fire > Move onto Appropriate Battle Drill.

Receive Enemy Fire > (enemy too far away) > Take Cover > Return Appropriate Fire > Move onto Appropriate Battle Drill.

### **Cover & Concealment:**

**Cover:** This is cover from fire and will stop whatever is being sent at you. Thus, it is relative to what is being sent at you; what will stop one thing will not stop another, and it is also relative to the position of you and the enemy. You may be in cover from an enemy in one direction, but if he moves to a flank, he may have you.

**Concealment :** This is something, perhaps vegetation or a wooden wall or something that will not stop incoming fire, which prevents you from being seen but will allow you to be hit if rounds come through. In military terminology varies: cover from view (i.e. concealment) and cover from fire (i.e. cover).

**'Hugging Cover'** : This refers to always being close up to the item you are using for cover. It is seen in shooting drills and also when trees are used (which are cover from view or fire, dependent on thickness).

of incoming). The issue with hugging cover is that it cuts down your view and options. A dynamic enemy can make it up on your blind side easily. However, this is not about absolutes, and if you have multiple enemies of you, you may have to hug cover to take advantage of what is available to you, due to the angles the enemies have on you.

**'Stacking Trees'** : Here, in a woodland environment the trees, maybe multiple of them, are used to provide additional cover from view and fire, at a standoff distance from them. If moving towards or away from you would use the trees to be behind the obscuration of their trunks, so that as you move, the enemy does not shoot and you are thus in cover as you move. This does not just apply to trees, but any substitute object. This is opposite to hugging cover, where the tree(s) (objects) you use may be some distance away from you, even if they are providing you cover from the enemy.

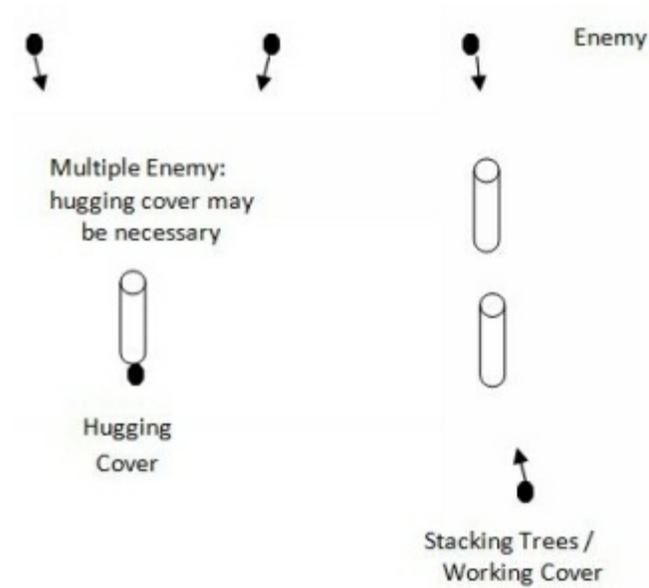


Figure 3: Hugging Cover & Stacking Trees.

**'Working Cover'**: as you patrol and as you conduct fire and movement, you should always be looking for the next piece of cover. As you scan on patrol, you look for where you may go if the shooting starts. As part of your 'head, body, weapon' movement during the fire & movement process, the head part includes identifying the place you will move to. Once you get into cover, however, you may find you do not have a clear shot at the enemy. Thus you work your cover:

- Horizontal: you may have to move sideways, for exactly the same reason as we stacked trees - to get through and past any obscuration, so that you can get a loophole shot onto the enemy.
- Vertical: using prone, kneeling and standing positions as our reference, we may have to work cover vertically due to folds in the ground (micro terrain), in order to get a view of the enemy from where we took cover.

end up in hybrid shooting positions adapted to the ground. Referring this back to cover, if we have to shoot, we may still be in cover for the enemy we are shooting at, but flanking enemy may have a clear view.

**Muzzle Clearance:** Related to working cover and micro terrain, you have to be aware of muzzle clearance where you may be able to see the enemy through your sights, but the round exiting the muzzle will strike the ground. This can be obvious in terms of a barricade (or vehicle hood) and not having muzzle clearance above the barricade, or more subtle where you have micro terrain and you see the enemy, fire, but your round hits the ground because it exits the barrel lower than the sights and strikes the ground ten or so yards in front of you.

**Strong Side / Support Side Shooting :** When using cover it is important to conceal as much of the body as possible. This usually means that for a strong right side shooter, they will fire around the right side of cover. This applies to both hugging and standing off pieces of cover. In order to utilize the left side of cover, a right side shooter will need to move the weapon to the support side i.e. fire it as a left-handed shooter. There are two methods to do this and they revolve around there being space for only one hand on the pistol grip.

- Method 1: Firing hand forward - support hand back to pistol grip - change shoulder - adjust feet.
- Method 2: Change shoulder - firing hand forward - support hand back to pistol grip - adjust feet.

Off-shoulder is a quick transition method where the butt-stock is changed to the support side shoulder and the hands remain in the strong side position i.e. right hand on pistol grip for a right hand shooter. This is a compromise without going to a full support side position and allows for a dynamic urban environment.

Slings will usually have to be removed from the body and remain around the neck only in order to provide working space to transition the rifle to the support shoulder.

If the weapon is moved to the support side, practice is needed to pick up the sights with what is now the dominant eye. In order to use support side shooting in combat, it should only be considered if a decent level of competence is reached. Ambidextrous use of the firing controls also needs to be practiced. In the early stages stoppages are best addressed by moving the weapon back to the support side. At close ranges sights are less of an issue where point-shooting may be utilized.

**Barricade Shooting :** Support side shooting is particularly relevant when utilizing barricades, walls, etc. to shoot around, when shooting around cover on your weak side. Here, the vertical angle of the edge of cover is a vital factor. The body / lead leg must be kept behind the cover as the muzzle and eye are leaned out to

target and engage. Ensure that if you are transitioning between strong and weak sides, you do so behind cover. Only lean out when your rifle is up and ready to engage. When using the kneeling position, the knee closest to the edge of the barricade should be up. For a right handed shooter, this means that when firing round the right side of cover, the right knee is up and the left knee on the ground. This is opposite to classic kneeling position. The goal is a better lean out from cover without excessive exposure, and hopefully will cause you to fall back behind cover rather than out, should you be hit.

## Coming Under Fire

The two hardest things that you will likely have to do in combat are as follows:

- 1) Locate the enemy.**
- 2) Evacuate a casualty under fire.**

It may be that on an RTR or TR drill as a reaction to incoming fire, you cannot see the enemy. Later in cover fire and movement and break contact drills, as well as cover shooting. There is occasionally debate about the utility of taking cover vs. keeping your weapon up and firing in order to try and suppress the enemy while maintaining fire to keep your buddies alive. Does your taking cover mean your buddies will be hit? There are some contributory factors here:

- 1) If the enemy fire is accurate enough that it is effective, which means that you are taking casualties or more casualties if you do not take cover, then you will need to take cover.
- 2) If you do see the enemy in a close contact (i.e. a 'near ambush') situation, then you can conduct an RTR drill. Although in training the RTR drill is done 'by the numbers' as you progress it will become an aggressive drill. Thus, as you are keyed in on the enemy fire, you will be aggressively returning reflexive fire as you also move. Simultaneously, shoot on the move on the way to cover. Thus, the debate about firing or taking cover is moot. You will do both, and thus both protect your buddies and hopefully avoid being hit yourself, and thus stay in the fight.
- 3) If you cannot see or locate the enemy in those initial reaction seconds, you need to do a TR drill and move. If you are an obvious target. As the enemy opens fire on your patrol, from their perspective, you should disappear into cover ('bomb-burst').
- 4) If you are under fire, particularly in close country, but cannot locate the enemy, you have to do something. The answer is not to stay upright and try to walk through the contact, firing at an enemy that you cannot see.

## **Cover Shooting**

Cover shooting is an adaptation of the RTR battle drill for circumstances usually in relatively close contact as woods, bush or jungle, where you have come under fire and cannot see the enemy. Thus, as appropriate will conduct the RTR or TR drill, and get to cover. You cannot see the enemy but you know the direction is coming from. Following RTR or TR drills, when your patrol is down in cover, before conducting an assault such as an assault forward or a break contact away, you conduct the cover shoot drill.

Note: depending on the environment that you receive contact in, it is preferable to positively identify the enemy prior to engaging, particularly if there are non-combatants around. Thus, aimed shots and watch your background all apply. The cover shoot method is for a situation where it is you and the enemy, and you do not identify where they are, but you are under fire and need to return it.

**Deliberate Cover Shoot Method** : Every man breaks up the ground in front of him into left, center, right, middle, far. Thus beginning on the left or right and moving away into the middle and far ground as a 'S' pattern. He will identify each piece of cover and concealment; each piece of which will receive three rounds - one on the left, one center, one right.

**Obvious Cover Method** : Here, you are not faced with an impenetrable mass of cover / concealment but you are faced with you, from which the enemy fire is coming. You cannot see the enemy but you are faced with one or more places the enemy could be such as a wood-line, vegetated area, building or compound etc, from where the enemy is likely to be coming, even though you do not see the enemy. Here, you would concentrate fire on the area of enemy concealment.

Cover shooting is conducted as a squad SOP and should be designated as perhaps one or two magazines expended on this task. The idea of the cover shoot is not recon by fire, or to 'flush' the enemy but simply to get them behind likely pieces of cover. Once the cover shoot is complete, the squad will move on with the appropriate drill, whether that is an assault forwards, or a break contact away.

## **Fire & Movement**

This is a fundamental principle when under enemy fire: no movement in contact with the enemy without suppressive fire.

**Suppressive Fire** : accurate fire that will change the enemy's behavior by killing, wounding or making cover (become suppressed). Suppressive Fire is NOT simply volume of fire or noise, it must be sufficient and accurate to affect the enemy.

**Rates of Fire** : Riflemen will only carry a finite amount of ammunition and once in contact it is necessary to suppress the enemy in order to move. Enemy positions must therefore be located, and accurate fire directed in order to suppress the enemy to allow movement. Fire will be directed at different rates and from different elements as appropriate and must be controlled.

Deliberate / Sustained Rate of Fire = 10 rounds per minute / 1 round per 6 seconds.

Rapid Rate of Fire: 30 rounds per minute / 1 round per 2 seconds.

Unit SOPs may direct a call for rapid fire to last a certain amount of time, such as 15 seconds. Rapid fire is used to win the firefight (i.e. gain fire superiority) and to cover other elements at critical times, such as across open ground.

Ripple Fire can be used to slow a deliberate rate but keep a position suppressed, by each rifleman in a line firing in turn along the line.

Elements of the group can also be told to engage specific targets, 'go on' or 'stop' firing as appropriate. Example: 'Gun Group, Go on! Rifle Group, Stop! "

**In contact: ammunition = time!**

**Shoot, Move & Communicate!**

- **Shoot:** suppress the enemy.
- **Move:** in bounds while supported by others with suppressive fire.
- **Communicate** : essential and the hardest element of the three.

**F & M Technique** : when fire and maneuvering, the whole idea is to make it as hard as possible for the enemy. When working with a buddy or larger team, you should keep the shouted commands to a minimum.

movement should be a flow that you get in to. Once you are in a fire position and engaging the enemy, shout “MOVE” (or “SET”) and your buddy will move. You are telling him that you have him covered. He knows that you are firing so he will know to move. He will then get down, shout “MOVE” and it’s your procedure for moving is as follows:

- Identify your next piece of cover.
- Crawl out of your cover, to the side or rear.
- Get up and rapidly dash forward, randomly zigzagging about.
- No more than 5-10 yards, 3 to 5 seconds: “I’m up, he sees me, I’m down.”
- Crawl into cover.
- Engage the enemy.

### **Communication Terms :**

- “MOVE!” (or “SET!”) - telling your buddy that you have him covered, and that he can move.
- “MOVING!” - letting your buddy know you are bounding.
- “STOPPAGE!” (or “OUT!”) – go firm in cover and clear the stoppage, or combat reload. If moving, goes to ground and covers you while you are out.\*
- “MAN DOWN!” – Casualty. Maintain fire superiority.
- “BACK IN!” – To notify your buddies once you resume firing.

\*Note: team members will increase their rate of fire to compensate for any man who is dealing with a malfunction.

**Implicit Communication :** For practiced teams, implicit communication can replace much of the

movement commands. Once a level of training and trust can be reached, once one element is providing fire, the other element knows that it can move, unless expressly told not to. This can also be used in ex or confusion, where verbal commands can be hard to hear, and perhaps where hand signals are ineffective where the team will know what is intended by the action of the leader - thus, if he bounds forward, the forwards, if he bounds back, the team is to bound back.

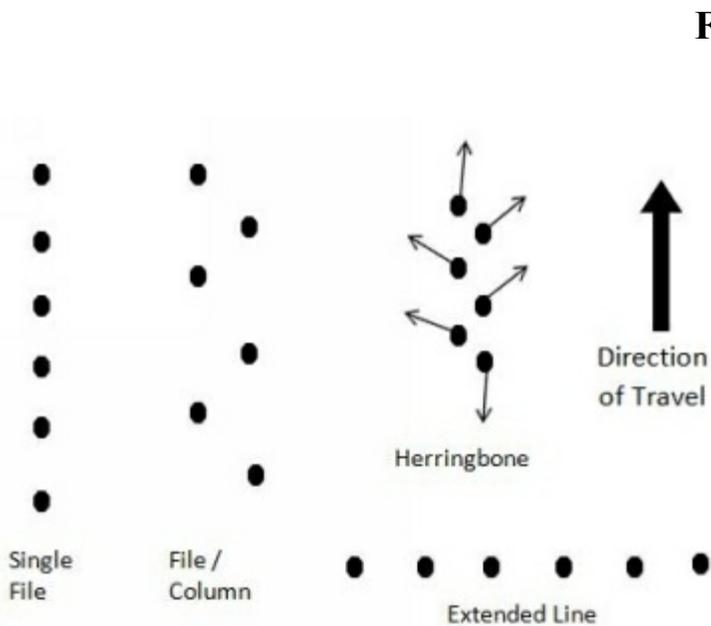


Figure 4: Formations.

Single file: Close country

File / Column: Tracks or open country.

Line: expecting contact.

Herringbone: short halt formation.

Note: Column / file is a versatile formation that can adapt a single file to more open terrain and works modified wedge (diamond) or a box. File and column are very versatile formations for most movement

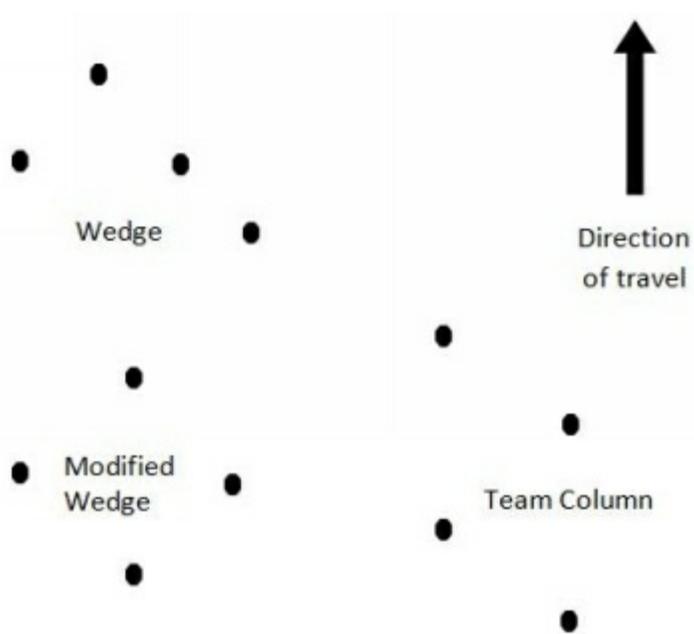


Figure 5: Team Formations.

Next page: some squad formations. The half-attack, arrowhead and the extended line are variations as 'wings' of the squad formation are extended ever more towards extended line. Thus, appropriate to the terrain and the imminence of contact.

Half-attack varies from Column in that with half-attack, the teams are arranged left and right, whereas the teas are staggered back from the front. Thus half-attack alpha is left and bravo is right, with single column alpha is front and bravo is rear.

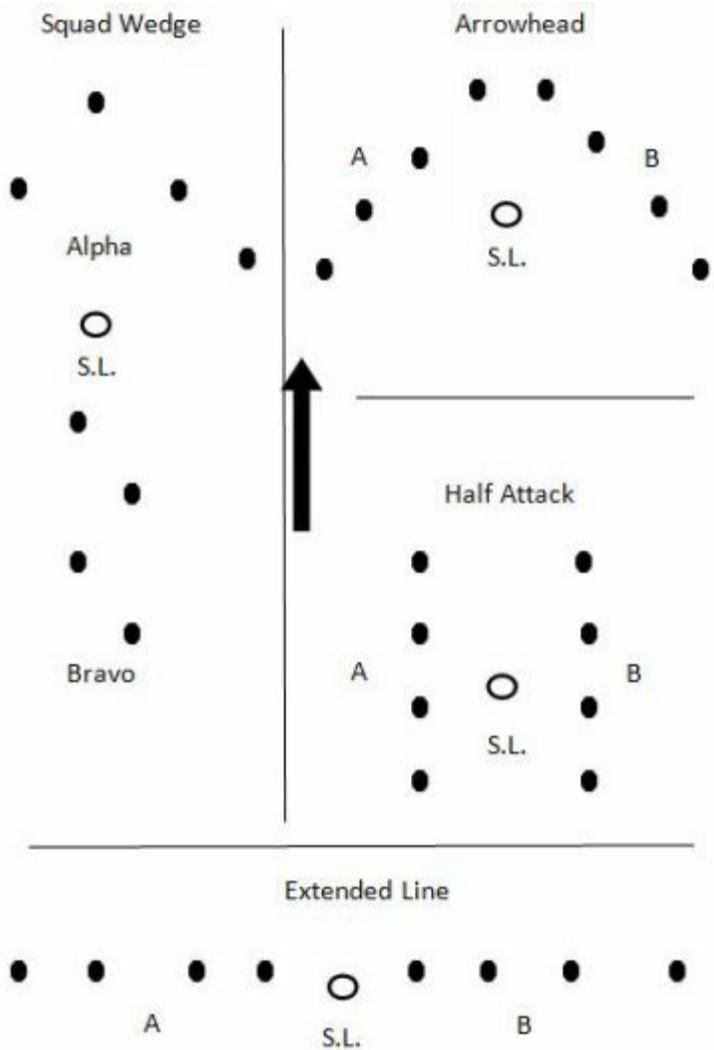
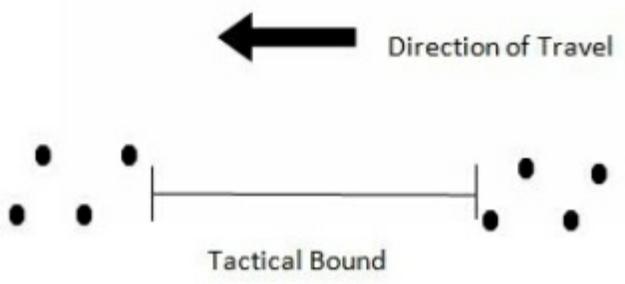


Figure 6: Squad Formations.

**Squad Movement :**

**Travelling :** The squad, including all of the teams / elements, moves together, with suitable intervals (yards) between individuals.

**Travelling Overwatch :** Teams in the squad are split by a distance known as a **tactical bound**. If one comes under contact, the other team is not involved and is in a position to support.



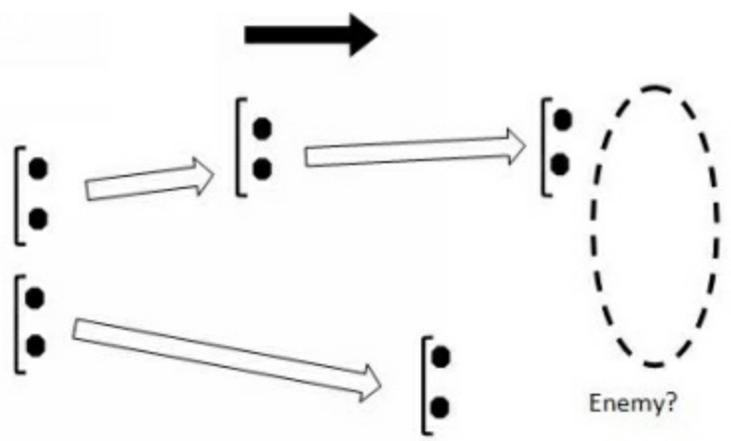


Figure 7: Travelling Overwatch: tactical bound.

Figure 8: Basic Team Bounding Overwatch.

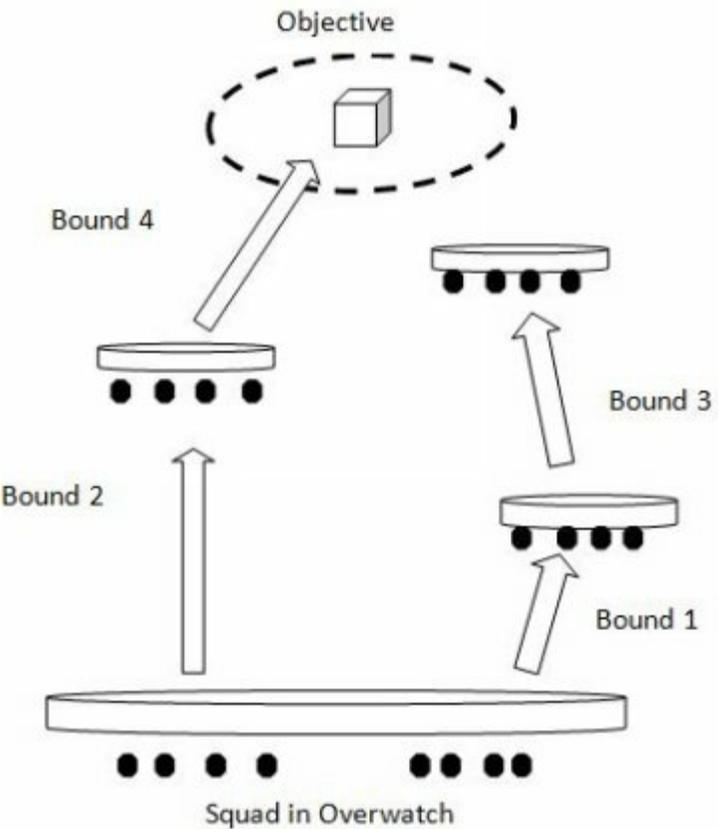


Figure 9: Squad Bounding Overwatch.

Squad bounding overwatch. Elements take up overwatch positions to cover the move of other elements. At any time, you are not under fire and have not identified an enemy location, but are in a high threat environment. Bounding overwatch provides more freedom to move, over longer distances, than fire and movement. Teams should also make intelligent use of the ground, moving to a location where teams can cover the bound ahead.

**Bounding:** this is a description of the use of fire and movement to move directly towards, or directly away from, the enemy location.

**Successive Bounds :** Move level with the other element.

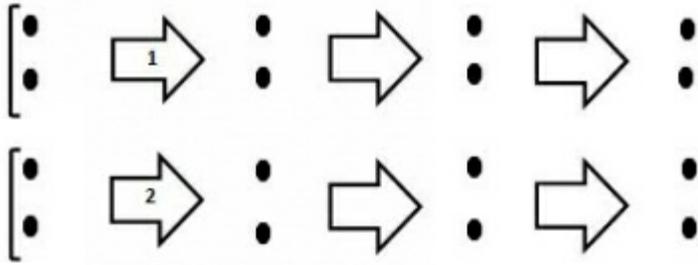


Figure 10: Successive Bounds.

**Alternate Bounds** : Move past the other element.

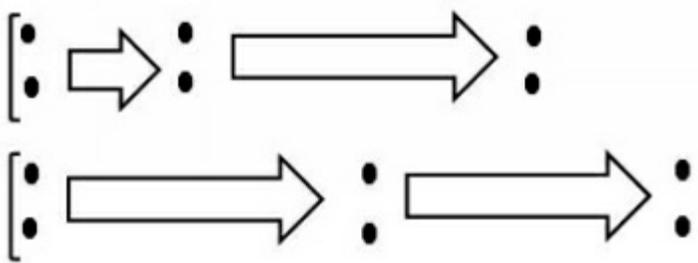


Figure 11: Alternate Bounds.

**Peeling** : This technique is used to move laterally across the face of an enemy position, perhaps to follow a feature such as a road or wall.

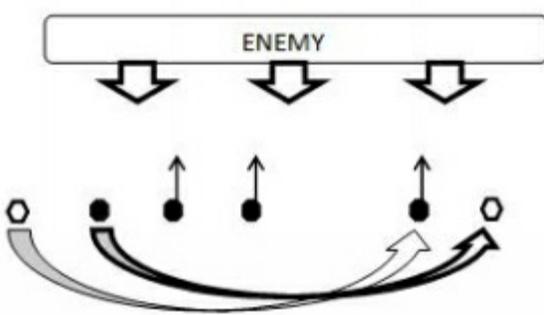


Figure 12: Peeling.

**Noisy / Silent Team Communication**

A large issue at team level is the need to communicate both silently and noisily, at the appropriate time. When a situation goes 'hot' then there is no need to be silent, unless you are exploiting tactical surprise such as a flank. It is often seen that leaders will not understand that once their team is firing, they need to be loud and have a decisive 'grip' on the situation. Communication needs to be loud enough to get the message passed. Alternatively, radios can be used, but sometimes they are not listened to. Training and practice is required.

There is no need for extraneous noise that will confuse communication. Information needs to be passed in clear ways, from the leader to the led in order to communicate what the plan is, and from the led to the leader.

communicate important information such as enemy locations and actions, changes to the situation, casualties etc. This is why training, and use of practiced drills, will simplify the need for complicated communication thus we can use drills with simple cues to enact them.

A challenge for most teams is hand signal communication. This TM will not go into detail on hand signals which can readily be found online. Mostly, only a few hand signals are required. Hand signals can't take care of all situations, and closing up for whispered conversations is normal at the right time and place. Mostly, lack of familiarity with TTPs and with the needed hand signals leads to excessive noise at times when silence is needed. This is generally on patrol and specifically when a team or squad is operating in close proximity to the enemy but is not in contact. Such might be the case when establishing a hasty ambush, or when advancing by bounding overwatch into an imminent contact situation.

The team or squad leader needs to be able to impress on his element what he wants to happen. Thus as they are covering their security sectors, the personnel must be frequently looking in for hand signals from the leader. The leader passes / passed along the line.

For example, if an element is moving in single file through the woods, and an objective approaches, or an enemy is heard, the element leader will want to stop the element and indicate to get on line with a certain direction. This is not a time for confusion. Part of the element will know it needs to go to the left, the other the right. By pointing a knife hand, the leader can indicate the axis of advance. By spreading his arms wide, he can indicate the line he wants the element to be on. Failure to heed this will cause confusion, and part of the element may be moving in the wrong direction. If he wants to move by bounding overwatch, he then gives the signal and indicates which side of the element / side of the formation will move first.

### **Team / Squad Organization**

How you task organize your element will depend on resources / manpower available and also the mission. The basic building block is the buddy pair, which is usually two men. However, it is possible to have a three man buddy element - this would still be considered a buddy element 'pair' and not a full team. See the chapter on offensive tactics for details on fire and movement. However, a buddy pair can conduct fire and movement as the two individuals. We can then put two buddy pairs together to make a basic four man team. Four would therefore be considered the minimum team size, going up to a maximum of six. Two or three would be considered a buddy element.

Some examples of team task organization:

2 man = buddy pair

3 man = buddy element.

4 man = team: 2 x buddy pairs.

5 man - team: 2 x buddy pairs, 1 x leader.

6 man = team: 2 x buddy elements (3 men each element).

6 man = team: 3 x buddy teams, one containing the leader.

A two man buddy pair works well for fire and movement within the buddy pair, one man moving and the other covering. A three man team is inherently awkward for fire and movement, where you end up with two covered by one, or you move one at a time covered by the other two. A four man team can be split into two bravo buddy pairs. If it is a five man team with a leader as the fifth, then he controls the movement of the two bravo buddy pairs.

A useful standard operating procedure for a four man team conducting fire and movement, and then taking a casualty, is not to continue as a pair and a single - instead, break it down to one man moving at a time, from one to three. This retains two firing while one moves at all times.

Where you have the ability to have a six man team, you can fire and maneuver as alpha and bravo three man elements. The flexibility here is that if a casualty is taken, the three man element still retains two in order to maintain effectiveness as a maneuver unit, covering the move of the other buddy element.

Alternatively with six men, you operate with alpha and bravo buddy pairs as your maneuver elements, and a third charlie pair containing the leader and a buddy, who will control the action, and also have some flexibility to act as a reserve if casualties are taken. Diagrams on this are contained in the offensive tactics section.

At squad level, a basic U.S. Army squad is nine men, consisting of two teams of four, each with a team leader and a squad leader as the ninth man. A U.S. Marine Corps squad is thirteen men, consisting of three teams of four, each with a team leader and a squad leader. This is inherently more flexible if you have the personnel to run it. The advantages of the U.S. Marine Corps squad will be covered in discussion of the assault cycle and also satellite patrolling.

The British Army runs a standard section (squad) of eight, with two teams, the section commander and second in command being integral to each of their teams. This does reduce flexibility in the use of team leader, because he is part of one of them. For satellite patrolling on low intensity counter-insurgency operations, this is a disadvantage.

operations, a half platoon of twelve would be used (called a multiple), divided up into three teams of four. Usually, the platoon leader would be in one team and command one multiple, the platoon sergeant would command the other multiple from within his own four man 'primary' team. This formation was adapted in Helmand (Afghanistan) to consist of three teams of six each, in order to bring sufficient firepower to counter a higher intensity threat.

When we look at larger squads, we are pushing the boundary from 'squad plus' to 'platoon / troop minimum'. A multiple patrol of three teams of six is minimum eighteen, more if you include an additional tactical headquarters, which is in effect a platoon minus, or troop.

Although this TM is not a historical study, it must be remembered that squad sizes have changed over time, often a function of weapon systems, sometimes even vehicle space inside armored fighting vehicles, and also military politics and manpower considerations. For example, the current British Army section of eight men consists of two equally balanced four man fire teams (charlie & delta), each man armed with a full auto capable rifle and a light support weapon (LSW) as the fourth man in each team. Later the LSW was replaced with a machine gun (i.e. M249 SAW) belt-fed in each team, with the addition also of under-slung grenade launchers (UGL) to this (i.e. before approximately 1990), when each rifleman was armed with the semi-automatic SLR, and a support gunner armed with the GPMG (i.e. M240) belt-fed. Thus it was unbalanced but provided a distinct maneuver group i.e. the belt-fed, and also the ability to divide the rifle group up into separate groups for additional support and assault roles.

A very useful squad organization, allowing maximum flexibility, adoption of the assault cycle, and easy adaptation to satellite patrolling, would be based around the thirteen man number. If possible, make it to give the squad leader an additional buddy (bodyguard) when moving around, so that he is not on his own. Depending on the tactical independence of this 'squad plus', the additional person or persons with the squad leader could be: medic, communications or designated marksmen.

This would allow:

4 man team

4 man team

4 man team

2 to 4 man tactical command element

This solution provides for three equal and interchangeable teams, equally armed, which fits with the need we cannot predict which team will come under fire as we move, and we need each team to be flexible to fulfill any role in the assault cycle. You could for example, in the command team, have two buddy pairs of:

Pair 1: Squad Leader

Comms or Medic

Pair 2: Designated Marksman

Designated Marksman

### **Maneuver Support Group (MSG)**

The idea of the MSG is to provide an asset to the squad Leader which he can use to directly influence the battle. For example, if a platoon leader has two gun teams with M240's at his disposal he can deploy them into position to influence the battle. This means positioning them to fire on the enemy in order to support the movement of his maneuver units i.e. squads. This capability can also be achieved at 'squad plus' level. In the absence of belt-fed weapons, you would replace the belt-fed capability with suitable rifles, trading the high volume but diminished accuracy of the belt-fed with the lower volume and greater accuracy of rifles in their support by fire role. The idea is that the MSG will engage target(s) to bolster the fire of any of the maneuver teams that they are supporting by fire role at this time. As per the assault cycle; if you have three maneuver elements, then you can support them through the cycle:

Assault – Support by Fire – Reserve

Thus, the MSG would be considered an addition to this cycle, not as part of it, and would be deployed in support by fire roles as the situation dictated.

### **Troop Offensive Organization**

Building on the previous discussion, we can get somewhat hung up in our numbers and descriptions because what is a 'squad plus' (large squad) or 'platoon minus' (small platoon). If we accept the four-man team as the building block, then we can build a good organization for the purpose of offensive operations around an organization of sixteen men.

- 4 Man Team (HQ)
- 4 Man Team
- 4 Man Team
- 4 Man Team

A 16 man troop consists of 8 buddy pairs, or 4 x 4 man teams. This can move as 4 x 4 man teams (see satellite patrolling) or as 2 x 8 man squads. The specific manning and equipment / weapons of each team is up to you, but examples will be given below.

### **Position of the Team Leader**

The position of a team leader in a four or 6 man team is a matter of interpretation. Generally, he should be the point man except in situations where he is personally leading the team in to conduct certain operations such as moving in to set up an ambush, a forming up point (FUP) for an assault, personally taking charge of navigating a patrol base, or similar. In those circumstances he may move to the front of the formation.

In a 4 man team, the team leader may decide to be the second man. This is workable and allows him to directly direct the point man. It does mean that if the team is split into two-man elements of 'alpha' and 'bravo' ] alpha, the first pair. When we come to patrol react to contact drills, depending on the side that bravo goes to, for example a react to contact front, the team leader may end up on the end of the line, not the best position for a team leader.

It is also useful if he is the third man of the four. Here, he has alpha ahead of him, acting as 'point man' and he is the lead man of the bravo pair. Thus, if you get contact flank, he is still in the center of the team. If you get contact front, alpha will be the first to react to it. As the team leader and as the lead man of the bravo pair, he is able to make the decision as to which side of the alpha pair to deploy bravo, and will be able to keep himself in the middle of the team. Being slightly back, he will have a better view of the situation and thus a jump on the team as to whether to bound forwards, or break contact to the rear.

### **Position of the Squad Leader**

The squad leader should generally position himself at the 'center of gravity' of his squad formation. This is the position where he is most able to observe and influence what is going on. 'Leading from the front' should be avoided.

confused with always being at the front. The squad leader should be a proven enough individual that his courage is not in question, and he is best placed where he can direct the action most efficiently. There when he will decide to move to the front of the formation, for similar reasons as described for the rear. There may also be times where personal courage and a move to the front will be required, where lead example is specifically called for, perhaps where an assault has faltered for any reason.

In a classic nine man squad, made up of two teams and a squad leader, the squad leader would generally position himself between the two teams on the move. If the teams are moving in traveling overwatch, he may decide to attach to the back of the lead team, or the front of the rear team. He has to be careful not to move around the battlefield alone, where he will be an obvious and vulnerable target.

In a thirteen man squad, where we have three equal elements plus the squad leader, he will position himself with the team that is the main effort. Usually, when an assault is launched, the squad leader will be in a position to observe and influence the assaulting elements. He is probably not best located with the support by fire element, although this is also legitimate, usually placing a trusted team leader there to direct the support fire.

If the squad leader looks for a position where he can understand the situation best, and also be in a position to identify issues and intervene to influence the battle as necessary, he is on the right track. He may be close to the assaulting teams but not necessarily in the thick of it, so that he can understand the situation better - and close enough to personally intervene as necessary.

An ever present consideration with a nine or thirteen man squad is that the squad leader is on his own as an individual. Depending on the organization of the squad, and what flexibility you have to adapt it, you may have one or more additional persons to the squad leader. This may be in the form of a medic, communications element, or similar. This to a certain extent mirrors the idea of a platoon headquarters element (down at a large (13 man plus) squad level. Additionally if you have additional belt-fed or designated marksman elements in the squad, if they accompany the squad leader, not only are they acting as buddies to him as he moves across the battlefield, but he can directly deploy them to influence the battle i.e. bolster support by fire, as he sees fit. This is a similar concept to a platoon leader, who may have three squads, moving with an additional element of two belt-fed guns (i.e. 240s) that he can throw into the mix to support a squad under fire (MSG concept).

## **LIVE FIRE MANEUVER SAFETY**

**Safety Angles** : In training, safety staff will use the '590 mil' rule, which equals roughly 33 degrees, to ensure that no person is within 590 mils of the muzzle of another rifleman who is firing. Where this has to be maintained during live fire drills is where an element is 'on line' oriented in a rough firing line toward a set of exposed targets. If secondary targets are then seen, or pop-up, not at the same angle of fire as the original ones, then safety staff ensure that if a firer shifts fire to another target, that does not impinge on the 590 rule for anyone forward of him. This is something that is the responsibility of safety staff to enforce in early training, but that ultimately is being trained into the student. Hence, development of awareness of the spatial relationship between the rifleman, any enemy positions, and other riflemen. Such a situation change, or equally one where a rifleman failed to adequately deploy out 'on line' as a result of simulated contact, can involve the use of commands "push up" or "push left / right" (as appropriate) in order to open up the safety angle.

With inexperienced riflemen, it is useful to tell them that rather than a 33 degree angle, the safety angle is 45 degrees from their muzzle; being over safe is preferable during early training. This allows a buffer in situations where multiple targets may appear and the line may need to be adjusted.

Operationally, a 30 degree angle can be used to lift and shift fire from an element supporting by fire, to an assaulting element moving onto an objective. The support fire element leader observes the assaulting element moving in from a flank, and uses a hand angle to assess the 30 degrees, before ordering a shift fire away from the assaulting element. Hold your fist at arm's length, raising and spreading your thumb and little finger. The angle between the tips of those two digits will give you an estimated 30 degrees.

Operationally, and with experienced riflemen, you may go down to a safety angle of 15 degrees. This is not recommended during training, and must only be attempted with trained experienced riflemen, who are able to maintain full awareness of where their buddies are at all times.

### **The Importance of Lateral Spacing & Short Bounds :**

Importantly, in a react to contact only certain members of a patrolling team will be able to conduct the drill. Others will have their line of sight to targets obscured by other riflemen, and will only be able to conduct cover while getting on line, thus doing a TR drill.

When conducting fire and movement, the key factor that allows movement with continual suppressive fire is to ensure that lateral spacing is adequate, and that bounds are kept short. Short bounds mean less time down the line forward, and thus less time exposed to enemy fire, and also that the bounding rifleman will not mask the

supporting elements.

The following illustrations show how the safety angle is important, and who in the formation can and initially from different formations depending on the direction of enemy contact. For those who can fire will conduct the RTR drill. For those who cannot initially fire, they are conducting a TR drill, taking c opening up the safety angle so that you can bring as much fire to bear on the enemy as possible.

Note: weapon muzzle safety angles are roughly represented in the following diagrams.

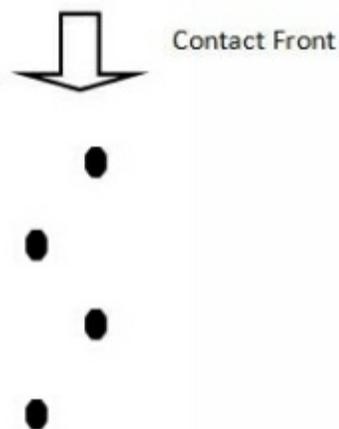


Figure 13, above: a four-man element comes under fire from the front. The team is travelling in a column equally be single file. Contact comes from the direct front.

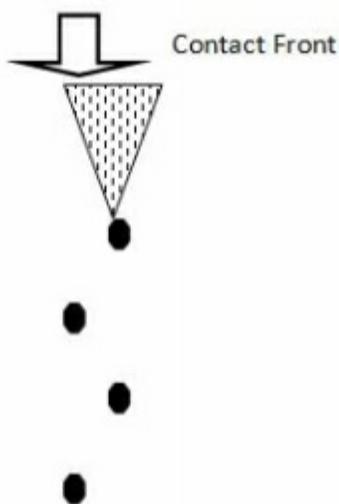


Figure 14: The point man (1) conducts RTR:

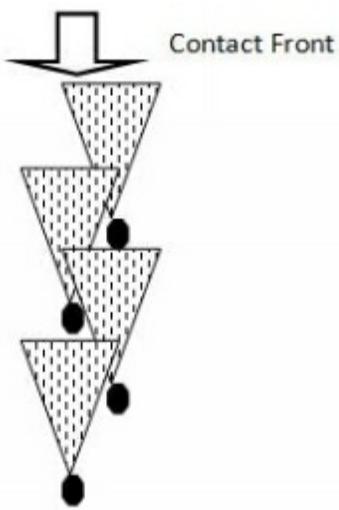


Figure 15: Other members of the team are unable to return fire from their current positions. Depending on spacing, it is possible that the second man (2) will be able to return fire, but given the movement that happens, certainly not in training.

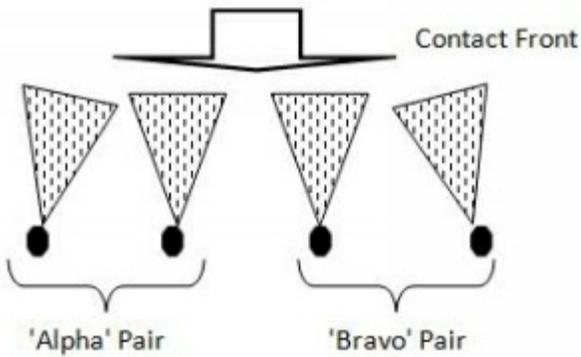


Figure 16: Team gets on line and returns fire.

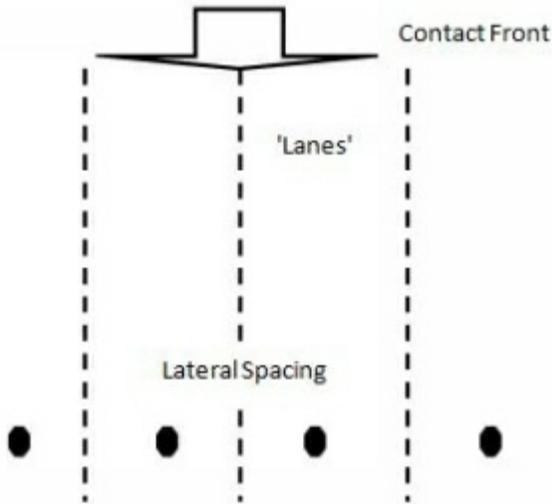


Figure 17: Bunching (converging) is a mistake. Use 'lanes' to maintain lateral spacing:

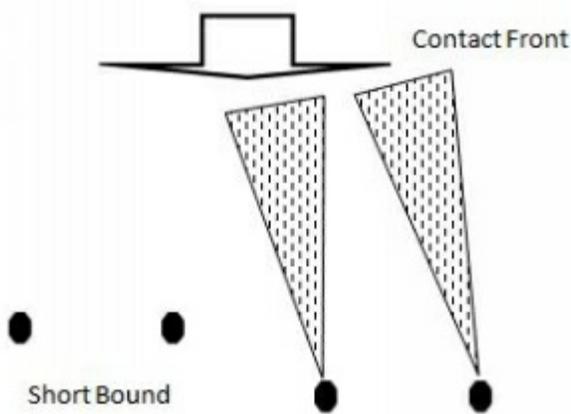


Figure 18: Short bounds are essential to ensure supporting fire is not masked.

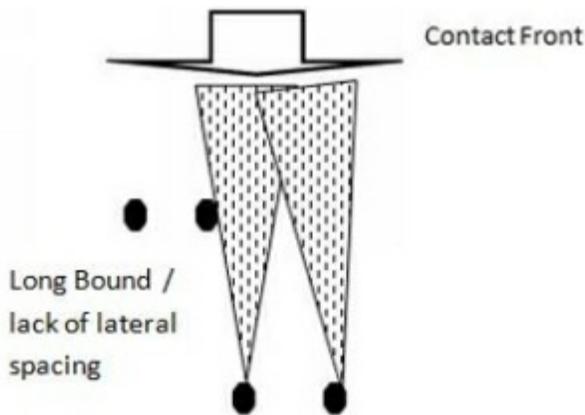


Figure 19: A combination of short bounds and lateral spacing ensure that fire is not masked, as it would be in the example above, with lack of lateral spacing and too long bounds:

When closing with the enemy, it is a factor that one element will begin to obscure, or mask, the fire of another element. At this point, the line of advancing troops must break down into smaller elements, to ensure that they can continue to suppress the enemy directly to their front as they bound.

It is important to not converge onto an enemy position, and at night not to converge onto the muzzle-flame of the enemy. Troops must be trained to be aware of the orientation of the line, the axis of advance, spacing and bounds.

With multiple enemy firing points, or where a second firing point opens up after an initial one is engaged, the orientation of riflemen must be taken with the orientation of the line. Sometimes, the line must be dressed by the movement of the line. This is usually given as a "push left / right" or "push up / back." If riflemen are trained to maintain their position of their buddies at all times, and particularly before they return fire, then they will ensure they engage safely past their buddies. This is why, when it comes to drills, some in the line are able to return fire initially, and some are not, depending on where the fire originates in relation to the formation. Thus, some do **RTR**, but others have to move first, thus doing the **TR** drill.

It is preferable that if one or more people are returning fire, having located the second firing point, that stopped from firing to dress the line, but rather move others who are not engaged, to reestablish the li

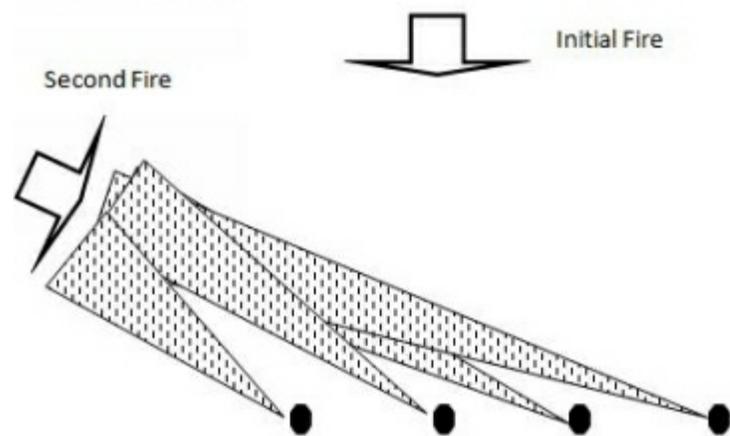


Figure 20: Second enemy firing point to a flank.

In the above example, if fire from the initial firing point had ceased, and now the second firing point was then the line would need to be dressed by moving the right hand elements up. Remember that contact is your riflemen will move, even to work their cover, and if the enemy moves then if the safety angle is too might be tracked onto friendly troops. Don't cut it too fine!

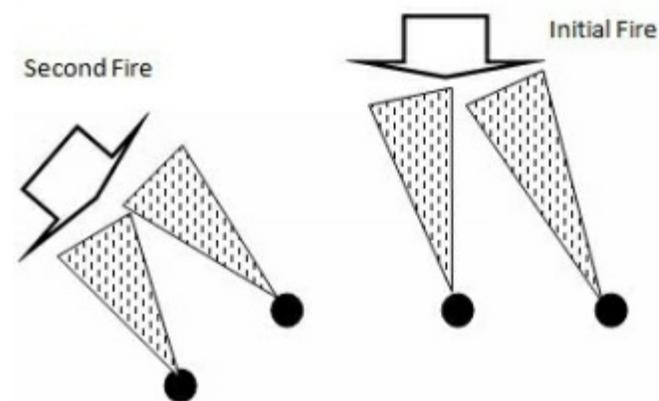


Figure 21: If both firing points are active, the line may need to be shifted to be able to engage both of them.

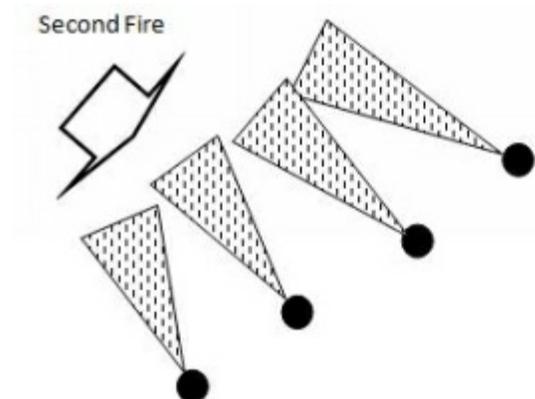


Figure 22: Where we have only the secondary firing point to a flank remaining, in this case 'half left' of

contact, then we will need to dress the line to allow the whole team to engage it.

# OFFENSIVE TACTICS & TECHNIQUES

## Principles of Offensive Operations :

- Concentration of Force
- Seek surprise
- Maintain security
- Seize key terrain or targets vital to influencing perceptions
- Achieve superiority of fires and other effects
- Exploit maneuver
- Concentrate the effects of force or the threat of force
- Plan to exploit success
- Keep it simple

It is important to understand that an element will only be able to close with an enemy position, utilizing movement, without sustaining casualties, if the position is adequately suppressed.

For the techniques described below, they may be practiced on the ranges at team or squad level as drill operationally within the setting of a squad attack, a flanking support by fire element should be used, to generate sufficient suppressive fire. This is described in the squad hasty attack below, and later in the attack.

**Suppressive Fire:** this is fire of sufficient accuracy and volume to change the behavior of the enemy that is directed at. The enemy's behavior is affected by fire hitting, wounding or killing him, or alternatively, forcing him to 'take cover' which is termed as being 'neutralized.' In order to force an enemy to take cover, the fire must be sufficiently accurate that it is effective, passing close enough to him, or striking his cover, so that psychologically he must take cover or be killed. Simple noise or the 'crack' of rounds passing overhead can also suppress a determined enemy. The result of suppressive fire is to hinder the ability of the enemy to direct effective fire at your assaulting elements, and thus create freedom to maneuver.

**Effective Enemy Fire:** If you are moving and receive fire, it is considered 'effective fire' if it is causing casualties, or would cause casualties if you did not take cover.

A **hasty attack** is one that is unplanned, in the sense that the enemy position was not known. Battle preparation and preparation are done, and the element will move out on an **advance to contact** using a suitable tactical formation and method of movement i.e. travelling, travelling overwatch, bounding overwatch. The hasty attack is trained as a drill, where the squad leader must make a quick battle estimate and come up with a plan for moving to a flank to assault. A key feature of a hasty attack when compared to a deliberate attack, is that it starts with the initiative with the enemy, who chooses the time and place to open fire as the advancing element approaches, whereas a deliberate attack starts with surprise on the side of the attackers.

If the enemy position is too strong, or the terrain too unsuitable to assault it, the squad leader will also break contact.

A **deliberate attack** is one that is planned and rehearsed in advance, the enemy position is known, and reconnoitered. In this case support by fire and assault elements can be put into place according to the plan. Surprise is a key element on the side of the attackers. A raid is a sub-set of a deliberate attack, usually

specific objective where ground is not intended to be held.

In the hasty attack, an element will usually move to a flank utilizing a suitable formation and a covered concealed approach. Support by fire will be given for this flank approach by another static element. i.e. squad hasty attack, a team may give support by fire while another team moves to a flank. Once at the Flank Position (FUP) on the flank, the assaulting element will shake out into an extended line for the assault, towards the enemy position they are assaulting. The exception to this is if no flank move is taken, and attack starts at the point of contact. This involves an assault 'up the middle' and would usually only be if the distance to the enemy is close and a flank move is not practical.

Although a flank move is preferred, if visibility is not sufficient to prevent fratricide as an element moves to the flank, the assault may be conducted with all elements 'on line.' This is often the case in close count heavy woods, jungle or bush.

### **Using the Flank**

When conducting an attack, it is preferable to move to the flank of the enemy, and assault from there. The course relative to where you started the engagement if you are not starting at the enemy's strongest front. So to clarify that, what we are really doing is moving out our assault force to one of our flanks, relative to the location of our support by fire element. Ideally, you want to have a 90 degree angle between the support and the assaulting element.

Why is this? Firstly, putting a 90 degree angle between our supporting and assaulting forces, makes the enemy have to fire and defend in two directions. It also has a psychological factor, where the enemy may break if he feels friendly forces on his flank, and the prospect of being fixed in position and surrounded looms.

Never underestimate the psychological effect of going to the flank, which may have more effect on the enemy's will to resist than greater firepower in a frontal assault.

From an operational safety perspective, in simple terms, with rounds going in straight lines from support through the enemy position and beyond, putting your assaulting force on the flank keeps them out of the support's line of fire. Similarly, the fire from the assaulting force is not directed at the support by fire element. The 90 degree angle is preferable because it allows support fire to continue for longer, before it has to shift away from the assaulting force, or cease. If the support element leader is checking that 30 degree angle between where his element

at the objective, and the lead elements of the assault group, then he can continue to fire longer if they are moving directly from the flank.

If the flank element comes in from, for example, 45 degrees, then their maneuver will mask the support element sooner. If they come in from beyond 90 degrees, the effect is similar, and also they are moving onto the enemy's line of fire. Although surrounding or encircling the enemy is talked about, that is more of a strategic consideration. Encircling does not work at the tactical level where rounds are going through and beyond the immediate enemy position.

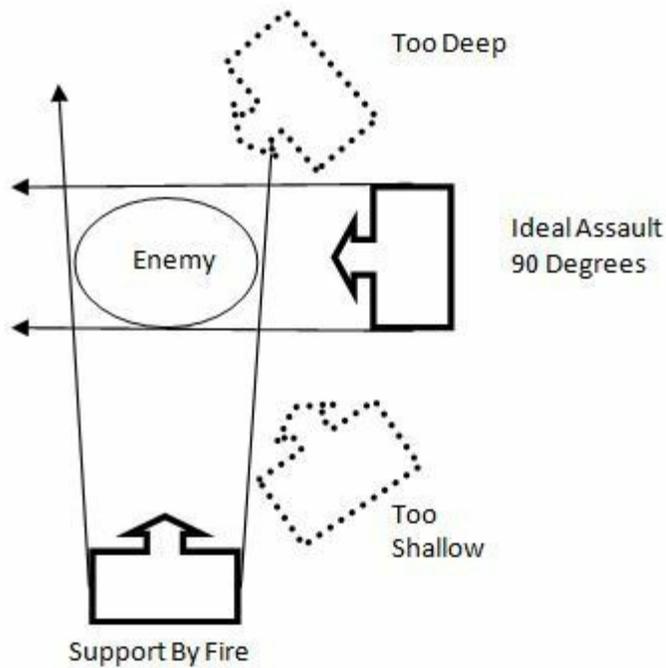


Figure 23: Illustration of ideal flank angles

### **Fratricide / Control Measures**

Prevention of fratricide ('blue on blue') is very important. This must be embedded in both training and operational procedures. The following are considerations:

- Maintenance of safety angles between individual firers, both in training and operationally (30 degrees).
- Maintenance of safety angles between elements on flank assaults (30 degrees).
- Drilling into individuals to focus on the positions of their buddies when engaging - it is not just them and their target, but where their buddies are. This applies more so when additional enemy elements are present.

positions are exposed, resulting in changes to angles of fire and how that applies to relationships between firers, enemy and the firing line. Know where your buddies are and de-conflict!

- Use of UTM force on force man-marker ammunition in training to learn lessons from fratricide chaotic conditions of close combat.
- Training in PID (positive Identification) friend and foe, not just reflexively pulling the trigger.
- Care with flank attacks in terms of the support by fire element being able to observe the flankir element, shifting fire as necessary (safety angles).
- Care with directions of fire and ensuring that fire is not going through and beyond onto friendly elements. Use of angles / terrain to de-conflict as appropriate.
- Use of control measures to signal when to shift fire, agreed and rehearsed in advance:
  - Day / night recognition signals.
  - Near / far recognition signals.
  - Running passwords.
  - Radio signals for objectives / phase lines.
  - Visual signals: lights, flares, flags, panels, light sticks, IR devices, day / night specific.
- Care that signals cannot be seen or mimicked by the enemy - lights / IR firefly etc are examples

### **Fire & Movement Assault Methods:**

#### **Skirmish Line - 'Fight Through.'**

The skirmish line method breaks down the assaulting line into smaller and smaller groups, still bounding forward by rushes in an overall line. This results in a skirmish line bounding through the enemy position utilizing fire and movement all the way up to the Limit Of Advance (LOA). The squad or team leader w

determine at what point to break down the fire and movement, and how small to break the groups. The this is to prevent bounding elements masking the fire of static elements during the fire and movement, and all enemy positions continue to be suppressed throughout the fight through. This method continues fire movement all the way through the enemy position and is suited to an enemy whose location is spread over a number of separate fighting positions, perhaps in a patch of woodland or similar.

Note that due to the use of fire and movement in a skirmish line all the way through to the LOA, this means static firing elements all the way down to buddy pairs, one firing, the other moving. In training, rushes with the weapon held at the patrol ready, moving from cover to cover, because people may be moving in different directions on the battlefield (see break contact drills, etc.) The skirmish line drill can be mixed with the assault through drill (see below) during the fight through of the enemy position, where moving elements hold their rifles up ready to engage any enemy that pop up as they continue to skirmish through the enemy position. This works with rifles oriented downrange during a skirmish through, and increases the readiness of each element with surprise threats.

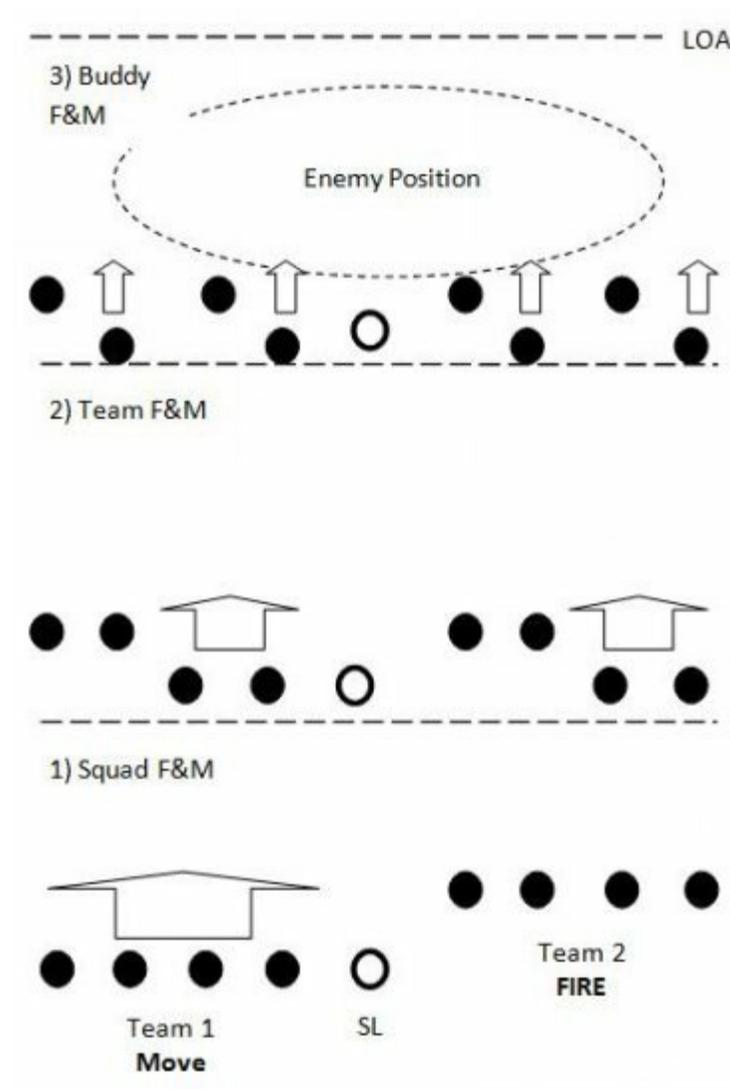


Figure 24: Breaking down the elements in a skirmish line assault.

## Notes on the Skirmish Line diagram:

- The primary reason for breaking down into smaller elements for fire and maneuver is so that it can be done without elements masking the fire of their supporting elements as they move. The whole position must be suppressed as an element is moving. As the assault nears the objective, the movement of a whole team must be coordinated with the fire of another team, preventing a side of the objective being suppressed.
- Squad Leaders will decide on distances to implement the changes, and commands to use.
- Despite the ordered diagram, when the skirmish line gets down to buddy F & M, this is not coordinated for the whole squad. Buddy pairs simply move with each other. They should maintain awareness of their position compared to the skirmish line, and adjust.
- Squad and Team leaders will dress the line as necessary. They can use " HOLD! " and " MOVE! " commands addressed to different teams or buddy pairs, if an element gets too far out of the overall line. These commands can either freeze or free the relevant element.
- The skirmish line may be held in place if a complex situation needs reducing, such as a complex piece of ground, ditch, small trench, or small building. Uninvolved elements will take fire positions and suppress or observe the front / into depth (long) as the complex position is dealt with.

## 'Assault Through':

The assault through method utilizes fire and movement to a line short of the enemy position. This can be done from 10-35 yards short. US Army doctrine utilizes grenade throwing range as the distance. Commanders will decide depending on the situation. Recall that an assaulting element will only be able to clear the enemy position using F & M if the position is adequately suppressed to prevent casualties, or excessive casualties, depending on the level of casualties considered acceptable. Properly, if used as part of a coordinated attack (see below), the assaulting element should be supported by a flank fire support element, which provides overwatch and suppression of the position being assaulted. Once close enough to the enemy position, " Assault Through! " command will be given and the element will sweep forward on line, engaging on the objective until the LOA is reached.

Although the enemy is suppressed when the assault through command is given, it must always be assumed the enemy is alive when you assault, simply having been suppressed and in cover. Enemy may be dead, withdrawing, hiding, or having crawled to another position.

On the assault through, the assaulting element will go forward at a steady pace wherein they are able to

engage from the walking position. Rifles will be up in the ready position and riflemen scanning for hidden

The line should ideally not stop on the assault through, conducting combat reloads on the move as necessary. When enemy is engaged "body" is called out and if necessary riflemen will call out target indications to buddies on either side of them as they see bodies to their left and right.

If there is an issue that requires the line to stop on the assault through prior to the LOA, "HOLD!" is called. This could be a complex weapon malfunction or a complex fighting position that needs more work to reduce the threat. If the line is held, riflemen will take fire positions and observe the ground they have not crossed yet, ensure that the area is continually scanned, both short and long (depth).

The assault through drill puts the whole assaulting element up and walking for an extended period of time. This is a disadvantage compared to the skirmish method, which continues with short rushes all the way to the objective. Hence the need for a flank support by fire element in overwatch / the whole position being adequately suppressed. The danger during the standing assault through is from depth or mutually supporting positions. If these are not suppressed, even escaping enemy ('squirters'), an enemy reinforcing counter attack, or secondary objectives. If effective fire is taken from depth or mutually supporting unsuppressed positions during the assault through, the line must be held until the threat can be suppressed (locate the enemy / win the firefight). This may involve a return to F & M and / or the tasking of overwatch elements.

During either of these assault methods, if friendly casualties are taken, the uninjured riflemen are concentrated to locate / suppress and continue the assault. The threat must be eliminated before a casualty is dealt with. Casualties must utilize self-aid, and during this 'care under fire' phase the only permissible medical intervention is a tourniquet 'high and tight' for extremity bleeding. Reference the TC3 section for more information. Elements will return for casualties during the consolidation phase.

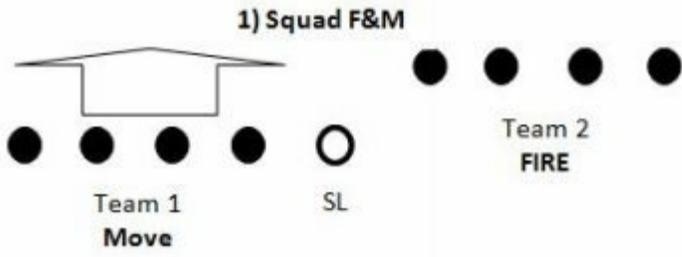
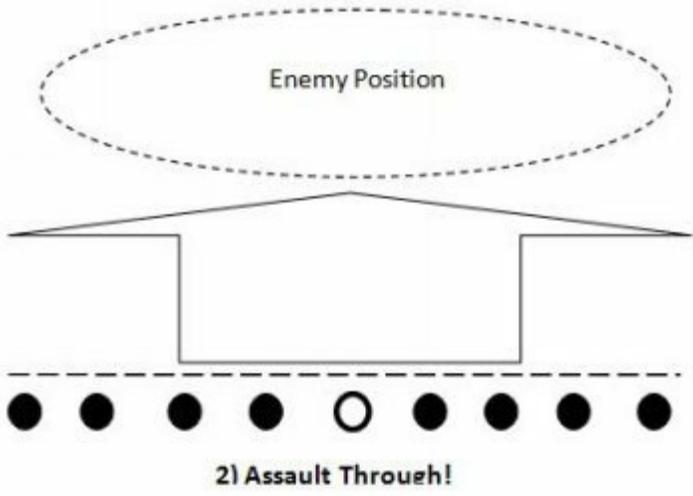


Figure 25: The Assault Through (squad).

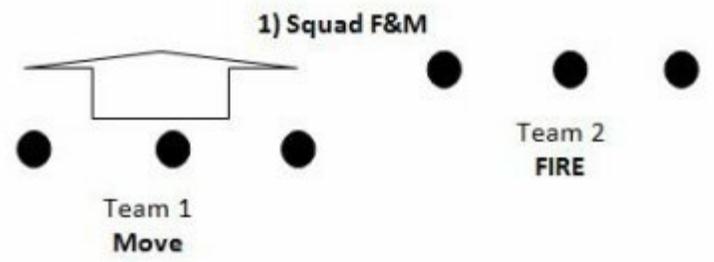
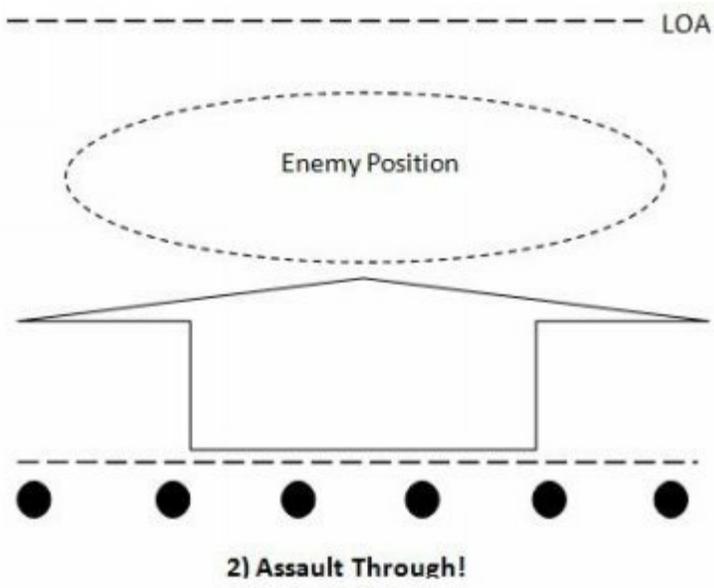


Figure 26: The Assault Through (6 man).

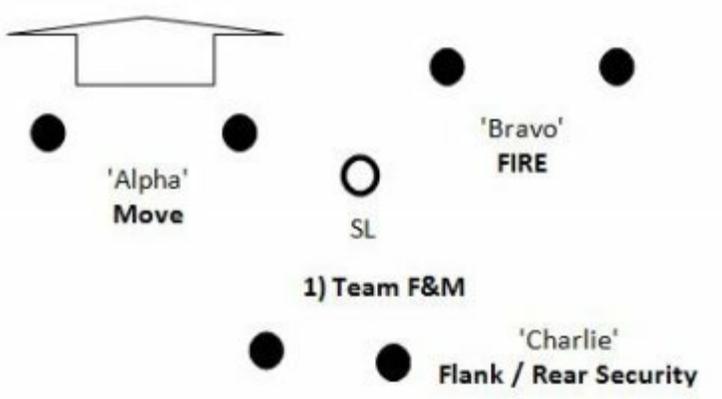
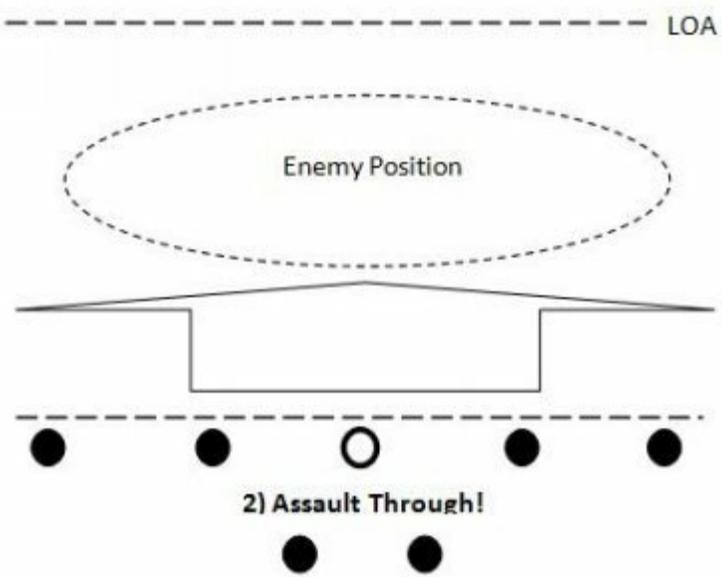


Figure 27: Alternate 6 man plus Squad Leader.

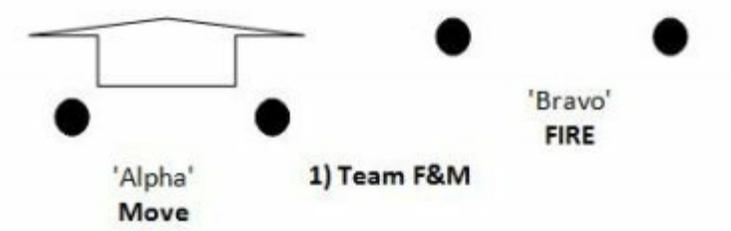
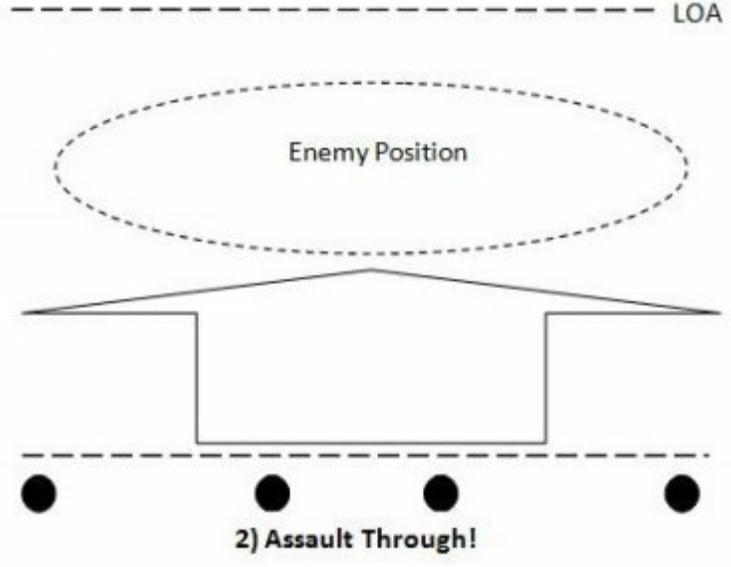


Figure 28: The Assault Through (team).

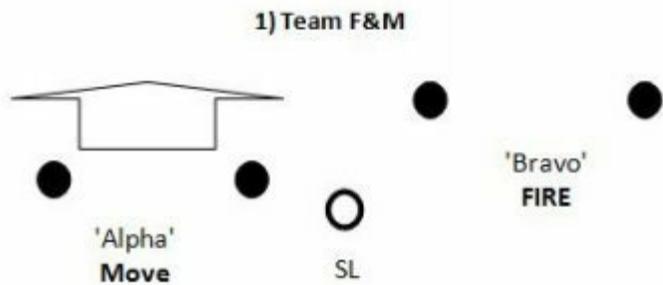
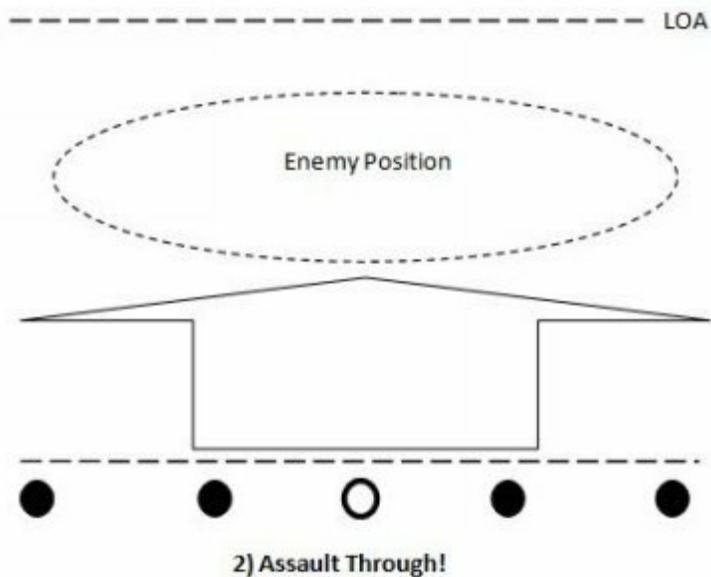


Figure 29: Alternate Team w/Squad Leader

### **MOVE / FIRE Technique**

In situations where the enemy is close but not yet close enough to launch the assault through; where a full assault element is not feasible, or alternatively you are operating in close country and are assaulting straight forwards, there is an alternative to classic F & M that will allow you to concentrate constant firepower front, avoiding any masking issues between the elements. In this method, the two teams in the squad get together and fight forwards towards the enemy position. They bound as a squad, one team at a time. When it takes its turn to move, it does not 'rush' forward in the classic sense of doing a bound, but walks forward.

The following must be understood from this:

- The technique requires a high level of skill at walking and shooting 'in the wild.'
- You will be able to maintain an almost uninterrupted weight of fire to the front.

- Your threat is from unsuppressed secondary firing points, hitting your guys as they are up walking - the risk here, because the bounds will proceed at the walk, rather than at a short rush of 5-7 yards " I'm up I'm down.

Thus, you proceed by bounds, until you get to the assault through launch point, where you all go forward in an assault through as already described. This technique will work better either with a flank support by fire within 100 meters of an isolated enemy position, or when fighting in close country.

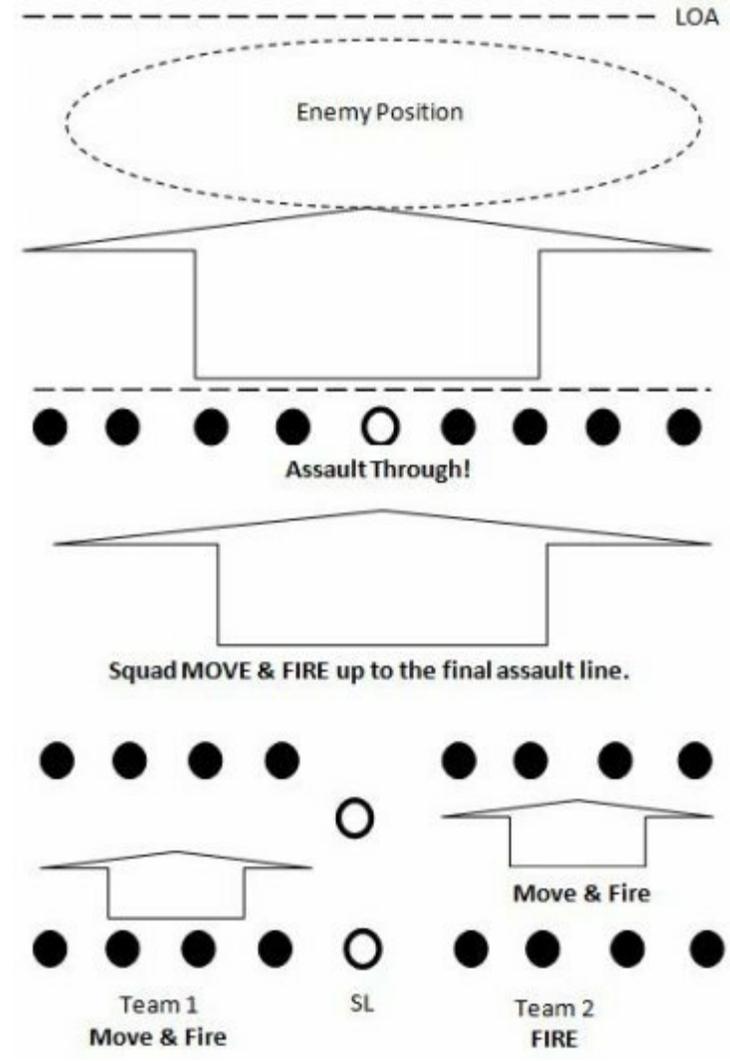


Figure 30: Move & Fire Technique.

### Trench / Bunker Assault

In situations where the enemy occupies some sort of strongpoint such as a trench or bunker, there are several techniques to assault. This does not include a Close Quarter Battle situation involving structures, which is covered separately.

For an isolated trench, a support by fire position will be established to suppress the enemy. The assault will close with the position by moving to a flank using a covered or concealed approach.

The assault element will split into two, one pair will be the assault pair, the other will be point of fire on the situation / terrain, the point of fire can either be situated 'inside' in order to further suppress the position. This is particularly relevant given that the support by fire element will have to shift fire away from the assaulting element at some point, and ideally you want the assault pair to be 'fired in' all the way until they reach the enemy position.

Or, the point of fire can be situated 'outside' the assault, and be used to cover for interference from any mutually supporting enemy positions.

Ideally, the suppressed trench or bunker can be shocked with an explosive or concussive device, and then cleared by small arms fire. Do not rely on a fragmentation grenade to clear a trench, even given the small space, and a grenade sump may be used by the enemy. A grenade must be followed up by clearance with bayonets or bayonet to ensure the position is finished.

When the support by fire element shifts fire away, they may have further enemy positions to fire at, or they can simply conduct overwatch and observe the flank.

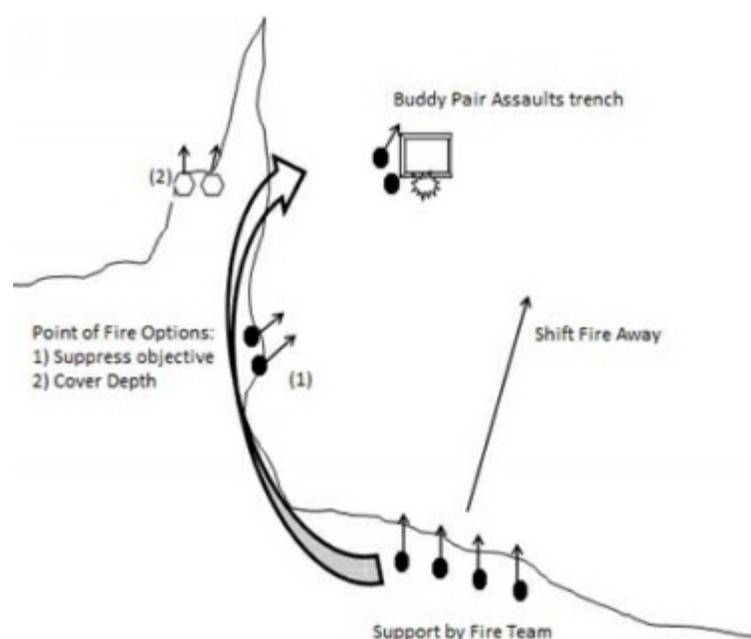


Figure 31: Trench / Bunker Assault Technique.

**Fragmentation Grenades** : These are best used inside an enclosed space, such as a room, bunker or tent. Used outside or within a wooded area creates more risk of friendly accident. Do not try to throw them through windows; rather, 'post' the grenade by placing it through the opening and dropping it. Frag grenades are dangerous as often presumed and cannot be relied upon to clear a space - they are best used as a shock followed up by decisive action. Grenades can also be used to 'grenade up' a feature such as a ditch or trench, clearing around blind corners as the team moves.

### **Squad Battle Drills & The Hasty Attack :**

**Battle Procedure:** The squad leader will receive orders including a mission. He will issue a warning 'WARNO,' to his squad to allow concurrent activity to happen, which means that his troops will be ready to receive his quick battle orders and go out on mission at fairly short notice.

### **Squad Battle Drills :**

#### **1) Preparation for Battle - 'SAWPERSO' :**

- **S** ecurity
- **A** mmunition - distribution
- **W** eapons - preparation
- **P** ersonal Camouflage
- **E** quipment - allocate, check
- **R** adios - frequencies, call-signs, test
- **S** pecialist Equipment

All of the above is set in motion with the WARNO as the Squad Leader goes off to receive orders - co concurrent activity.

- **O** rders - the squad is briefed on mission and execution

## 2) **Reaction to Effective Enemy Fire (RTR) :**

- **R** eturn Fire (if appropriate and enemy seen)
- **T** ake Cover
- **R** eturn Appropriate Fire

## 3) **Locate the Enemy :**

If the enemy is not already seen, the squad will observe and attempt to locate the enemy by:

- Observation
- Fire
- Movement

Cover shooting drills can be inserted here as appropriate.

Once the enemy is located a target indication is given and passed - every man is a 'link man.'

- Distance
- Direction
- Description

## 4) **Win the Fire Fight :**

- The Squad Leader will issue fire control orders to target enemy positions with specific

his team.

- Generate accurate effective fire.
- Suppress the enemy with accurate fire that will change the behavior of the enemy and win initiative:
- Kill
- Wound
- Force to take cover

## 5) The Attack :

The Squad Leader conducts a quick combat estimate looking for covered / concealed approaches to the enemy position. He looks to the left and right flanks and also considers frontal. He deploys his support by fire to the best position to provide a 90 degree angle between it, the enemy, and his assaulting element.

In the absence of cover / concealment to the flanks, the Squad Leader will consider augmenting with support by fire or rapid covering fire.

The Squad Leader's Rapid Thought Process:

*Where is the enemy, what is their strength, and can I identify all their positions?*

*Can I adequately locate and suppress the enemy position(s)?*

*Do I need to extract my contacted element(s) or are they in a good cover / support by fire position?*

*Do I need to break contact? Do I have casualties already?*

*What is the terrain relationship between the enemy position and friendly elements?*

*Is this a close assault or are there options to move to the flanks?*

*Do I have covered or concealed approaches to the flanks? Which flank is best?*

*Can I indentify a best solution for support by fire and assault, with a roughly 90 degree angle between elements?*

*What sequencing do I need to do to establish the best support by fire position and then move an element flank?*

*Withdraw with casualties or execute a hasty attack?*

The attack can be conducted in a couple of ways. It is a three phase operation.

### **Method 1 - 'Skirmish Line':**

- **The Approach** : move to the flank to a Form Up Position (FUP). Peel out, use smoke, cover and cover / concealment.
- **The Assault** : The assault element moves from the FUP onto the forward edge of the enemy position (FEED) utilizing fire and maneuver. Options for this phase vary, and will depend on terrain / distance, whether or not the assault element has yet received enemy fire:
  - Move by fire and maneuver in elements.
  - Move by bounding overwatch until contact is made.
  - Move in an extended / sweep line until contact is made.
- **The Fight Through** : The assault element will break down the fire and movement into small groups to bound / fight through the enemy position to the LOA (limit of advance).

### **Method 2 - 'Assault Through':**

- **The Approach** : move to the flank to a Form Up Position (FUP). Peel out, use smoke, cover

and cover / concealment.

- **The Assault** : The assault element moves from the FUP onto the forward edge of the enemy position (FEPP) utilizing fire and maneuver. Options for this phase vary, and will depend on terrain / distance, whether or not the assault element has yet received enemy fire:

- Move by fire and maneuver in elements.

- Move by bounding overwatch until contact is made.

- Move in an extended / sweep line until contact is made.

- **The Assault Through** : The assault element will move forward in line and sweep through enemy position to the LOA (limit of advance).

### **Method 3 - Trench or Bunker:**

- **The Approach** : move to the flank to a Form Up Position (FUP). Peel out, use smoke, cover and cover / concealment.

- **The Assault** : The assault element moves from the FUP and establishes a point of fire in the trench, or to cover depth. The assault pair will move forwards and destroy the trench or bunker.

### **6) The Consolidation / Reorganization :**

Once the position is captured the Squad and Team Leaders will conduct a number of tasks:

- All squad elements rejoin on the objective

- Allocate sectors of fire to ensure all round security

- Ammunition redistribution

- ' LACE ' Report:

- L iquids
- A mmunition
- C asualties
- E quipment
- Casualties: friendly and enemy
- Enemy Prisoners of War (EPW)
- Search / exploit enemy dead
- Report / ask for ammunition resupply. Do you have a plan for resupply? ATV? Truck?

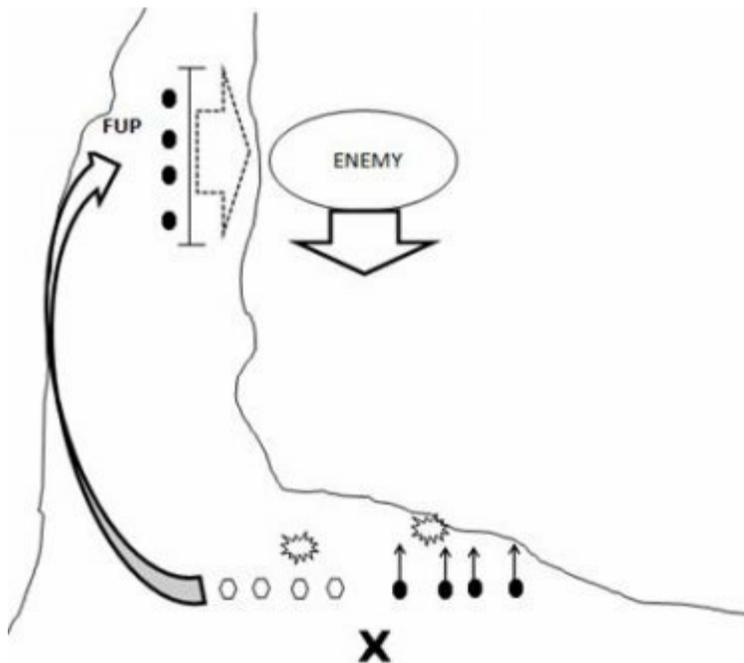


Figure 32: Squad Hasty Attack, left flanking.

### Platoon Hasty Attack Battle Drills:

- Preparation: including signals and formations to be adopted
- Reaction to any squad coming under effective enemy fire
- The Attack, 3 phases:

- Approach,
- Assault
- Fight through.
- Consolidation / Reorganization on the objective.

## **The Assault Cycle & Sequencing**

**Assault Cycle** : with three elements (squads/teams etc) they can be rotated through the three primary the attack. How they are specifically rotated through such an echelon attack depends on the terrain / e the sequencing that is given in the plan of attack:

### **Primary Roles :**

- **Assault element.**
- **Support by Fire element.**
- **Reserve or Flank Protection element.**

The assault cycle is most usually used at the platoon and company level to describe the sequencing of attack. It can be utilized with any organization that consists of three maneuver elements, usually equally balanced. Additional support by support fire specialist units can also be utilized, on top of the three maneuver elements. Such specialist elements are often termed Maneuver Support Groups (MSG).

During attack sequencing, the assault cycle is not set in stone, and it is reasonable to use two of the elements concurrently in a support by fire role while the third assaults, or similar. What will usually happen, with sequencing, is that an element assaulting will, once successfully on the position, become a support by fire element for another assault, as units are 'fired through' the enemy positions.

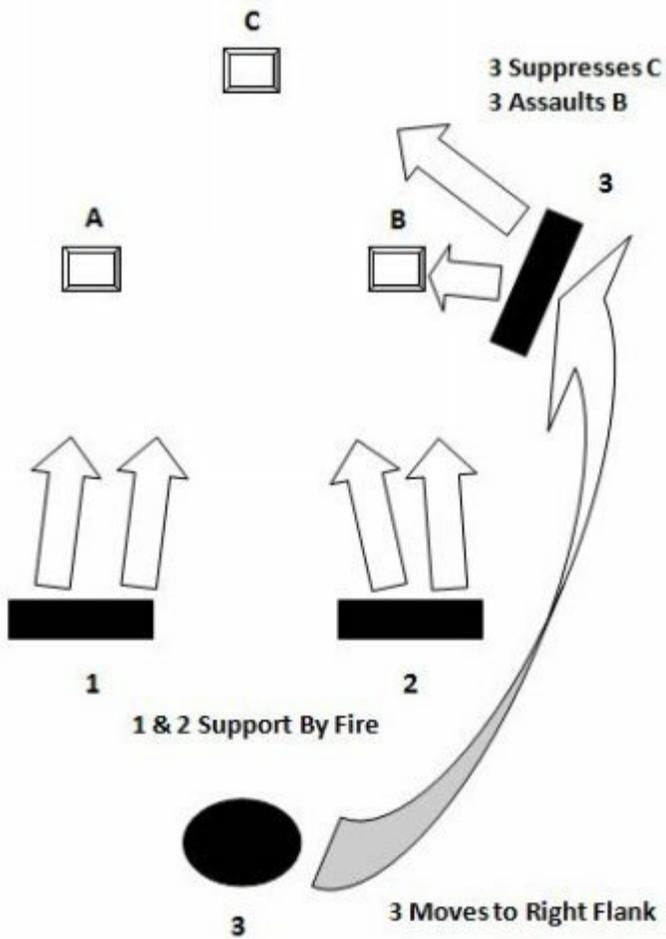


Figure 33: Sequencing Example Part 1

How this is done will depend on the relationship between terrain and enemy positions. These example 'billiard table.'

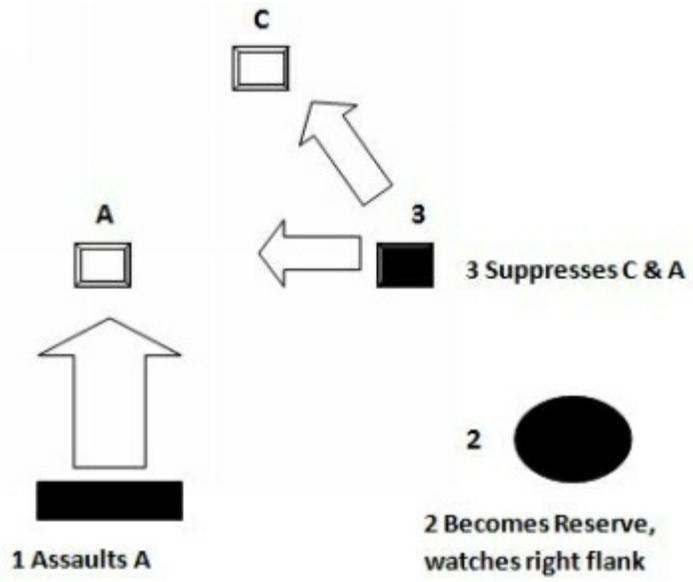


Figure 34: Sequencing Example Part 2

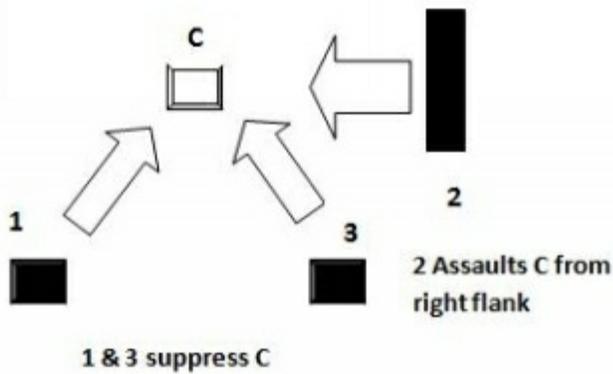


Figure 35: Sequencing Example Part 3

### Deliberate Attack

Unlike a hasty attack, a deliberate attack is planned in advance based on available information / intelligence leading to a mission involving offensive action. A **raid** is a sub-set of a deliberate attack, usually involving a specific objective remote from the friendly forces base, and with no intent to hold ground long term.

We should remind ourselves of the principles of offensive operations when planning a deliberate attack:

- Concentration of Force
- Seek surprise
- Maintain security
- Seize key terrain or targets vital to influencing perceptions
- Achieve superiority of fires and other effects
- Exploit maneuver
- Concentrate the effects of force or the threat of force
- Plan to exploit success
- Keep it simple

Utilizing information on the location, terrain, numbers, capabilities and pattern of life / routines of the considered alongside friendly force capabilities, a plan will be created. Detail on planning is covered in this TM.

The plan should involve considerations of support by fire located at a suitable angle to the line of assault with subsequent sequencing following a logical pattern that can be de-conflicted with maneuver elements allowing the position to be adequately suppressed while reducing the chances of friendly force casualties. Consider the objective as a whole, and the assessed reaction of the enemy at the objective and any possible reinforcing units. The sequencing that falls out of your planning will be affected by the assets you have available and plays out to 'troops to task' and any additional tasks that are necessary. For example unlike a simple ambush you may have considerations of preventing enemy escape, which will require stop groups, in the form of ambushes on egress routes. You may have to place stop groups to prevent enemy reinforcement, and all of this will be considered along with lines of fire vs. terrain features, and prevention of fratricide.

Conceptually, and we will cover raid and ambush in detail under the patrols chapter, you can think of both offensive actions as very similar. For a raid, you know where the enemy is, and you go to him and mount an attack - this attack will initially start with a barrage of support fire, before assaulting elements move in. For an ambush, you go to where you think the enemy will be (where he will transit, on a route) and you mount an attack from concealment. That ambush attack will begin with a barrage of fire, and then will be followed by assault. Raid, we go to him and surprise him, ambush he comes to us and we surprise him.

With both raid and ambush, we need to consider our factors and relative strengths of the enemy vs. friendly forces. If we consider what risk we want to take, and what effect we want to achieve, this will determine we go with each operation. Both raid and ambush can be attacks by fire only, with no subsequent maneuver into the objective / into the kill zone. This is lower risk but you cannot confirm effect, and you cannot exploit the objective. Attack by fire and then assault, you are taking more risk, but you will achieve a greater effect and have the opportunity to exploit the objective. Risk versus effect.

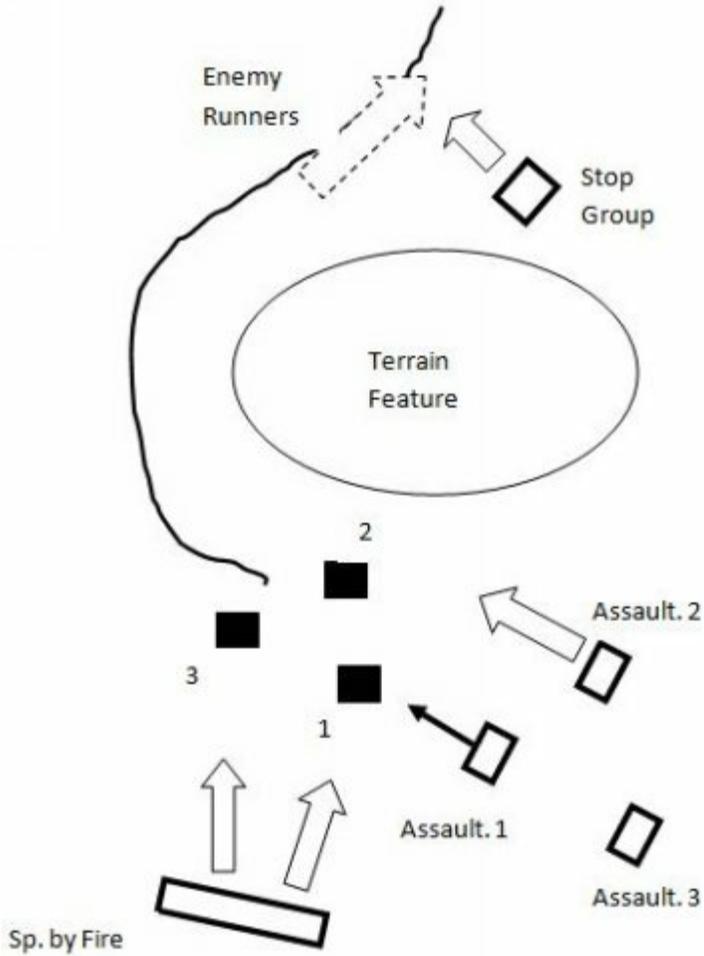


Figure 36: Example Deliberate Attack Schematic.

In the example deliberate attack schematic (this example could be a raid), we have a small village of 3 buildings (black, annotated 1, 2, 3). This is an example of a 'camp attack.' We have support by fire (Sp. by Fire) to suppress all 3 buildings. At 90 degrees right flank, we have our assault elements (Assault. 1, 2, 3) respectively assigned a building each, same number as assigned the buildings in this example. We also have a stop group in place, guarding the road out of the objective, which can be used to both stop any runners and interdict any reinforcements. The terrain feature conveniently stops fire travelling through the objective from the support by fire group, and impacting at the stop group location.

The assault itself would be planned and rehearsed as an example of sequencing. As part of that plan, whether radio or visual or both, would be established to initiate the shift of fire from each of the respective buildings, so that a building is not being fired at as it is being assaulted. As buildings are cleared, some visual would be hung out of the windows, often a combination light stick / visibility panel, to mark the buildings clear to the support by fire elements. This is not the CQB section of the TM, but if the building was large with a number of rooms or perhaps a long structure, then it is important that fire is not going in to rooms that are

simultaneously being assaulted by friendly elements inside the building. Thus, support by fire would be concentrating their fire two rooms beyond the room that has been signaled as clear. Thus, a room is signaled clear, the next one in line is being prepared to be or actually is being assaulted, so fire goes into the next

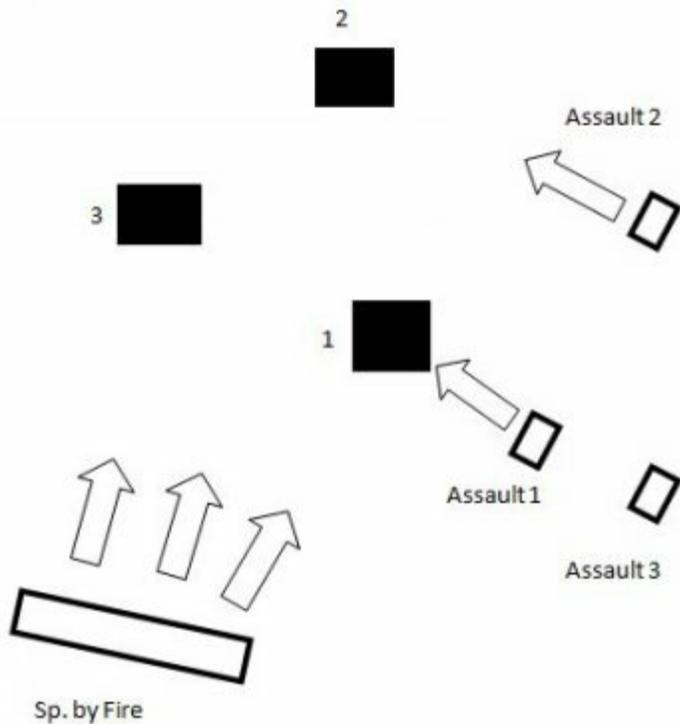


Figure 37: detail of the example sequencing attack (1).

In the diagram example (1) support by fire initially suppresses all three buildings. According to how it is arranged in the plan, and according to terrain, in this example, assault groups 1 & 2 are also able to suppress buildings 1 & 2 from the flank. As arranged, assault 1 will move onto building 1, with fire shifting away from that objective.

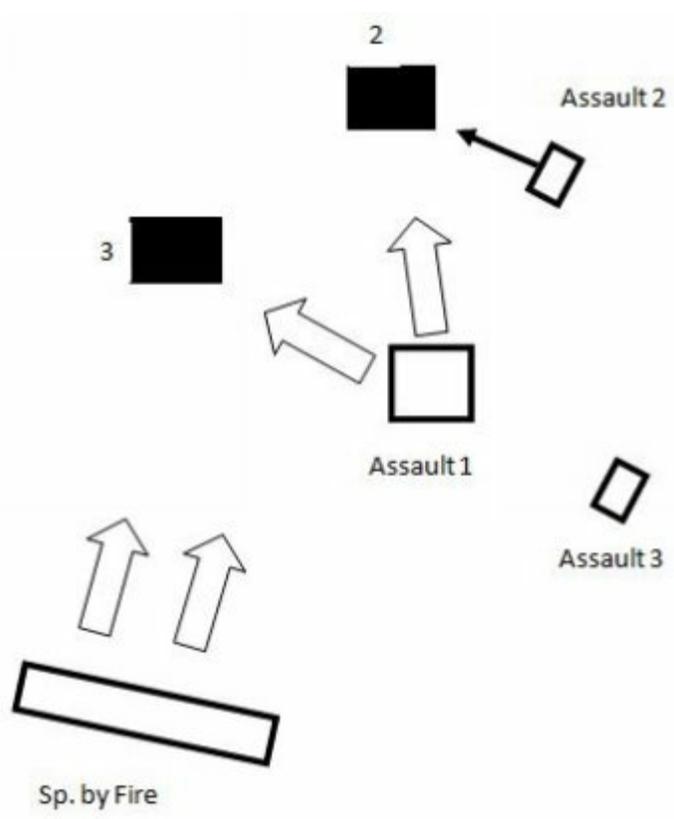


Figure 38: detail of the example sequencing attack (2).

In diagram (2), assault 1 can now suppress buildings 2 & 3 from building 1. They lend their fire to the fire, who has shifted to buildings 2 & 3. As assault 2 readies to assault building 2, fire is shifted away

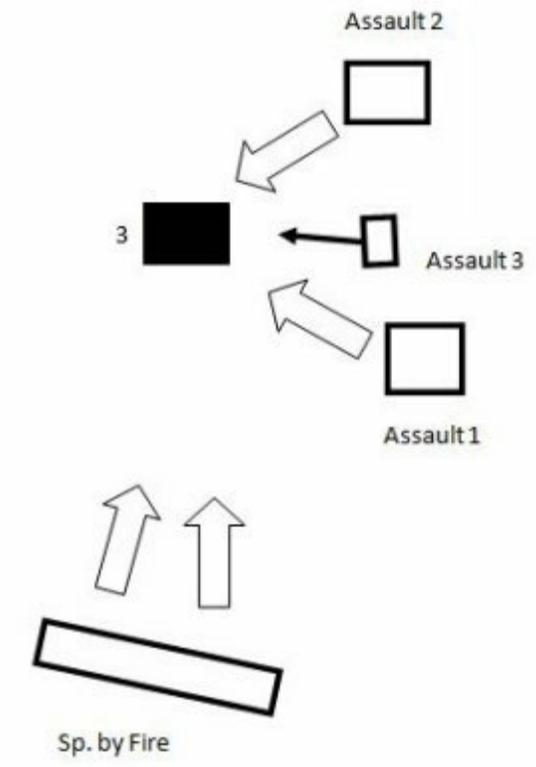


Figure 39: detail of the example sequencing attack (3).

In diagram 3, building 3 is suppressed prior to assault 3 moving in to assault.

### **Why Use the Flank?**

Small Unit Tactics (SUT) is a skilled art that is largely overlooked due to lack of knowledge and low training. One of the ways in which you can focus the effectiveness of your team when utilizing SUT is flank.

Attacking from the flank is a highly effective technique that:

- Should keep you from fighting forwards straight across the main enemy kill zone, by use of a cover approach to a flank.
- Can give you an element of tactical surprise, if you can get to the flank undetected.
- Puts the enemy in a cross fire and allows the support by fire element to shift their fires away from your front, as you move through the enemy position.
- Never underestimate the psychological effect on the enemy of you assaulting from the flank. They will surrender or flee once they think you might be behind them. You can choose to kill them in place or allow an escape route depending on your objective: kill the enemy personnel, or capture the location. If you are to kill or capture the enemy personnel, consider use of cut-off groups for any squirts.

‘Using the flank’ is a simple thing to state, and to pay lip service to, but there are a lot of tasks and skills to be mastered on the way to understanding how it may be used practically:

- Fire and movement, at its most basic form of ‘buddy rushes’ is a team movement technique that is in drill. That is not a squad attack. Basic fire and movement is used to move about on the battlefield, and fight through enemy positions, or break contact. A squad attack should not be ‘bags of smoke and straight middle’ simply utilizing basic fire and movement.

– Even if you think you are at very close range (i.e. ‘near or close ambush’), you should try and get an angle to flank to suppress from there. It may seem a short distance, but rushing into the enemy guns is a long way

far it is. This applies to the 'hasty attack' which is an option when coming under enemy contact. If you element to a flank, even if that is the support by fire element, then do so.

– This does not just apply to a squad hasty attack, depending on your numbers. You can go to a flank even just two of you. Using the flank is a drill that is not automatic, but requires command input and leaders must understand the ground (terrain). It is still fire and movement, but you have an element providing support by fire while the other element moves to the flank, via a covered or concealed route.

– When we talk about flanking the enemy, we are mostly concerned with doing so as part of a squad hasty attack. A deliberate attack, or raid, is planned in advance based on recce. As such you will dispose your groups into support by fire and assault groups, in such a way that you are already at that ninety degree angle and ready to assault from the flank of your support by fire element. That is part of your planning and rehearsal process.

– A squad hasty attack happens when you patrol into an enemy kill zone and are engaged. The idea is to have one element into a support by fire position and have them win the firefight to suppress the enemy, allowing your assault element(s) to move to a flank, and assault from there, preferably from a ninety degree angle to your support by fire element. As a battle drill, the squad hasty attack follows the following steps:

- 1) React to effective enemy fire. (Return Fire – Take Cover- Return Appropriate Fire).
- 2) Locate the enemy. Often the big challenge. Target indications are given: Distance, Direction, Description.
- 3) Win the firefight: regain the initiative and suppress the enemy. Commanders use fire control orders to do this, combined with utilizing rapid and sustained rates of fire. Ammunition = Time under enemy fire.
- 4) The attack. Broken down into:
  - The approach: move to a flank using a covered approach. Move to a forming up point (FUP) before crossing the Line of Departure (LD).
  - The assault: fight onto the forward edge of the enemy position (FEEP) from the LD. Fire and movement.
  - The fight through: fight through and clear the enemy position to the limit of exploitation (LOE).
- 5) Reorganization: consolidate on the enemy position. Pay attention to sectors and depth/mutually supporting positions.

enemy positions.

– LACE: Liquids, Ammunition, Casualties, Equipment.

Utilizing the assault cycle will help you visualize how to cycle your elements through the various roles in an assault. This is why a 12/13 man squad, divided into 3 teams, is ideal. The assault cycle:

## ASSAULT – FIRE SUPPORT – RESERVE

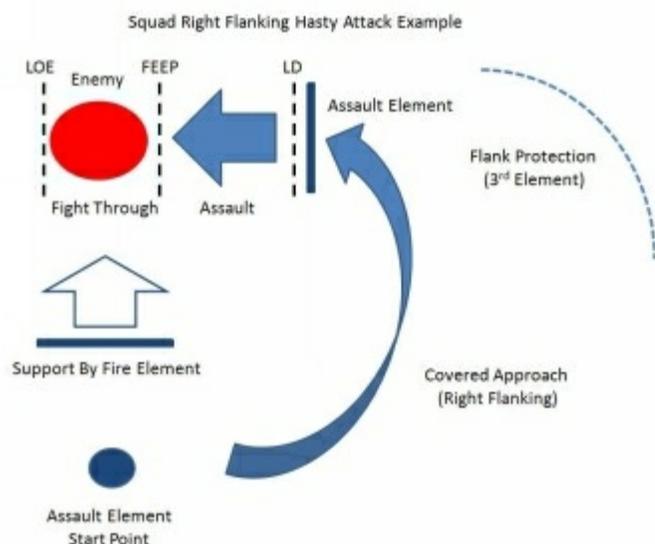


Figure 40: Squad Right Flanking Hasty Attack Example.

For example, if you have two enemy positions/buildings that you need to assault, you will suppress the first then move to a flank with your assault element. Your third element will likely be reserve/flank protection. Once your assault element has fought to the Limit of Advance or Exploitation (LOA / LOE) on the first position (or cleared the first building), they will most likely now move to a support by fire role to support the second position. It depends on the ground/spatial relationships. You then have the option of pulling in your reserve element as your next assault element. If the initial support by fire element is now out of sector for more use, move them to a reserve / flank protection role.

Using the flank is primarily a concern when assaulting (attacking) an enemy but you must also understand the enemy may use a flank attack against you, and guard against it with your defensive dispositions. Remember round security and mutually supporting positions. Flank Protection!

Those winking muzzle flashes in the tree-line above your base may not be the totality of the 'gun fight.' In fact be the support by fire element, and if you don't keep eyes out, the next thing you may know is the sector location is being breached by an assaulting force.

In order to be able to use the flank, you need to train yourself to think like an infantryman. You need to conduct a rapid combat estimate and then implement it under fire. The combat estimate process is described in the planning chapter.

In order to be able to think like an infantryman, you should train to understand the following elements:

- Understand ground/terrain with a ‘soldiers eye.’ You are looking at the shape of the ground and how your and the enemy position(s).
- ‘Dead ground’ (Defilade)– what cannot be seen from potential enemy positions.
- Covered and concealed approaches. Relates to dead ground.
- Micro terrain: folds in the ground will provide cover. Running, crawling, low crawl?
- Spatial relationships between where the enemy is, where you are, and what options you have for covered approaches. It’s never going to be an 100% solution!
- Effects of direct fire and fire angles.
- Divide the potential approaches up: far left, near left, center, near right, far right.
- Once you have looked at potential approaches, overlay that with where the enemy position(s) are, where you are, what are your potential support by fire locations, what impact does that have on the assault angle, what impact does that have on the next part of the assault cycle i.e. sequencing?

You are looking to get that ninety degree angle between your support by fire and assaulting elements. You have to consider where the enemy position(s) are and what effect that has. If there are two offset mutually supporting enemy positions, and the ground is ideal to go left flanking, but that means that the support element cannot suppress the depth because it would effectively be positioned behind the assaulting element then the assaulting element would get cut down by the depth enemy position. So does that mean we need flanking? Or do we have a third team, the reserve/flank protection team, who we can send up with the assaulting element to suppress the depth enemy position while the initial assault goes in? Then maybe they assault with support by fire from the first assaulting team?

If when you are doing your estimate you realize that the enemy is too much to bite off, then this is when you consider breaking contact. You give orders to that effect and sequence your teams out using fire and movement. Similarly, if you are moving to a flank and run into more unexpected enemy, then you will need to break contact.

Make a decision. Do not dither and prevaricate.

But no plan survives contact with the enemy.

Do not be afraid to be flexible if that is the sensible course of action. New information!

But if you are going to be able to change the direction of the juggernaut, you need to be able to communicate. You need element team leaders who you can reach out to and signal your intent. Otherwise a sudden decision to break contact could leave an element swinging in the breeze. If you can't communicate a change, you will have to go through with the plan.

As the squad leader, you will position yourself at the point of main effort. This will change. This is why you will be able to operate like a platoon leader, where you can move independently from team to team rather than being stuck as part of one team. It is not your job to fire your weapon. You are there to influence and direct the team. You will only fire your weapon, and get directly stuck in, if things start to go wrong and direct leadership is unavailable. The squad leader will normally lead the assault element to the flank and direct the assault. Let the team fight their assault, commanding in his own sphere. The squad leader will then direct the next phase, perhaps to a new team now going to assault the next position.

As a squad leader, if you have the resources, it is useful to have an element that you can use to directly influence the battle. If you had a machine-gun you could keep a machine-gun group with you. Or a designated marksmen group under your direct control. You will then deploy this asset to influence the battle, perhaps to a flank. You could send the DM to bolster the support by fire element, or to watch a flank, or to suppress a newly discovered enemy position that is harassing the assault element, for example.

Movement under enemy fire is not about speed, it is about momentum. It may at times be about individual actions, such as running across an open area, but overall it is about momentum. Momentum is keeping the pressure on the enemy, suppressive fire on the enemy as you steadily maneuver to close with and destroy him. If you have a 'scoot' type enemy, you will never be able to close with and destroy him. Multiple enemy from multiple

points at longer ranges is a problem. You need to balance your fighting load and your tactical fitness in order to remain mobile. If you are going to close with and destroy the enemy, you need to suppress him (Fix) in order to allow you to do so (Finish). By the time your assault element gets up there, you want to be dead or suppressed in cover. He may surrender as the assault team closes, or try to run. This is also reasons that fire must be effective. It is not about volume/noise of fire. It is about accurate fire. Fire discipline you are shooting at positively identified enemy (PID) then your round count will be lower than in training if the targets do not die. Support by fire commanders will control fire to lessen the amount of ammunition while effectively suppressing what needs to be suppressed. It is like being the conductor of an orchestra during enemy contact, ammunition is time. Do you have a guy on a ATV with trailer, loaded with ammo cans, in your squad? Maybe you should think about it?



Figure 41: Ammo forward, casualties to the rear.

The skill is making your ammunition last by the use of accurate fire. Go to rapid fire when needed but back to sustained. Make your hits. Lack of fire discipline and over-excitement is an issue in training.

SUT should be conducted professionally with cold aggression. Use momentum to suppress and steady maneuver on the enemy.

In a simple squad attack drill, the team that comes under effective enemy fire will locate the enemy, win the firefight, and remain for the first assault as the support by fire element of the assault cycle. Think of the leading left hand jab while you prepare the big right hand swinging in from the flank. However, the enemy initiative at first, because you didn't spot them and the first you knew about it was your team coming up to the enemy kill zone. You may have casualties. As you gain proficiency, the squad leader will consider this effectively a limited break contact drill to get the team in contact off the X. Bring a second team up to support while that first team maneuvers either forward, to the rear, or to the flank, depending on the lay of the land.



If you find the ground and spatial relationship with the enemy / friendly forces does not allow you to get a 90 degree angle, then there are other options. Moving the team that initially comes under enemy fire has been discussed. Perhaps you can only get a good covered approach and find a suitable FUP / LD out at an angle, for argument's sake. So you move an element out to 45 degrees on the right, supported by an initial support element in the center. Perhaps now you move that fire support element out to the left at 45 degrees, now you have a ninety degree angle and what is called a double envelopment. Once you have those two elements in place, you can revert to the classic drill of one being fire support and the other being assault. You have to decide which is which. Or, you can maneuver both of them, alternately, closing with the enemy before deciding which will conduct the final assault. If you had three elements, you can even leave one in the center to provide support, but if you do so keep an eye on the safety angles and have them cease fire at the appropriate time – they will be able to shift fire left or right, due to the presence of the two enveloping elements.

There are any number of sequencing movements that you may do, with the intent of suppressing the enemy in positions in order to allow you to maneuver onto them. Clearly, at squad level, at a certain point, beyond small enemy positions, perhaps a couple of foxholes, it gets beyond a squad and you will have to bring in additional elements to suppress depth/mutual support while you maneuver. It becomes an operation for two large squads, or a platoon. As part of the combat estimate, you have to train yourself to rapidly weigh options and make a decision as to a course of action. Only you will know the enemy you face. If they are an untrained rabble, then a disciplined squad who knows how to shoot and use cover / concealment to suppress them could cut through any number of them.

There are different considerations on the fight through for different types of objectives. A scattered enemy in 'open' temporary fighting positions can be dealt with by a simple assault through. If you are facing foxholes or bunkers, there are slightly different considerations but effectively you are breaking down your teams into man groups so that one group can cover while another grenades the foxhole. It's just a little more of a coordinated approach to the fight through, with coordination to blow each foxhole / bunker in sequence. Everything must be suppressed, in order for you to close with each bunker.

Now, if you think about it, if the enemy is in a building, then you need to do this flanking squad attack in order to get up to the building. You can then breach and enter. It then becomes a clearance operation, a different set of considerations for structure clearance. However, in simple terms you need to suppress the enemy in each building of whatever cluster of buildings it is, while you close with and breach / enter the first or second. If it is clear, you sequence through the assault cycle to one building after another, attacking in echelon from building to another.

# FIGHTING IN STRUCTURES - CLOSE QUARTER BATTLE

The ability to fight in structures is vital and is applicable from an isolated building to a city. An urban environment is three dimensional and there is a large amount of risk in fighting in such a location. Personal Protective Equipment (PPE) is vital, including eye protection and gloves. Ballistic plates are even more of a consideration in urban CQB environments, and the use of such PPE will reduce casualties, both deaths from enemy action and injuries from the environment.

Unit level operations in urban areas are known as MOUT (Military Operations in Urban Terrain) and platoon level business of room entry and clearance is known as Close Quarter Battle (CQB). Due to the focus during the Global War on Terror (GWOT) such CQB operations have become a focus and the term CQB has become synonymous with structure clearance, rather than as previously, referring generally to combat in a close quarter nature i.e. jungle etc.

MOUT / CQB operations are inherently dangerous and historically operations in urban areas have seen a lot of troops and are casualty intensive. Room entry and clearance is risky, and open areas are killing ground. Often it is the best course of action to create breaches from structure to structure, in order to avoid moving across open areas. If CQB can be avoided to achieve the mission, consider it. If by not entering a structure you can still achieve the mission, then consider it. However, anytime you are dealing with buildings of any sort you need CQB skills - this is because you have to apply those skills anytime you approach and enter a structure, even if you are simply checking that it is unoccupied.

At MVT we teach a method of deliberate / tactical clearance as preferable and more effective than the methods of dynamic entry. It is not possible to convey all of that via this TM, because it requires practical training classes, which we do offer, which includes the specifics of footwork, weapon handling and body positions. However, the techniques will be described, so that this TM can be used as an aide memoire for training.

The general purpose of tactical clearance techniques is to attempt to identify and engage enemy in a room on entry. You will still engage on entry, and if enemy is encountered on entry. However, the techniques discussed below have the intent to get a view of most of the room prior to going through the door. This is not synonymous with 'fighting from the door' but can be. Generally, using the vertical angle of a doorframe from outside of a room allows you to scope out most of the room, with the exception perhaps of the near corners (and behind the door / dead space). So you may be able to see 90 - 95% of the room prior to entry. This, and techniques that allow the second man the path of least resistance into the room, attempt to prevent your number one man from being shot in the back as he enters heading in one direction.

MOUT / CQB operations are on a scale of varying intensity depending on the situation and the density of the area you are fighting in. If you are facing a combat situation, the following are some considerations:

- In terms of entry, any entry point that you use such as a door or window becomes a 'fatal funnel' where you are silhouetted as you move through it. If you do go through a door, move out of the way as rapidly as possible.
- Enter the building as high as possible. It is better to fight down than up: To get to a higher entry point you will do it. You can move over neighboring roofs, use ladders, use parked vehicles or bring in your own vehicle and climb off the roof, using a ladder / vehicle combination if necessary. Assault ladders should be carried in a CQB environment, and can be used even for simple purposes like getting over walls or fences.
- Create alternative breaches; avoid use of doors and windows if possible: you can breach walls utilizing mechanical methods such as sledgehammers, breaching tools and even vehicles. You can also use mousetrap charges, which is a cross shaped wooden device with arms about a yard long each with explosives taped to the end. You should also consider making alternative routes through the interior of the building by breaching walls, mouse-holing the wall rather than going where the enemy expects you to go.
- Clear the whole floor you enter on, before moving to other floors: This will aid command and control and ensure you do not leave enemy behind you. Preferably you will be clearing whole upper floors and moving down, but if you did not get in at the upper floors you will clear your whole entry floor and then pick the next floor to make entry to.
- Use explosive or concussive / stun / distraction devices (i.e. flashbangs) to seize the initiative before the enemy. This will depend on what you have and if you expect there to be any friendly's or neutral civilians in the area.

- A note on top versus bottom entry to buildings: you tend to be more committed with a top entry, and harder to pull your people out, particularly casualties, if you are overmatched and have to withdraw from building. A bottom level entry is more circumspect, but allows the enemy the advantage of being upstair easier to fight down than up, and devices like grenades can be easily rolled down stairwells or even through 'grenade chute' pipes or holes in floors.

- Use all available means to reduce enemy in a room / building prior to moving through a door. You may use windows both at long and short range, and considering the building as a whole, you may be able to enter into the building through windows and into hallways etc, which may provide options for suppressive fire to hold down hallways where enemy may withdraw to after falling back from a breach in another part of building.

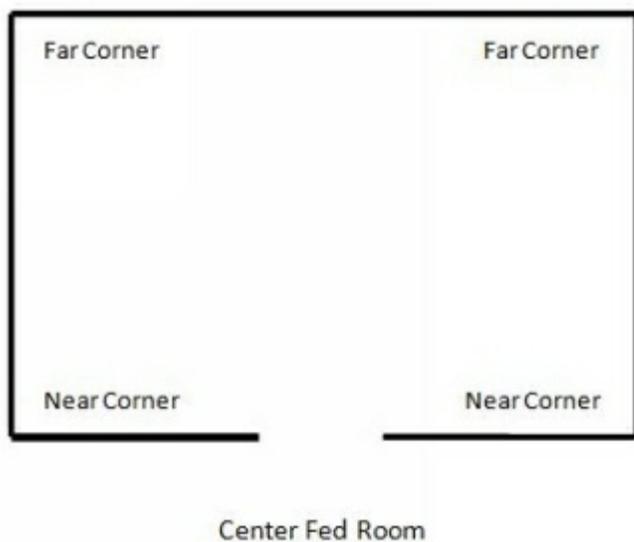


Figure 43: Center Fed Room, naming the corners.

### **General CQB considerations**

- **Hard or Soft walls** : the construction of the building will have an impact on whether the walls provide cover or simply concealment. This will have an impact on any tactic of 'fighting from the door.' Soft walls, however, allow rounds to go through them both ways.

- The **Principles of CQB** are given as **Speed, Surprise and Violence of Action** :

- **Speed** : The techniques used can be conducted at any pace, from a slow search to a fast version that is a clearance version of a dynamic entry. This will depend on the situation. However, speed during CQB is a misnomer, and one of the primary training issues is people trying to go too fast and rushing into rooms.

- **Surprise** : If you have complete surprise, a dynamic style entry is usually the best idea. Once surprised you can still maintain tactical surprise if you move quietly - the enemy does not know which door, and open.

- **Violence of Action** : CQB requires fast eyes, fast hands but slow feet. You cannot move faster than you can accurately shoot, and you cannot accurately shoot faster than you can make PID decisions (target discrimination). In training, people tend to lose their minds and run into rooms. This is a mistake. How utilizing a dynamic method along with surprise and / or shock, hesitation is usually a fatal mistake - if going to enter dynamically, then do so as a stack, because casualties will usually occur due to the remainder of the team not following into the room fast enough to support the first one or two people entering.

- **Tactical Patience** ! This is placed following the Principles as a reminder and relates very much to surprise. CQB is a thinking problem of vertical angles. You cannot individually move faster than you can discriminate targets and accurately engage them. You also must not rush the problem.

- CQB is a **thinking game** and you must think your way through the angles and complexities of a structure. Success relies on good communication and passage of information.

- Deciding between a dynamic approach to a breach versus a 'open and see' approach is more about just assessing the threat. Barricaded / bunkered enemy in a room is the main reason why tactical clearance to the fore as a CQB technique.

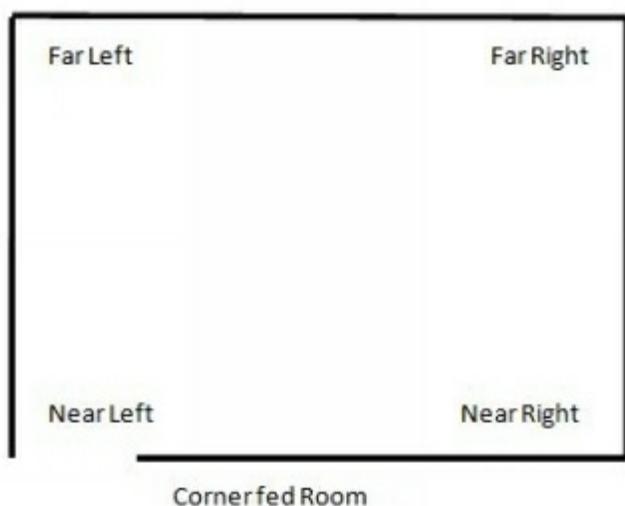


Figure 44: Corner Fed Room.

**Diminishing Sectors (DS):** This technique is mostly used on open doors and involves 'slicing the angle' across the entrance from one side to the other.

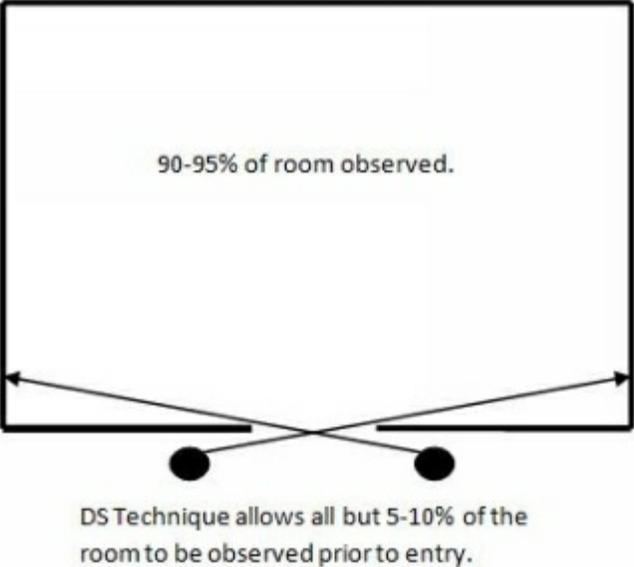


Figure 45: Diminishing Sector technique on an open door.

**Step Center (SC):** this is a hybrid where part of the room is observed with diminishing sectors before a 'button hook' style technique is conducted.

The muzzle of the one (1) man conducting these techniques should not break the plane of the door until entry to the room. Thus, there is a phase of potential engagement while outside of the room, followed by engagement while entering after the muzzle breaks the plane of the door.

**Dynamic Step Center :** this is the tactical clearance version of a dynamic entry, where the step center is conducted rapidly.

Both DS and SC are done to try and get eyes on most of the interior of the room prior to entry, and thus avoid running into a threat or of the number one (1) being shot in the back as he enters.

A consideration, and the purpose of the button hook aspect of SC, is to provide the number two man (2) a 'path of least resistance' as he enters the room. This gives him the best chance of being right up on the number one man as they enter, thus protecting him from the opposite corner.

Note: the practice of conducting a diminishing sector view of the room prior to entry, whether rapidly or slow search, allows for the (1) to make a decision on entry or not. Depending on what he sees, such as

enemy, he may decide to pull back and opt to look for an alternative breach or way to reduce the room. (1) goes, it is important that the rest of the stack, in particular (2), follows him. If (1) enters and (2) do this could result in the death of (1) in the room.

**Criss-Cross (CC):** this refers to number one and number two starting from opposite sides of the door entering each towards the other.

**Dynamic (or Step) Criss-Cross :** a two man technique used on a closed door, where the room has not been observed with DS by the man crossing the doorway, because the door was closed.

**Penetration Step :** This refers to a dynamic step around a doorway, presenting weapon and plates rapidly towards the near corner. It forms part of the footwork on the SC technique, and is particularly useful in situations where there is a narrow clearance when searching a corner-fed room and stepping around the door frame to observe the far near corner.

**Entry Procedure :** The number two man will always go opposite of number one. Number three opposite number two. Number four opposite of number three. Thus alternate directions left and right as the team enters the room.

**Points of Domination :** these must be understood on entry. Once in the room, move to your point of domination. Numbers one and two push furthest into the room, usually going past their near corner and half-way along the far wall. They then cover across to one meter in front of the muzzle of the opposite man. Numbers three and four move to the far corners inside and out of the fatal funnel, and one covers long while the other covers high.

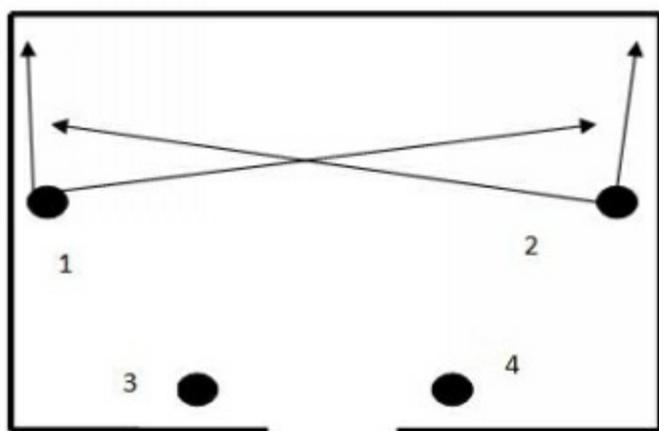


Figure 46: Points of domination, 4 man team.

**Depth rooms / open doors :** movement to a point of domination must take into account vertical angles in depth rooms. You cannot simply only focus on the room you are entering, if a depth room with open doors is present. You must consider the angles of fire in to it. Once you have cleared your near and far corner in the immediate room, you may use DS on a vertical angle on a door frame into a depth room, in order to move without exposure.

**'Snap Shot':** You may have an intended drill, but nothing will take away from any decisions that (1) a door is breached. With an open door drill, slicing the pie with DS or half-slicing it before button-holding the SC technique, will allow observation into the room. With a door breach, (1) will get a 'snap shot' of the room - he may decide to carry out the drill or he may go the other way for whatever reason. If he does number two and following team members simply go opposite of each other.

**" SHOT, SHOT, SHOT! "** : If the team is conducting a maneuver in the door, such as a breach or DS that one of the team other than the designated (1) gets a shot onto an unexpected enemy in the room. He shot, and let the others know by calling it. This essentially gives him control, because he is firing. The freeze the action they were taking. The man who took the shot, and he could even have been the breach (4) in the stack, has options depending on the situation: he can become (1) and enter, or he can direct a perhaps the original (1), to enter. Why? Perhaps as (3) he was opening the door from the right side and onto an enemy who stepped into view from near left corner. Maybe the original (1) is on the left side corner near right corner - if so, the unknown corner is near right, so maybe the original (1) man should go? In circumstances, direction should be clear and unambiguous.

Any shots that are taken outside of the doorway must be taken before the muzzle of the assaulter breaks the doorway. Once the muzzle enters the room, the assaulter is driving to his Point of Domination (POI)

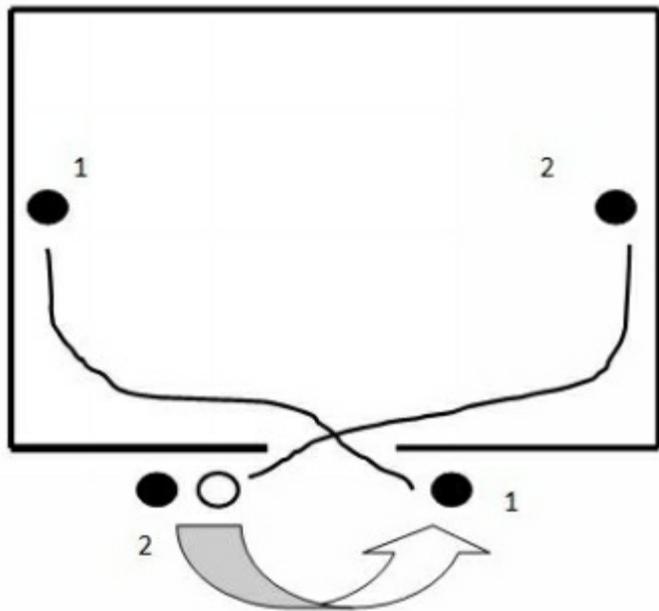


Figure 47: (1) & (2) shown conducting a DS on an open door. (1) diminishes the open door, then leads cross from the opposite side of the door from (2), both moving to points of domination. The criss-cross opposite sides of the door involves both men using the path of least resistance. (3) & (4), if present, will stack up and enter in turn.

**Stoppages:** There are variations to the stoppage drill, which will depend on proximity, numbers and carried. Generally, if you have a stoppage while engaging an enemy in the room while your muzzle has broken the plane of the door, call it and get out of the way. If you have a stoppage in the door, get out o

If you have stoppage while running your wall to your point of domination, call it, take a knee, and you will deal with the threat, even if shooting out of their sector. Wait for the call to stand back up. This is for rifle to pistol drill should be carried out from standing to kneeling positions.

If the stoppage happens in close proximity to an enemy, you may have no choice but to drive on to him thump him, grapple him, and otherwise go hand to hand. You may or may not have an opportunity to draw handgun. You may have to fight for that, or alternatively fight him until your buddy can kill or subdue him. Close proximity situations are complicated by the presence of non-combatants, and the necessity to PII

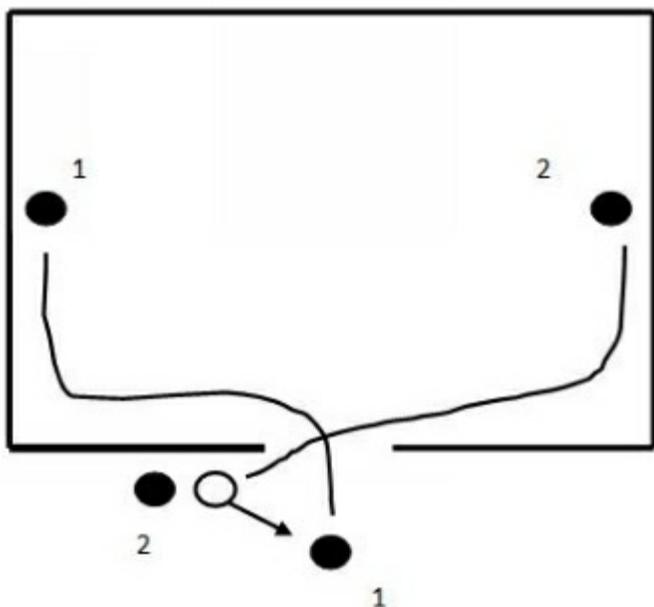


Figure 48: (1) & (2) shown conducting a SC on an open door. (1) steps center (diminishing part way), continues the button hook maneuver dynamically. (2) is allowed the path of least resistance straight across the doorway. Both move to their points of domination. (3) & (4) man, if present, would simply stack up at the doorway.

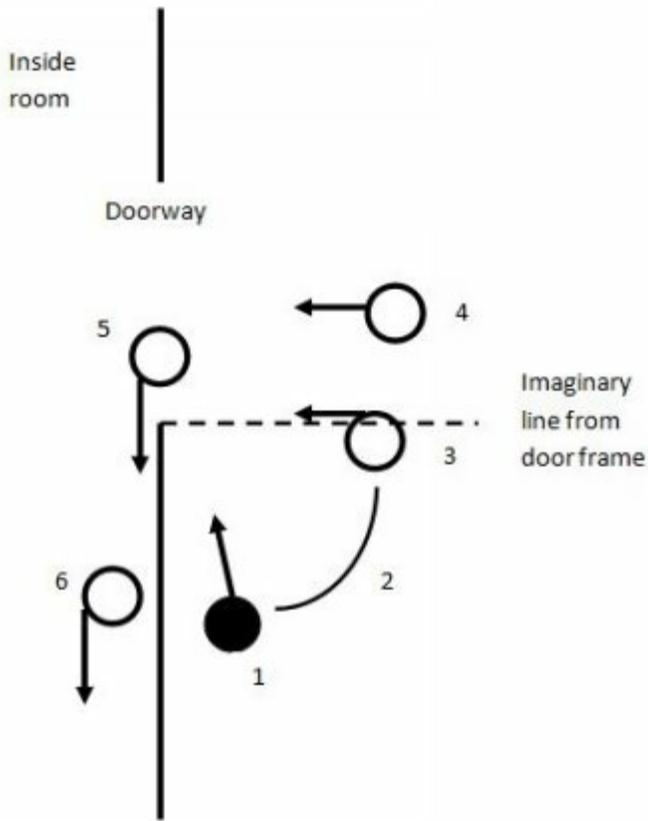


Figure 49: Anatomy of a Step Center:

- 1: Start position.
- 2: Diminishing Sectors.
- 3: Diminish until the imaginary line from the near door frame.
- 4: Dynamic 'Step Center' - rock back on rear leg, drive forward.
- 5: Penetration step around the door frame, view of unseen near corner.
- 6: Continue to drive towards POD.

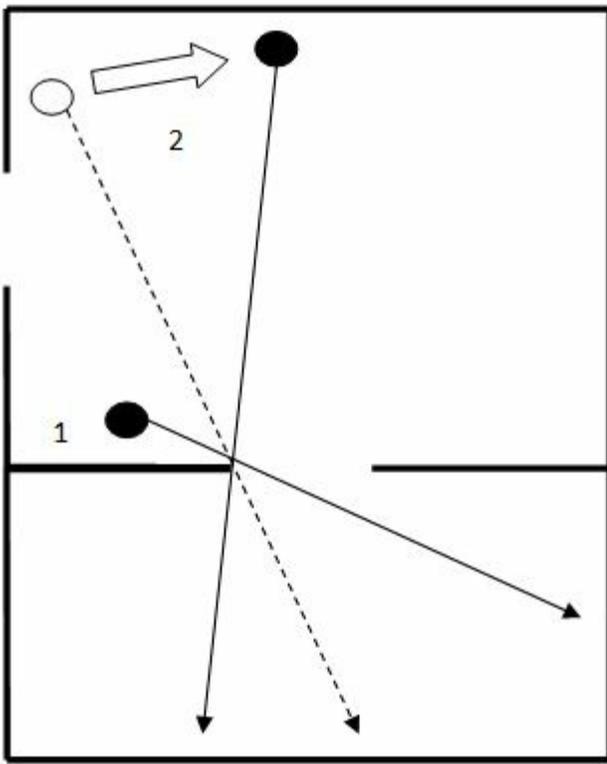


Figure 50: Part 1: on entry ((1) & (2) man shown) there is an open doorway right. This will modify the domination. (1) must stop short. (2) cannot proceed to his standard POD without slicing the vertical at an open doorway.

Note: do not give up ground you already have covered into depth rooms, for example to fold your position side of a door for a classic stack. You may be able to maintain eyes-on to where you have currently seen simply move up to the doorway using a diminishing technique, then into a criss-cross with a team member on the other side of the door.

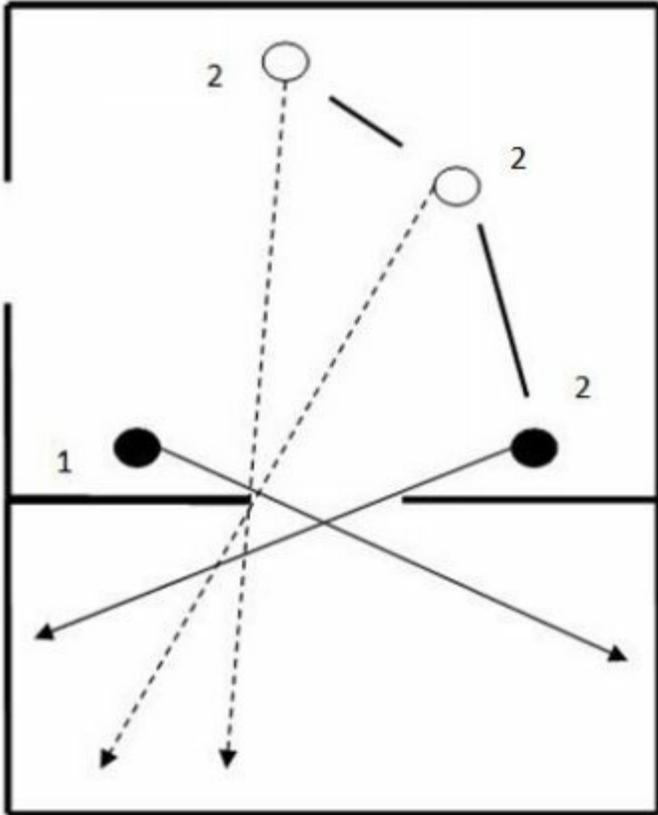


Figure 51: Part 2: an option showing a two-man entry with an open door right, how the POD may be used to diminish the open door and move to set up a criss-cross. No ground is given up with this option.

## **Breaching**

Teams will develop hand signals for the various forms of breaching, whichever they have available.

### **The Stack :**

(1) in the stack should be stood to the side of the doorway, rifle up and covering the doorway whether closed or open. He does not lean on the wall, but is slightly away from it. His rifle muzzle does not protrude from the doorframe.

(2) will be stood behind (1) with his rifle over his shoulder, covering 'long' either down the hallway or across the street.

If there are only two men, this is the stack.

(3) will cover across the street or hallway, and cover elevation i.e. roofs across the street etc.

(4) covers rear.

All the members of the stack are touching each other, and (4) passes the signal up the stack (touch or shout) so that (1) know he is in place.

(1) can visually inspect the closed door for obstacles or booby traps. He also needs to know which side of the door the handle is on (his side of the door, or the far side), and if the door opens out or in. This will inform the breaching techniques. If the door opens outwards, and opens towards the stack, this not only makes it difficult for a breach man pulling the door out, but also it may pull into where (1) and the rest of the stack is stood. Hand signals indicating, if possible, to stack on the other side of the doorway.

### **Methods Of Breaching :**

Unlocked door: the door handle should be tried to see if the door can simply be opened. It can then be

pushed in.

**Mechanical Breach:** the door can be opened by hitting it sufficiently hard to break the lock. This can be done with a number of mechanical techniques, from a kick (front or donkey), a ram or a sledge. Tools can also be used to create alternative breaches or rat-runs - however the time and noise doing this may lose tactical surprise.  
**Shotgun Breach:** a pump shotgun is used to either attack the hinges (if they can be seen) or to attack the lock between the handle and the doorframe, to smash the lock. This may require a kick to finish off. It will usually convert an out-swinging door to an in-swinging door.

**Explosive Breach:** this is a specialty technique. It can either be used to breach doors, or mouse-hole ceilings or walls. Explosive breaching can also be used to make alternative breaches in walls if access through a door is denied, or too dangerous, This can regain tactical surprise over a bunkered enemy.

## **2 Man Breaching :**

This presents problems when used with the SR or SC techniques with door closed, and requires adjustment. With (1) covering the door, if the door handle is on his side, technically he can try it and open it, but he will have to break his weapon up to a high ready and thus lose readiness both covering the door, and on the entry (being too close to the doorway).

It is better to use (2) to conduct the breach, and he will follow as fast on the heels of the entry of (1) as possible. With a closed door, send (2) across to the other side. Be flexible with who is going through the door as you should always be flexible anyway. Whoever is on the side of the door handle, opens the door and becomes the entry point, assuming it is not locked. (1) enters, rapidly followed by (2).

If the door is unlocked, and (1) opens it, and the two man stack enters from one side of the door, then the entry from the other side makes the most sense. It gives (1) most of the view of the room as he steps-center / button-hooks towards the opposite corner. It gives (2) the path of least resistance on entry. In general, for a closed door, SC is the preferred technique. It is just easier with more than two men, so that you have an additional man to breach / cover the entry from the opposite side of the door from the rest of the stack.

If the two man stack goes either side of the door, and (2) opens it, then you are already in the Criss-Cross position which gives both men the path of least resistance as they drive forwards into the room. With one important distinction. The door was closed, and thus not crossed with a DS technique, and thus the depth / bulk of the door has not been seen - as the door opens, both men are to the sides of it, and thus looking across towards the opposite corners.

It could be argued that this can be solved by both men doing a SC. However, if (1) does a SC, it makes button-hook, which is not the path of least resistance and could slow him down protecting (1). The fastest way into the room is both men criss-crossing. To account for the depth of the room, it is useful to either:

- 1) Cheat the breach by (1) stepping in towards the center of the doorway so as the door opens he has a view of the depth of the room, but he does not SC, he continues in with the Criss-Cross, or
- 2) (1) starts in the usual Criss-Cross position, but he takes a quick cheat-step to get a view of the depth of the room before continuing with the Criss-Cross maneuver into his near corner. Sometimes known as a 'Step Criss-Cross.'

Note: the above is a specific technique for two man teams when having to breach / open a door. It is not the DR/SC techniques due to there being no spare man for breaching.

For open door with the two-man team, either of the DS or SC techniques work, because these techniques critically involve (1) and (2), with (3) and (4) simply flowing in on their heels.

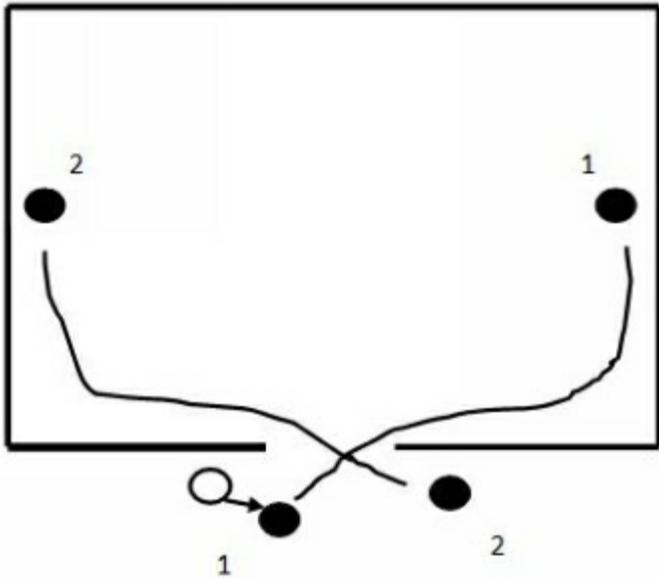


Figure 52: example two-man 'Step Criss-Cross' on a closed door, (2) breaching. (2) gets the path of least resistance.

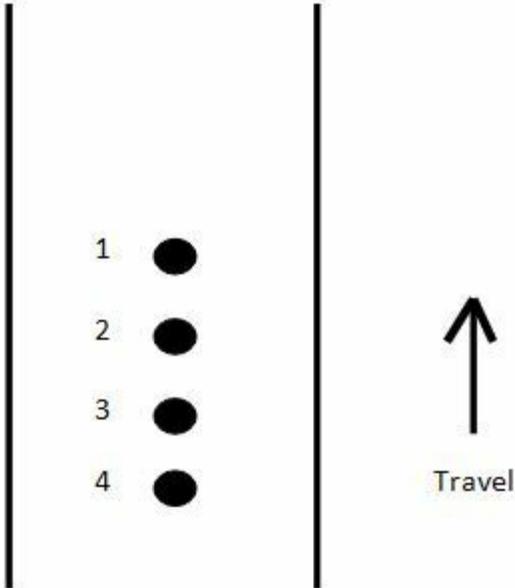
### 3 or 4 Man Breaching:

With one or two more team members, a two-man team has an easier time on the breach.

(3) or (4) can be used as the breacher. In infantry formations where (4) is often carrying a heavier or better weapon system, (3) is often used.

On the hand signal for breacher, he will move forwards and across the closed door. Preferably, if it is door the breacher is on the door handle side for an inwards opening door (so he can push it in), or the for an outwards opening door (so he can pull it towards him away from the stack).

There is variation on who tries the door handle. (1) can, if it is on his side, and if locked he can signal Mechanical Breach. Or, the breacher tries it and acts accordingly.



Once the breacher is ready, he will nod to (1). (1) will signal with a muzzle nod and the breacher will The breacher will step back out of the way to let the stack enter - probably using a Dynamic SC techr breacher was (3) in the stack, he becomes (4) as the stack flows in.

Note: even with the use of a four-man breach, once in the structure this does not preclude two-man ent further rooms, depending on room size and threat.

**Communication**

Communication needs to be efficient, passing back information so that it can be used to make informed regarding how to work through the structure.

Entry into buildings, depending on situation and noise created by any breaching, can be conducted stea nily. In fact, it may shift between the two, as a measure of tactical surprise is regained perhaps after entry. On entry into a room, a system is required to designate exits from the room, which will need to t

back. Also, with any dead space in the room behind furniture or odd configurations, team members will coordinate moving from their usual POD in order to diminish the dead space and thus the potential threat.

Particularly in the case of two man teams flowing through a structure, team and squad leaders will need to designate the next room to enter, and thus will need this information.

How to indicate direction:

- 1) Based on orientation from the entry door. Near wall, far wall, left and right wall i.e. doorway right based on the wall the entry door was in).
- 2) Cardinal points i.e. north, south, points of the compass.
- 3) Color coded, based on an assessed front of the building: White = front, black = rear, red = left, green = right.
- 4) Floors: either numbered from ground conventionally, or use phonetic designation i.e. bravo for second floor.

Consider:

- Link Man: every man is a link man, but in a larger assault perhaps using more than one squad, link men are stationed at suitable places in order to pass information back and forth.
- Hand Signals: used on the breach and also to communicate silently inside the building, in order to maintain tactical surprise. Silent coordination of further room entries or breaches will be advantageous.
- Use of radio, with 'whisper' mikes for more silent movement.
- Go noisy: once the shooting or shouting starts, then there is no need to remain silent.
- Go silent: it may be advantageous to go silent again in order to regain an element of tactical surprise.
- Anticipation: thorough training will allow team members to understand what is expected for them, and when someone makes a move on the next door, they know what is expected of them and they can fall into whatever position is needed by anticipation.

## Hallways

**'Power I':** Minimizes the exposure of the team to threats from the front, utilizing the plates of those in front to protect those behind. Guns are up with (2) covering over the shoulder of (1).

Figure 53: Power I.

**'Opposing Threats'** : Here the stack is split either side of the hallway, and the front men cover openings on opposite side as they move.

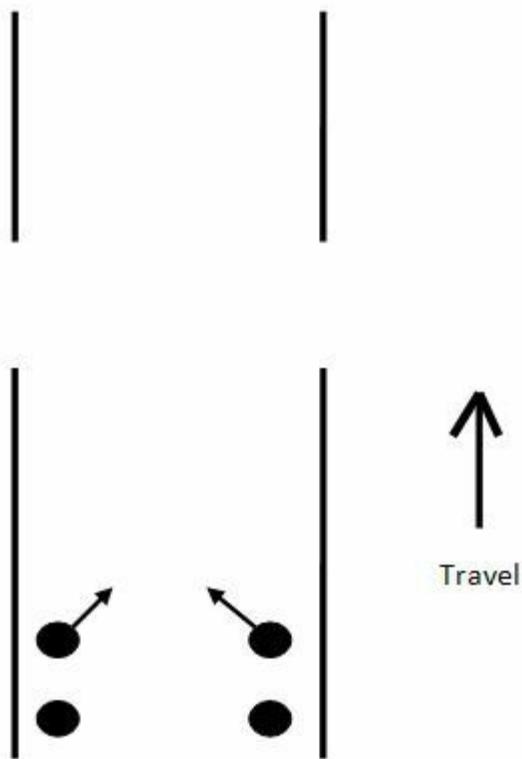


Figure 54: Opposing threats.

**'Plating' Doorways** : Here an opening, open door, or closed door can be covered by one man as the stack past and the cover man rejoins at the rear. This can be completed from the power I or opposing threats

**Junctions** : Depending on the type of junction and the intended direction of travel, a variation on opposing threats can be used where the stack leaders spin out on signal from covering opposites, to cover down hallway(s).

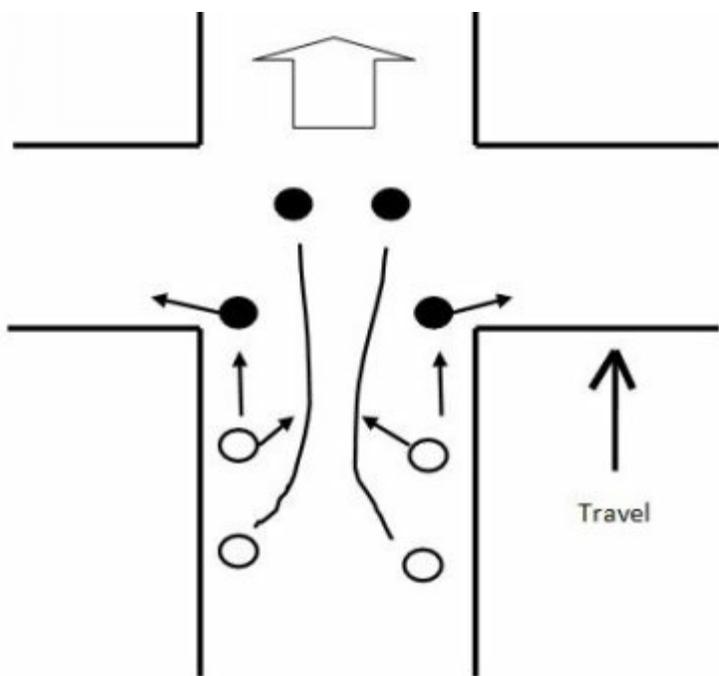


Figure 55: Hallway junction, going straight ahead. On signal, the opposite threat lead men spin simultaneously to cover down the new hallways. The rear men move through. Variations of this will be used for turning right.

# PATROLS

## Principles:

- Planning
- Reconnaissance
- Security
- Control
- Common Sense

**Planning** : Patrol planning and mission briefing is covered in detail in the planning and decision making of this TM. A full patrol orders template is also provided. In short here, patrols must be planned, utilizing available information, in order to minimize risk and achieve the patrol objective.

**Reconnaissance** : Forms an essential part of patrol planning. As much information must be sought to identify

patrol planning process. This could be map, photograph, satellite photo, word of mouth, agent, and in planning offensive action, likely a standalone preparatory information gathering reconnaissance (recce) patrol. Leader recce can also be used as a fundamental part of the confirmatory / information gathering particularly in cases where either a full recce patrol was not conducted, or where eyes have not been on the target at all times i.e. by a surveillance & observation (S & O) position.

**Security** : Is an ever-present and necessary part of all tactical operations. Security is taken account of in the way you conduct yourself tactically while in the field. Thus, movement formations, route selection, night movement factors, static and rest formations, noise and light discipline measures, posture and set rotations, communications and signal measures, all contribute to the security of the patrol.

**Control** : Is a function of several factors: training and team familiarity, mission planning / briefing / rehearsal, personal discipline, tactical communication and signal. All these factors allow a patrol movement be controlled and versatile. In this way, when planning, briefing and rehearsing for the mission, this should be in detail so that every member of the patrol clearly understands his role. Noisy followed by silent rehearsal (old 'day / night' terminology) will cement this. However, because there is always the potential for chaotic tactical operation, due to the unknown and enemy action, mission planning and rehearsal needs to contain 'actions on' drills for emergencies, including such topics as 'action on enemy' (unexpected) contact.

**Common Sense** : No patrol operation or decision should follow dogma or be conducted because it says in a manual. Apply common sense to problem solving. Do we need a recce patrol to get that information, or can we get it another way? How do we minimize chance of compromise - can we gather the information from further away? How do we mitigate risk but still achieve the objective?

## **Types of Patrol**

**Reconnaissance Patrol** (Information Gathering):

- **Point / Close Target Recce (CTR)**: will involve a detailed recce / surveillance of a point target. This is for a specific purpose and will likely be designed to gather information for follow on offensive action or combat patrol.

- **Surveillance & Observation (S & O)**: Can be mounted as a specific observation post patrol, or be integrated with the preparation for a combat operation such as a raid or ambush, by maintaining 'eyes on' target position.



## **Deterrence Patrols :**

**Ground Domination Activity (GDA) :** these are local security patrols in the vicinity of a friendly base location, designed to prevent attacks on that location. Patrol size must be sufficient to prevent the patrol being an easy target. Ideally, GDA patrols are supported by Quick Reaction Forces (QRF) from the base location. Usually, GDA patrols will go out as far as the range of the weapon systems threatening the base. Historically they were known as 'mortar base-plate patrols' designed to find the locations of mortars and thus go out to the range of the weapon system in question.

**Presence Patrols :** these are deterrence patrols usually remote from the specific base or location from which the patrol is located. A presence patrol is not covert, and thus will be more of a mobile combat patrol, designed to deal with likely threats.

## **Patrol Planning**

For specific mission planning detail, see the planning and decision making section of this TM. An outline procedure for planning and executing a patrol could look something like:

- Receive / Decide on the mission.
- Initial Mission / Time analysis.
- Issue a warning order to allow your team to begin concurrent battle preparation.
- Conduct map and ground studies.
- Reconnaissance (usually a recon patrol for a combat patrol).
- Mission Brief.
- Rehearsals.
- Conduct the Operation.
- After Action Review (AAR).

## **Patrol Sequence**

An outline patrol sequence will be as follows:

- Planning / Mission Brief / Rehearsals.
- Preliminary Movement.

- Route Out to the ORP.
- Action on the Objective (AOO).
  - this will specifically depend on what type of patrol you are running.
- Route Back to Pick Up Point (PUP) / Base.
- Debrief / Patrol Report.

Thus, with variation of method, patrols will usually follow the same outline sequence, with the action objective being specific to the type of patrol being run.

### **Route Out / Back / ORP**

**Preliminary Movement** : This refers to any initial movement to get the patrol into the right spot to join patrol itself. It may or may not happen on your patrol. An example would be a vehicle or helicopter moving off Point (DOP) from where the patrol Route Out will begin.

**Route Out:** Refers to the route the patrol will take to the Objective Rally Point (ORP). The route will go through a series of navigation Rendezvous (RVs), planned in advance, at which the patrol may or may not stop.

**Objective Rally Point (ORP)** : This can be referred to as the mission support site (MSS) depending on the nature of the patrol and the relative permanency of the ORP/MSS. The ORP is where the action on objective (AOO) will be launched from.

### **Considerations for the ORP :**

- Not directly in line of sight from the objective, usually on the other side of a terrain feature for concealment.
- ORP protection element. If not, it may just be a cache.
- Leave heavy support gear / rucks here, possibly medical or resupply elements.
- Use of vehicles & noise considerations - can support elements / casevac / resupply vehicles / ATVs be used at the ORP, or will they require to sit further off, due to noise concealment?
- For some patrols depending on terrain i.e. recce patrols, the ORP may be moveable during the AOO.

Common sense applies.

- Occupy by Force or Pre-Recce?

- Occupy by force means to simply move into the ORP as part of patrol movement.  
- Pre-Recce involves the patrol stopping short and a recce element moving forward ORP and ensure it is suitable / safe.

- Leader Recce: depending on the plan, a leader recce may be launched from the ORP. On return, it will brief any changes or confirmation.

- S & O position: will there be a link up with the S & O position, or will S & O remain in overwatch if launched?

- Use Recce Elements: in conjunction with a leader's recce, or without one, what role will any recce elements have in guiding the various elements into position from the ORP?

**Route Back** : Refers to the route back from the ORP / Objective to either a Pick Up point (PUP) or base. The route back should be separate from the route out, to prevent enemy successfully ambushing observers.

**Emergency Rendezvous (ERV)** : There are two types of RV / rally point, not to be confused.

1) Rendezvous (RV's) that are planned as part of the patrol will become ERVs as you pass through them. As the patrol moves along the navigation legs of the route out and back, they leave a chain of ERVs behind.

2) As part of break contact drills (see relevant section) a Rally Point can be called once out of contact with the enemy and usually once over or behind a terrain feature. Once the patrol is rallied at this 'on the fly' rally point, they can begin to move back through the chain of ERVs.

### **Point Recce / Close Target Recce**

A CTR patrol will usually be small, perhaps four to six men in size. It relies on stealth and not being compromised so it is not designed as a combat element. Contact with the enemy must be avoided, both compromise of the objective and while moving. This is why recce patrols will adopt break contact drills as an 'action on the fly' in response to unexpected enemy contact (covered later).

Elements to be considered for a CTR patrol are:

- CTR Team(s).
- Cover Group (overwatch).
- ORP Protection Party.

If you have a cover group, they must be able to observe the objective in order to provide support by fire extraction of the CTR team should they be comprised. Thus, they are also a sensor, and in effect form a post (or Observation Point) throughout the CTR.

The ORP, by definition, should not be able to observe the objective, or be observed by it, so we soon the cover group and ORP protection party are mutually exclusive.

Thus, we would need 6 men to conduct these three elements, which is practical and many recon teams organized as 6 man elements. Or, we ditch the ORP group and use the ORP as a cache of heavier equipment also may move the ORP, depending on the nature of the operation. The ORP(s) form the ERV for the CTR Cover Groups who are forward on / overwatching the objective.

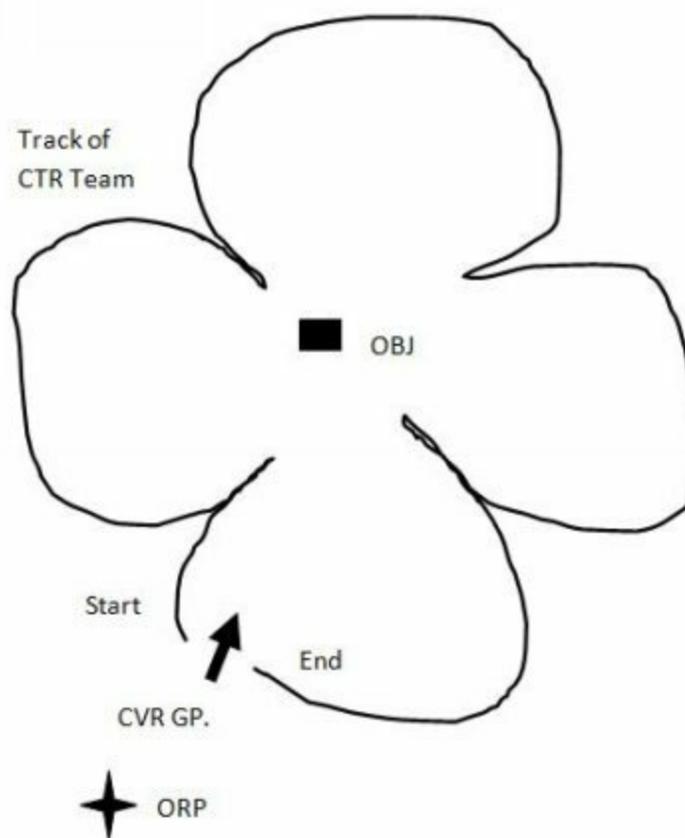


Figure 56: classic 'clover leaf' pattern of the CTR team as they approach the objective from four directions.

under the eyes of the cover group.

Alternatively, with a four man team, we can have a CTR pair, and an ORP pair, who might for example handle communications at the ORP and protect any equipment there, as the ERV for the CTR pair.

### **What are we looking for?:**

The objectives of the recce patrol should be given to the team as commanders critical information requirements (CCIR) as part of the mission tasking. If it is an area recce, it may be as simple as find an enemy operating course, finding it on an area recce will likely turn into the need for a CTR, in order to find out the details there. Often, the recce is for the purpose of informing planning for follow on action, such as a raid, and to inform the CCIRs for the recce.

### **Possible Recce CCIRs :**

- Enemy location / dispositions.
- Enemy strength, weapons, equipment.
- Enemy unit / uniform.
- Routines / pattern of life at the objective.
- Sentry routines and positions.
- Patrols / clearance patrols.
- Layout of the objective: sketch maps / photos.
- Location of hostages / prisoners.
- Morale, posture and battle discipline.
- Stand to positions.
- Routes in/ out and type.
- Routine of any activity in and out of the objective.
- Locations of potential support by fire positions.
- Locations of any possible approach routes.
- Location of any potential assault positions.
- Cover and concealment around the objective.
- Confirm any inter-visibility map studies.
- Windows / doors in buildings.
- Details on doors - type / construction, open in / out, locked / unlocked.

- Details on building type and construction.
- Vehicle types present / in / out, tags, occupants etc.

Exact details will depend on the intended follow up action, for example a hostage rescue mission will know where the hostages are, their routine, and details on where they are held for the subsequent raid action, which can then be rehearsed.

A simple mnemonic by means of remembering this, vice a full patrol report, is SALUTE. This is usual sighting report, to send the information over a radio, but can be used:

- S - Size of enemy force.
- A - Action of enemy force.
- L - Location of enemy force.
- U - Unit / Uniform of enemy force.
- T - Time - specific or observed from / to.
- E - Equipment

Clearly much more detail is needed behind each of the SALUTE headings. It is important to note that it is not to simply find the objective, briefly observe, and then leave. Sufficient time on task must be spent in order to gather the information required, and also to get a good idea of pattern of life and routines. This is why the following activities to gain maximum eyes on target prior to any follow up action:

- Area Recce.
- Close Target Recce.
- Surveillance / Observation Post.
- Leader's Recce.

### **Conduct of the CTR :**

The patrol mission will be planned and rehearsed and the action on the objective phase will go into action once the patrol is established at the ORP. However the patrol is configured, the CTR pair will move forward from the ORP, and if appropriate drop off the Cover Group. It is important that for the return of groups, near night recognition signals are established. A failsafe on that is the use of a password, challenge and response.

there is any doubt. Additionally, a running password should be designated, which will be used if the team is contacted on the objective and is returning to the cover group and / or ORP location. The running password is yelled as the team is moving in, to prevent fratricide.

The CTR team will decide what equipment they will carry with them going forward onto the objective and what dress / posture is appropriate. Any additional equipment will be left either with the ORP or Cover Group.

For a night CTR, night vision and thermal equipment is ideal. This should be in the possession of both the CTR and Cover Group. NVGs can be worn and thermal handhelds can be used to scan the ground ahead before moving over it, which will give an excellent chance of sighting any hidden sentry positions before they are stumbled upon. Note that the establishing of a S & O position, or the CTR group initially spending time on the Cover Group position, will give more time with eyes on to decipher pattern of life - sentries will be changed at some point, perimeter patrols will go out and return, and the longer eyes are on before the CTR goes forward, the better. Life missions however, often have time constraints that will limit this.

It is imperative not to be compromised on a CTR. Thus, only go closer, or conduct an actual penetration on a target, if necessary to gather CCIRs. If you possess the optical / thermal equipment for day / night observation and also cameras if possible, you can gather the information from further out. Gather it further out if possible to reduce the chance of compromise. Be aware that if light is shined in your direction, the lenses of night vision equipment will reflect it, and thus this equipment must be turned away if that happens.

When going forward, the CTR pair must give full attention to personal fieldcraft and 'why things are seen'. This will be a silent stalk either crawling or walking slowly. Note that at night, getting lower will help you see objects. Also, note that with natural night vision we see better out of the side of the eyes, and thus look to the side of an object to see it better at night. The reason that the clover leaf method is used for each penetration toward the objective, is that it means you are moving directly toward or away from the objective. Particularly at night, it is harder to see an object moving towards you, than it is across the line of sight, particularly in woods. Movement shape will move laterally between the trees. Thus, movement is one of the biggest things to give people away. It will happen with your moving shape at night. At night, only poor light discipline is worse. This also applies to 'stack' objects, such as 'stacking trees' - where you will move towards the objective using an object (or concealment) to conceal your move. When moving between penetrations, we want the outer part of the clover leaf track to be concealed from observation from the objective, in a covered or concealed route.

If walking, the 'ghost walk' should be used. Here, you take the weight on your rear foot, and feel forward with the other foot, putting your toes gently down and then rolling back on the outer part of your foot before finishing the step.

the foot down to take the weight. You can then shift the weight to the front foot. While doing this, your should be gently feeling to your front, slowly move it up and down, to feel for any obstacles. If you are night vision and are in thick trees, it is often (counter-intuitive) useful to close your eyes, even turn you any possible sticks-in-eyes, and open your mouth. This will allow you to hear better, and thus on a ver you may progress primarily by hearing and feel, rather than sight. If there is a danger of trip-wires, su trip-flares or mines, then a light stick held hanging gently between the fingers can be substituted for the waving arm. Put the stick out at ground level, and then raise it to eye level in case wires are strung hig wave the stick forward - if it catches on a wire, there will not be enough force to initiate the device.

After each penetration, when back in defilade to the objective as part of the clover-leaf, it is possible pairs to have a whispered conversation to pass knowledge and make any adjustments to the plan, depe what has been discovered about the objective so far. Also, recording devices can be used, as well as sketch maps/drawings of the objective.

Given that movement always gives people away, even in static positions, it is important to move slow deliberately. Fast 'bird-head' moves of the head will give away an observer. Observe with the eyes an head slowly. As you approach an objective take any risks early and take more and more caution as yc must pay attention to the terrain and vegetation and use as much terrain and vegetation masking as poss approaching an objective. This applies to remaining unobserved by both visual and thermal means. Us features to plan a covered approach, and use vegetation to plan a concealed 'object-stacking' approach

## **Surveillance & Observation Patrol**

Site Selection:

Observation of target.

Fields of view / fire.

Cover/concealment, ground/ air / thermal masking.

Coverage of sectors.

Covered approach / exit.

Concealment/cover of Observation Post (OP).

Communications.

Location of rear protection /admin area if applicable.

Alternate positions.

You may choose to run a split Observation Post (OP) with an OP and rest / rear protection location, a distance apart. Or you may decide to have all (four?) people in one location, rotating through the duties.

Occupation:

Sentries posted front and rear.

Communications check, if applicable.

Digging / construction: Surface or subsurface?

Report OP operational (if applicable).

When constructing the OP, you can bring in appropriate stores available in your equipment list. You can construct the OP in fully (sub-surface), partially, or construct on the surface only. Covertly disperse the spoil (use sandbags to carry it away) and cover it with concealment. That is what chicken-wire / burlap / camouflage netting and locally obtained branches etc. The chicken-wire can be molded to shape above the OP dug in position and garnish the top cover with vegetation, you will need to change it out every night to prevent the obvious concealment. Make sure leafy branches are laid the right way up.

You are best to dig an OP in at night so you can do it without being seen. You need to consider noise (to avoid enemy night vision / FLIR capability). You need to carefully site the OP so it has cover / concealment. Set up thermal shield tarps / camouflage netting in trees / bushes as a screen at night to provide concealment behind. Consider the background / silhouette of the OP and make sure there is no light behind the observation position in the interior to frame the faces. The rear of the OP must be closed by the overhead concealment cover to keep the interior of the OP in darkness.

Routine:

Observation: what optics? Day / night / thermal?

Logging and reporting.

Changeover procedure.

Depending if you have a split location or a single location, you may consider:

Single: One man on observation. One man logging. One man resting. One man rear security. Rotate every 30 minutes.

Split (four man team): OP: One man observation. One man logging. Rear Area: One man rear protection. One man resting. This will require more movement between the two positions.

or:

OP: One man observation. One man resting. Rear area: One man rear protection. One man resting. Change positions as agreed, maybe every 12 hours.

The split location is more easily as a squad, with eight men, two four man teams, who can rotate out of position.

Thirty minutes is a long time on an optic. Observation does not have to happen all the time, depending on the mission of the OP. It may only be keyed by movement, in which case an hour works well for time on observation. If the observation requirement is more intense, the observer / logger may choose to swap over every thirty minutes within a combined 2 hour shift, or similar arrangement.

Admin:

Hygiene.

Food and water.

Clothing.

Kit & equipment (including spares/batteries).

Extraction:

Priority of work for collapse of OP.

Routes.

Covert or in contact.

Emergency Rally Points: primary and alternate.

Emergency communications plan/QRF.

## **Raid**

As previously written a raid is a sub-set of a deliberate attack, a surprise attack that takes place remotely.

base of operations. As such, it will be planned around a patrol action, with the action on the objective attack portion.

As we look at Raid & Ambush, it may be helpful to conceptually see them as not that different, just a difference in execution. A raid is a surprise attack where you go to where the enemy is, and mount an attack. An ambush is a surprise attack where you wait in concealment until the enemy comes to you. Dispositions of troops are specific to ambush, but it ultimately is an attack.

### **Principles of Raid :**

- Intelligence / Surprise.
- Concentration of Firepower.
- Maintenance of Momentum.
- Security.
- Maneuver.
- Deception.
- Use of Terrain.

The details on deliberate attack / raid concept is covered in the offensive techniques chapter.

### **Planning Considerations :**

Reconnaissance:

- Recce of Objective: positions / obstacles / approaches.

in order to gain necessary information to:

Plan:

- Locations.
- Site assembly areas / assault / SBF locations.
- Sequencing / Objectives.
- Sub-unit tasks.
- Control of direct / indirect fire.
- Siting of assembly areas, hides, S & O, form up position (FUP), support by fire (SBF).

- Depth & Flank Surveillance: early warning, gaps for
- Stop Groups.

exploitation.

### Stages:

- Preparatory:
- Prelim movements / deployments.
- Passage of Lines.
- Secure FUP / Line of Departure (LD).
- Approach:
- Mark FUP / LD.
- Formations.
- Attack:
- Final Approach.
- Break-in.
- Fight Through (sequencing).
- Consolidation / Reorganization.
- Avoid Fratricide.

### Security:

- OPSEC
- Flanks
- Approaches
- Assembly Area / FUP
- Deception Plan

### Tactical Handling:

- Support By Fire - direct & Indirect.
- Echelon & Reserve - assault cycle / sequencing.
- Strike : Fix ratio.
- Security: Flanks & Rear.
- Depth: pre-empt, dislocate, disrupt.

### Enemy:

- Killing Areas

- Numbers & Dispositions.
- Strengths & Weaknesses.
- Command & Control (C2) Locations.
- Obstacles.
- Weapons / Equipment.
  - Morale.
  - Reserves / Support / Counter-Attack.
- Indirect Fire / Air?

#### Control Measures:

- Boundaries.
- Report Lines.
- Support fire plan / directions.
- Communications: radio and signal.
- Limit of Advance (LOA) / Exploitation (LOE).
- Prevent Fratricide (Blue on Blue).

#### Timings:

- Preparatory activity.
- Movement.
- Earliest / Latest H-Hour.
- Fire Plan.

#### Obstacles:

- Recce.
- Crossing method / Breach.

#### Vehicles / Armor:

- Armor / Unarmored vehicles?
- Truck / ATV?
- Flank Security.
- Reorganization - counter-attacks.
- FUP
- Support by Fire Group.

- Close Support.
- Assault Armor.
- Casualty Evacuation (CASEVAC).
- Resupply / ammo forward.

Dismounts:

- Covered approach to FUP / LD .
- Assault Formations.
- Sequencing / Objectives.
- Consolidation Tasks.
- Support by Fire tasks.
- SBF ensure good observation of target.
- Clear fields of fire.
- Cover / concealment.
- Ensure objective within battle range of weapons.

Combat Support (CS):

- Combat Supplies:
- Replenish prior / post assault.
- Ammo scales.
- Medical:
- RV for CASEVAC.
- Location of Casualty Clearing point (CCP).
- Method of casualty movement.
- Equipment.
- Equipment Support (ES):
- Vehicle Recovery
- Recovery Priority.

## **Night Attack**

An attack or raid at night has its own specific challenges. Avoidance of fratricide combined with accurate coordination of support fire being the most important.

While attacking by night offers an increased chance of achieving surprise, the night attack is harder to execute than an attack mounted in daylight. Surveillance devices have the effect of making the cover afforded by buildings appear more apparent rather than real and tactical movement prior to the assault will need to adopt the techniques used in daylight. Night attacks require high levels of tactical skill which can only be achieved through frequent practice and training. The tendency to converge on enemy positions identified by muzzle flashes must be avoided.

Utilizing the raid check notes, also consider the following:

Type:

- Silent / noisy.
- Illumination / dark.
- Infiltration.

Planning:

- Simple Plan.
- Thorough Recce.
- Deception: demonstration / feints.
- Routes to FUP.
- Rehearsals - in detail.
- Marking and security of the FUP / LD.

Recce / Guides:

- Route Marking.
- Flank Protection.
- Surveillance / Observation.

Illumination:

- Type.
- Quantities.
- Time for Effect.
- Use of Night Vision Equipment / Thermal.
- Use of IR light sticks / strobes to identify friendly forces.
- What is the enemy night vision capability? Peer, near-peer or non-peer?
- Thermal will not see IR strobes - danger with thermal night sights, unless combined

- Tracer: use to identify enemy locations and show the

direction / axis of the attack (b

Control Measures:

- Clear boundaries, routes, simple plan.
- Marking of friendly forces.
- Report lines / code words.
- Shift fire commands.
- Marking of cleared objectives.

Time on task / limitations / extraction plan.

Time allocated for SSE. Security on the objective.

### **Deliberate Ambush**

An ambush is a surprise attack from a position of concealment on a moving, or temporarily halted, enemy. A specifically planned ambush operation, and thus simply because an enemy shoots at you from somewhere does not constitute a deliberate ambush. A deliberate ambush will therefore be guided by information intelligence in some form, which will lead you to plan the operation at a certain location.

Deliberate ambush is distinct from a hasty ambush, which is usually conducted following enemy contact in a situation where enemy forces are 'pre-seen' i.e. before they see you. A hasty ambush can be put in on your trail if you are being followed, or used as a security measure as part of the occupation of a rest stop, location (LUP) or patrol base. Those specific hasty ambush applications will be discussed in the break contact and base sections.

The success of an ambush will depend on the correctness of the intelligence, the planning, and the best terrain. Despite all of those factors, personal battle discipline is required of troops conducting the ambush. The best planned operation can be ruined by lack of discipline. It is true that most ambushes will not be successful, thus all plans need to contain a rehearsed plan for efficient collapse of the ambush, and return to base without having sprung it. Ambush operations require discipline and patience.

### **Principles:**

Sound Intelligence

Planning, recce and rehearsals.

Security

Concealment

Firepower

Simplicity

### **Task Organization for Ambush :**

The following groups will be used in an ambush. Depending on terrain, distance and layout not all of them are used for all ambush operations:

**Assault Group (Kill Group)** : this is the main force that will conduct the attack by fire on the enemy in a designated kill zone.

**Support Group (Cover Group)** : this refers to a belt-fed equipped group that will be positioned as per a specific ambush layout used.

Notes:

- Without belt-fed weapons, there may be no need to have a specific support group. In this case, the assault group is simply divided into elements, such as 'left' and 'right' assault group.
- In a linear ambush, the support group is usually placed at the end of the assault group line.
- In an L-Shaped ambush, the support group may be placed in the 'short L' in order to generate enfilade fire on the kill zone.
- In order to initiate fire (spring the ambush) with the 'most casualty producing weapon' the patrol leader should place himself with the support group belt-fed, rather than in the center of the assault group.

**Stop Group(s)** : these smaller groups will be placed to the flanks of the ambush. We usually refer to 'left' and 'right' stop groups. They have the following tasks:

- 1) Early warning of approach of enemy or civilians into the kill zone.
- 2) Flank Protection.
- 3) Prevent enemy escape from the kill zone.

**Rear Protection Group** : (see ORP protection party, below): depending on terrain and distance, it may be necessary to have a separate rear protection group instead of, or as well as, the ORP group. This is particularly true in a linear ambush.

terrain is such that enemy could easily transit to the rear of the ambush position, between it and the ORP small ambush, or where the ORP is either too far away or has been left unmanned, you may have a sep protection group. Worst case (usually with very small hasty ambushes) you will simply have one or tw assault group personnel turned around facing rear of the ambush line.

**ORP Protection Party** : Heavier equipment such as rucks, and perhaps a medical post, including eve for casualty evacuation and resupply, may be at the ORP. However, for a small dismounted operation, not have enough people to have an ORP party. Ideally, the ORP is manned and serves also as the rear group for the ambush.

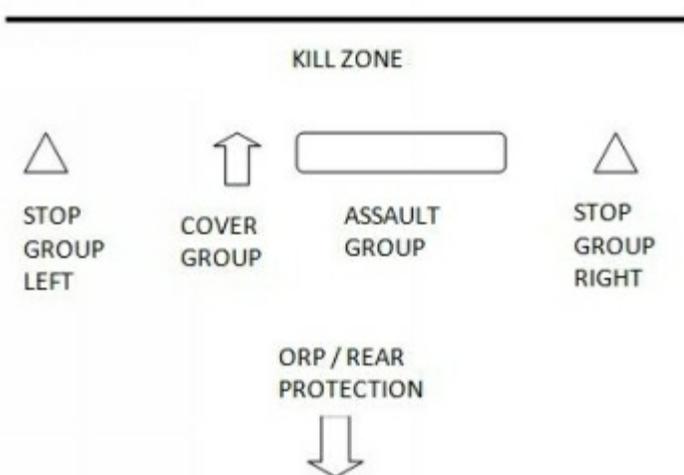


Figure 57: Schematic for basic ambush groups.

### **Types of Deliberate Ambush :**

This TM will consider three main types of deliberate ambush:

#### **Limited**

#### **Parallel Exploitation**

#### **Full Assault**

**Limited (Attack by Fire)** : in this type of ambush, there is no intent to search, exploit or confirm kills zone after the ambush has been initiated. The ambush will simply be an attack by fire from a fully set-up position. There are reasons why this may be the case:

- ambushing a superior enemy force: shoot and scoot.
- unwilling to take the additional risk of potential casualties from an assault of the kill zone.

- utilizing terrain that is advantageous to the attacker, but which makes an assault into the kill zone imp
- No reason to ensure all the enemy are killed, or that the kill zone is searched and exploited.

**Parallel Exploitation** : in this type of ambush, the operation is again conducted as a full ambush. This is an intent to search and exploit the kill zone after the ambush is initiated. However rather than the assault group assaulting forward into the kill zone, smaller search teams will be sent out of the stop group opposite the direction the enemy approached from, and will move through the linear kill zone by buddy bounds, guided by fallen enemy by calls from the assault group, who will remain in overwatch. They will then return in via the opposite stop group, and return to the assault group.

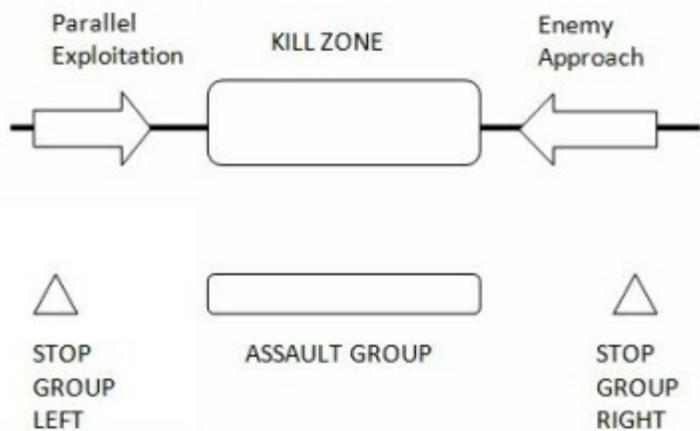


Figure 58: A simple example linear ambush schematic. In the parallel exploitation method, the enemy approaches this example kill zone from the right. Once given the order, the exploitation / search teams will move out from the left stop, move through the kill zone, and back in via the right stop, talking on to enemy locations by the assault group the whole way, who cover their movements by overwatch.

**Full Assault:** In this case, after initiation of the ambush, and when ordered, the assault group will assault forward into the kill zone to a limit of advance (LOA) on the far side of it. At that time, once security is established, search teams will move back to search the enemy dead.

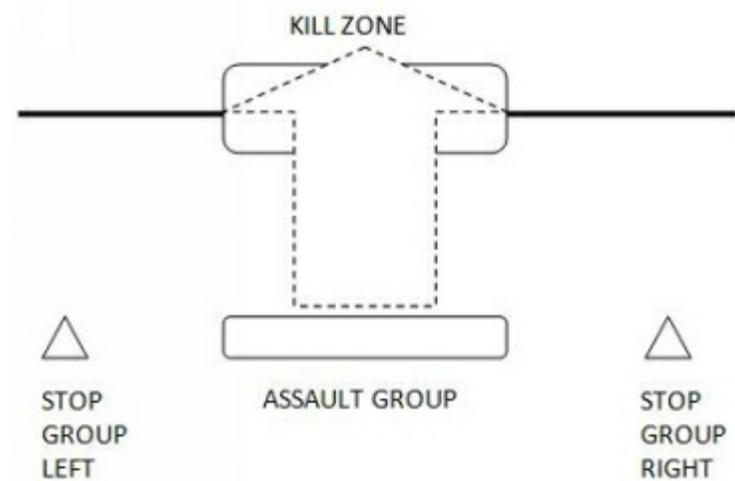


Figure 59: A simple example linear ambush schematic. In the full assault method, once the ambush is initiated and once given the order, the whole assault group will assault forward through the kill zone until LOA

## Deliberate Ambush Layouts:

### Triangular

### Linear

### L-Shape

**Triangular:** A triangular position is inherently strong if assaulted by an unexpected larger force, or an element with a history of aggressive counter-ambush drills. The triangle is the default platoon patrol base configuration for the same reason: it provides the elements of the principles of defense. It is not ideal for an ambush, because it inherently requires more people to carry out, while at the same time reducing the amount of kill zone it can generate in any direction. Typically, a Platoon sized element can pull off a triangular ambush with a squad on each side of the triangle and the HQ elements in the center.

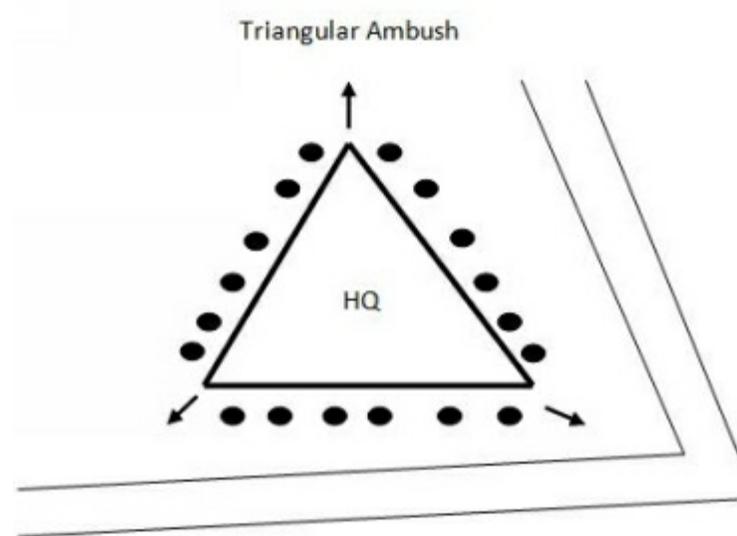


Figure 60: Triangular Ambush example.

However, as the central formation of an area ambush, it has utility, when combined with additional elements set out as stop groups on various egress routes from the main ambush site. It can also be set up at the junctions of roads. Typically, belt-fed weapons will be placed on the apex's of the triangle, which also serve as firing positions, in order to be able to direct enfilade fire across the front of each section position (side of the

**Linear:** A linear ambush places the ambush groups parallel to a straight linear feature.

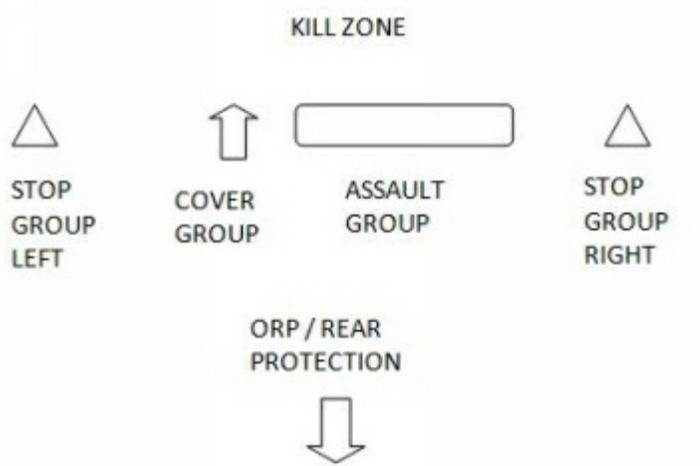


Figure 61: Simple Linear Ambush.

**L-Shape:** An L-Shape ambush looks like the letter 'L' with the main assault group taking up the long part and the support group (or other element) taking up the short part. An L-Shape still needs to include the ambush elements of Stop Groups and Rear protection. An L-Shape uses a sharp bend in the linear kill zone in order to place the support (cover) group with a view along the kill zone, allowing the generation of enfilade fire. Whether or not you are employing a belt-fed weapon in the cover group, you will still gain the advantage of enfilade fire. The L-Shape short part does not straddle a straight running linear feature, but utilizes a sharp bend in the linear kill zone.

If an ambush force is laying in wait for some time, and the assault group is facing a trail running across them from left to right, at relatively close range, then given potentially cold / stiff muscles and tiredness, they are prone to a prone position, it can be hard to track and engage enemy moving across the line of fire. However, if you are looking straight along the track, it is easier to traverse a rifle or belt-fed onto enemy running directly at you. Enfilade fire will pass along the length of the trail, rather than across it, and will thus have more of a chance of hitting enemy in the kill zone.

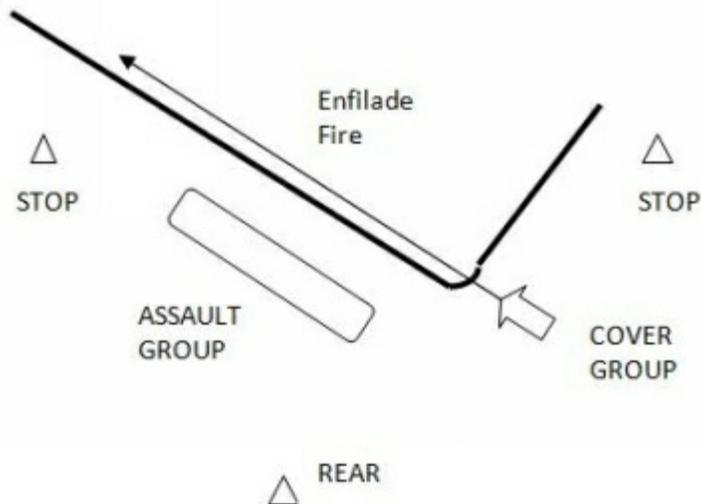


Figure 62: Diagram showing the layout of a L-Shape Ambush.

Given that a correctly laid out L-Shape and Linear ambush use the same groups, what in effect the difference of terrain and siting. When conducting planning and map reconnaissance, consider the shape of the linear feature, pick a spot that allows best use of weapon systems.

**Note:** When siting and occupying the ambush, sectors of fire must be given to individuals and groups to de-conflict direction of fire. During the day, sectors can be described. In order to de-conflict at night, stakes will be required in order to limit the traverse of weapons, and in particular belt-fed weapons at the position of an L-Shape. Note in the previous diagram how the enfilade fire could easily move too far to strike the assault or stop group.

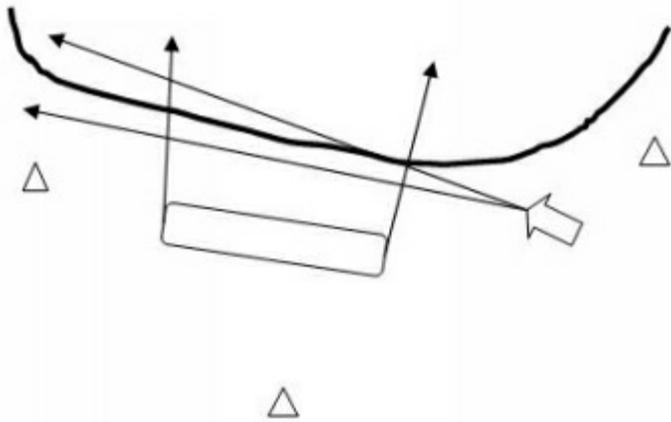


Figure 63: Linear Ambush combining advantages of L-Shape. Sector of fire de-confliction is necessary.

### Planning Factors:

**Ground, Obstacles:** An ambush will usually take place on some sort of linear feature which will act to channel or drift of enemy forces. There will usually be information that the enemy is using, or intends to use, a certain route. An ambush may also be speculative on likely routes. Permanent ambush sites can also be created as part of a mobile defense, which will remain unoccupied until keyed onto it by the approach of enemy down certain routes, usually by permanent S & O positions. Possible ambush sites:

- Roads, Tracks, Trails
- Rivers, Creeks.
- Power Line Cuts.
- Vegetation Boundaries / Changes.

- Note: these are Linear Danger Areas.

The ambush needs to be set up in a suitable location overwatching the expected enemy move along the feature. The ambush does not want to be too close to the kill zone, due to danger of discovery and also danger from an aggressive enemy response, particularly if the ambush force is not fully alert when it is also does not want to be too far away for the weapon systems being used, which we will assume will arms for these purposes. A distance of 25 to 100 yards would be suitable rough minimums and maximums.

Also the kill zone itself does not want to offer too many places where enemy may go to ground once they are sprung, which will increase the danger of a protracted firefight and friendly force casualties. The size and firepower of your ambushing force will also determine the length of the kill zone and how many enemy you can realistically take on.

You may have information on how the enemy will react to ambush, as time in conflict goes on. An ambush is intended to kill the enemy, by surprise, as quickly as possible. Unfortunately the execution can be limited by the vagaries of imperfect terrain and human error. If the enemy are not put down immediately, there is a risk of an extended firefight, and even the possibility that the enemy will act aggressively and turn the tables. If they have a follow up force, they may attempt to roll you up from the flank.

Thus, you must try and pick terrain that will aid your mission. It stands to reason that because an ambush is conducted from concealment you need cover or concealment in order to lay in wait - if you are seen, the ambush is compromised and the enemy may be on your flank, and not in the kill zone. You also need to consider how you will dig (and camouflage) scrapes in an attempt to build up ballistic cover for the ambush group. It is not easy for the enemy to reach the assault group position from the kill zone, although there is a possibility if you plan on assaulting the kill zone - so be careful with any low wire entanglements, use of cliffs or eroded areas etc. Areas where the enemy may take cover can be mined or booby trapped, and low wire entanglements can be set up in areas such as on the far side of the kill zone, to impede the escape of the enemy in that direction.

The ambush patrol should not be set up in a location lower in elevation than the kill zone, it affords too much advantage to the enemy. A generally flat ambush site will be advantageous in terms of grazing fire from the ambush and support groups, but offers no tactical terrain advantage. A slightly elevated position will confer a tactical advantage and make it harder for the enemy to assault the ambush. Be aware that if the ground is too steeply broken, any attempt to conduct a parallel exploitation or a full assault may be impeded or impossible.

**Duration (Long vs. Short Term)** : A short term ambush is anything up to perhaps twelve hours, depending on the situation.

training and discipline of the ambush force, and the prevailing weather. The ambush troop will need to place for the duration. This does not preclude rest, which can be conducted in place by buddy pairs.

A long term ambush will require double the force, or a smaller ambush group, with the resting group b ORP in a patrol base. At the designated changeover times, the relieving force will be led forward and individually swapped out. This must be rehearsed and communicated because at this time the ambush i Contingencies are needed for approach of enemy during changeover times.

**Grouping, Equipment** : The ambush orders will designate the various groups for the ambush patrol. T have implications for equipment carried, and who will carry it.

**Communications** : Radios are an efficient way of setting an ambush and conveying early warning, so l they are able to be operated in 'whisper mode.'

If radios are not an option, or radio silence is enforced, then the patrol leader will physically have to ; the ambush for 'ambush set.' Also communications cord (550 cord) can be laid out between stop group patrol leader. It is important to try not to get complicated with comms cord signals, which can cause c is enough that several tugs on the cord signal 'someone approaching' and the assault group will be vigi approach, whether the ambush is sprung or not.

**Vehicles** : An ambush onto dismounted enemy is simpler than one onto vehicles. Vehicles will simply and exit the kill zone if they are not stopped. It is also important that the ambush party is equipped with weapons to tackle the threat: unarmored soft-skinned vehicles is one thing, but attacking armored vehic small arms fire is another.

A plan must be made to stop vehicles in the kill zone so that the occupants can be successfully engaged any plan or device in the kill zone must be command initiated, which means that it cannot simply go of drives or walks through the kill zone, or be obviously in place prior to the intended enemy arriving. Tl wire cannot straddle the road, or an obvious hole cannot be dug or logs laid, if it will give the ambush anyone arriving before the enemy, or worst case be initiated onto an earlier arriving civilian. Thus, the to initiate the ambush must solely lay with the patrol leader, and not with someone in the kill zone spri

Potential ways to stop vehicles (this must be done front and rear to prevent escape):

- Shoot the driver.
- Caltrops / spike strips - required to be pulled across the road, will take time for the vehicle to stop.
- Deception - fake accident / road block / diversion.
- Hole the road - demolitions.
- Move large vehicles out to block the road.
- Drop trees: demolitions, or chain saw and ropes to hold / drop on command.

### **Ambush Occupation :**

The sequence for a deliberate ambush will be as follows:

**Route Out**

**Occupation of ORP**

**Leaders Recce**

**Occupation**

**Work Phase**

**Ambush Set**

*(Ambush Collapse)*

**Ambush Sprung**

**Withdraw to ORP**

**Route Back**

**Detail:**

**Route Out:** This will be planned and conducted as per all patrols, with the 'action on objective' in this being a deliberate ambush.

When planning the patrol order of march (OOM) it is useful to have the patrol move in a logical formation that keeps the integrity of teams or squads that form the combat patrol. Thus, if something goes wrong on the road, cohesion and command / control is maintained. Thus, for example, we may move Team 1, command element, Team 2, Team 3.

In order to reduce confusion and movement in the ORP, it is helpful to have those movement formations from the OOM into ambush groups, in a logical order. Such as the first group in the OOM may then be the first group to

forward with the ambush occupation, etc. If leaders are coming out of the formation at the ORP to go for the Leader Recce, then a clear signal needs to be given once the ORP is occupied.

**Occupation of ORP:** This can be done in two ways:

- Occupation by force: this simply means the patrol moves into a location suitable for the ORP.
- Pre-Recce: here, the patrol stops short, and a pre-recce is conducted (usually a leader recce) to find the site and ensure that it is clear of enemy.

Once the ORP is occupied, the planned formation is adopted and any actions are conducted. A simple one is herringbone, given that most of the patrol will be moving forward into the ambush after a short period.

If equipment is being left at the ORP, such as rucks, it must be done in a planned and rehearsed manner. For example, with rucks, it is good practice to stack them in lines so that they can be collected logically from the direction as the patrol withdraws from the ambush.

**Leader Recce:** What is the composition of the Leader Recce? The leader is going forward to confirm the ambush site and find the positions of the various groups. He may or may not take some or all of the groups with him. At minimum, he needs to take a security group, such that he can leave at least a pair at the ORP, an in-place S & O team, and one other so he can form a buddy pair on his return to the ORP.

Before he leaves, he needs to confirm the time he plans to take for the recce, and a cut-off time following the action he wants the ORP to take after that. He needs to utilize near and far recognition signals when coming in, to prevent fratricide. These will be night / day dependent and can be as simple as waving the arm once in view of the ORP.

As part of the mission briefing, these actions will have been covered and rehearsed prior to deployment. Another thing that also needs to be covered is action on enemy contact on the leader recce, both for the recce team and the ORP in the ORP.

On return, the patrol leader will likely have a confirmatory whispered conference with group leaders. This will detail any changes that the terrain has forced, worst case being a move to an alternate site and another ORP.

**Occupation:** Usually, the patrol leader will leave the S & O element, that he took forward on the recce, and to the rear of the ambush site. Depending on ground, he may send stop group elements out to their

found on the recce, where he has indicated the position to the element leader, for example if a stop group avoid some difficult ground. This will likely mean that the ambush is sited in a difficult or broken bit of ground and the implication is that radios will be needed for communication and to 'set' the ambush.

The simplest way to occupy, and the one offering the most control, is to lead the ambush groups forward in single file to a position to rear of the S & O element. Here, they will halt in herringbone and be led forward in single file to occupy the site; 'bumping forward' as each group is led off. This must be rehearsed, so that groups do not stop until they are supposed to, or the entirety of the ambush group will be wandering around the stop group as a huge single file! The lead man of each group should stop at the 'T' and wait for the patrol leader to take the next element. That element will then follow on, and be peeled in to position, with the patrol leader leading, indicating their position.

A variation on the herringbone 'bump forward' in single file is to have the various ambush groups come up into parallel lines just behind the S & O position, ready to be taken forward one ambush group at a time.

This treats the occupation as a 'T' where the ambush groups are led up the T to the back of the assault group from where they are led out to the left and right into position.

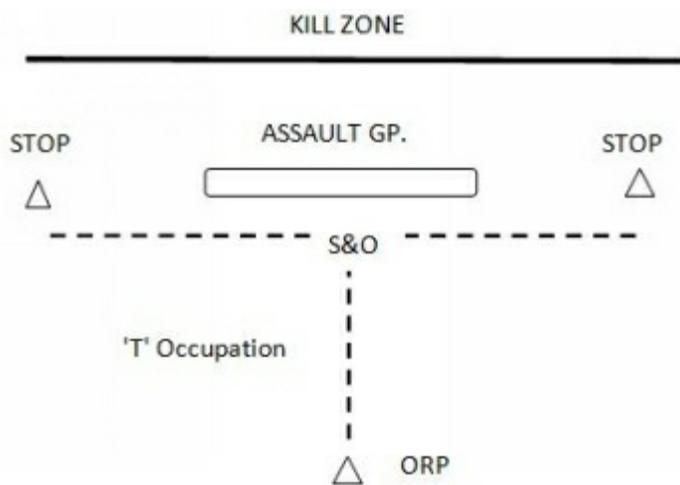


Figure 64: 'T' occupation.

An alternative to the T occupation, which is useful in difficult terrain, or where there is limited concealment at the ambush site, is to hold the S & O position further to the rear in cover, and have the Stop Groups move forward independently to their positions, which will have been pointed out by the patrol leader following the last recce. This independent occupation requires a higher level of trust and training, and radio will be used to coordinate the ambush.

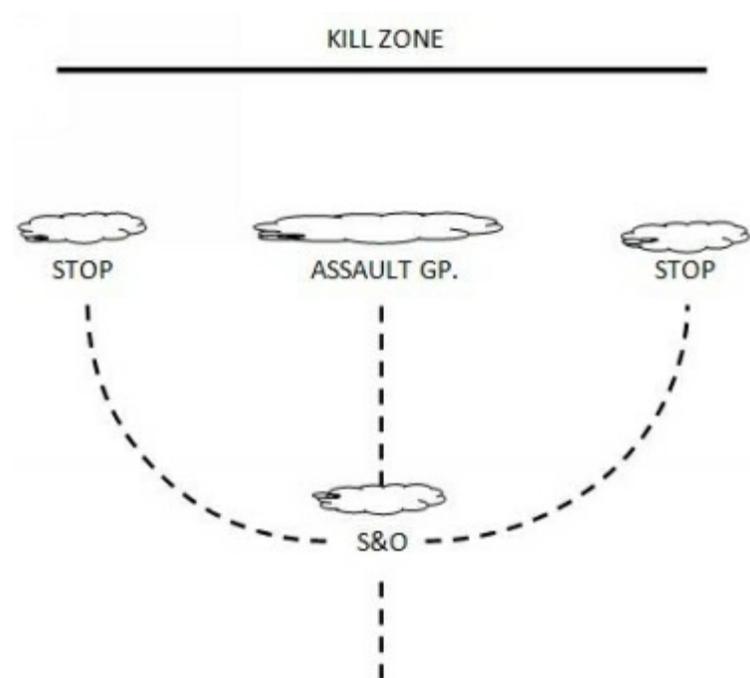


Figure 65: independent occupation with limited concealment on the ambush position.

The order of occupation, with the patrol leaders taking each group into position, is as follows:

Stop Group on the side of the expected enemy approach.

Other Stop Group.

Assault Group.

Support Group.

(Rear Security - if in addition or instead of the ORP).

Note: in the absence of a specific support group or belt-fed team, the assault group may be split into two assault groups, with the commander's position in the center.

This method of occupation puts out flank security first, prior to occupation by the main body.

Once the ambush is in position, as part of the occupation, sectors will be allocated to each man. Depending on the size of the operation, this can be done by the patrol leader as he puts each man into position, or by group. Sectors will be indicated by a left and right of sector description i.e. "left limit, tree with no bark, right limit, bush" etc. Sector stakes may or may not be used.

**Work Phase:** With the ambush site occupied, there will be the need to prepare the site. If that preparation involves noise, such as digging, there may be a need to push out additional security elements to the line.

Examples of potential work phase activity:

- Digging scrapes.
- Putting in sector stakes.
- Camouflaging individual positions.
- Clearing fields of fire (brush).
- Laying comms cord.
- laying booby traps.
- Placing claymores.
- Placing ambush lights or trip flares.
- laying low wire entanglements.

Note that nothing done can leave sign in the kill zone. If a track or trail is crossed to place devices on, sign must be erased. If command wires must go over the trail / kill zone, they must be hidden by digging through a culvert.

For night ambush consider your illumination plan. Trip-flares must be command operated from the ambush and will be placed between the ambush group and the kill zone but screened so the light is blocked / screened away from the ambush group. Improvised battery operated ambush lights can be used. Consider a night vision IR illuminator assisted versus white light illumination plan.

**Ambush Set:** Once the work phase is complete and everyone is back in their prepared positions, it is 'ambush set.' This is the same as setting a trap. This can be sent to sub-groups via radio, and passed to each group by the leader. If radio is not used, then it must be given to each man by the patrol leader.

When 'ambush set' is given to each man, the response should be the clicking of the safety as it is moved. Safety selectors will remain in the fire position for the duration of the ambush being set, until sprung on, with the exception being long term ambush where groups are swapped.

It is vital that the patrol leader takes care when moving around to pass on ambush set. Particularly at night, at least one known incident where a patrol leader had given ambush set to the assault group, and had to move to flank to give it to a stop group. On the return, he and his signaler had got misplaced and came back in the kill zone, at night, rather than to the rear of the assault group. The assault group opened fire and they were killed. Thus, move out to the stop groups and give them ambush set (both groups and rear security) and then re-

assault group to pass it to them before resuming your position.

Once ambush set is given, maximum battle discipline and alertness is required for the duration.

**(Ambush Collapse):** It will usually be prearranged that if the ambush is not sprung by a certain time, it is collapsed. This is what happens in the majority of ambushes. Regarding the dangers of ambush set, since the patrol leader cannot give 'stand down' by radio, he must take care to stand the assault group down and leave leaving to the stop groups, and do not get lost. Follow the comms cord if necessary.

Methods for collapsing the ambush vary, but before the withdrawal begins, the site must be sterilized and equipment removed. Thus, have a reverse work phase. Security must be in place and alert in case the enemy arrives at this time.

For a withdrawal out of contact due to the ambush not sprung, you can use two methods:

- 1) Withdraw assault and support groups, leaving stop groups in place till last as flank security. This is of the occupation and 'hollows out' the ambush leaving flank security in place till the last minute.
- 2) Bring stop groups in to the assault group, send them back to the ORP, and then move the assault / support out.

**Ambush Sprung:** Springing the ambush correctly is a vital part of the successful execution of the operation. The following points apply:

- The patrol leader has sole discretion on initiating the ambush.
- The ambush must be sprung on the right target, and thus must be entirely 'command initiated.'
- The ambush must be sprung when the target is at the correct place in the kill zone.
- The ambush groups must remain concealed, and thus not give away the ambush, prior to the initiation.
- The ambush must be sprung by something that will kill the enemy. This is why safety selectors are set to fire. This is why it is never sprung with a verbal order to " fire! " or something similar like firing a flare or blowing a horn.

All of these non-lethal methods will give the enemy time to react, move to cover, or even assault the area. If your troops are not alert, they could even turn the tables.

- There must be no confusion over a signal to fire, that may cause an accidental discharge at the wrong time.

- For a small ambush, the patrol leader may initiate with his personal weapon.

- Generally, the ambush should be initiated with the most casualty causing weapon. This is why the patrol leader may situate himself with the support group, and initiate the belt-fed at the right time. If claymores / demolition are used, these may be sited to sweep the kill zone and may be used for initiation, or they may be sited behind pieces of cover which the enemy may go to ground in (such as a ditch or creek bed) after the ambush has been initiated by other means.

- If a belt-fed is used, try to have two, or at least have a rapid means of following up if a stoppage occurs. If a belt-fed fires from an open bolt, if it fails to fire, the loud noise may give away the ambush. If initiating with a personal weapon, the patrol leader lays between the two guns, he can place his hands on the shoulders of the gunners either side. If the gunners deliberately squeeze three times, the signal to open fire after the third squeeze, thus there is no danger of a snoozing gunner will set off the ambush at the wrong time. If only one belt-fed, do the same, but be prepared to initiate with personal weapon if the gun fails to fire.

- If using some means to block roads for a vehicle ambush, if that means in itself is not lethal (i.e. blocking a road or moving a vehicle) it must be carefully timed with the lethal initiation. Also, think outside the box when blocking a road or track - can the block be bypassed by rapid off-road driving? Where is the ambush sited, and does the kill zone to be unconventionally exited?

- The ambush must be sprung with an immediate ambush weight of fire. This is intended to immediately kill the enemy. Thus, blasting away on full auto may not do the trick. Fire must be heavy but accurate. It is to use the element of surprise combined with a heavy and accurate weight of fire to immediately kill the enemy. Combined with overlapping sectors of fire, this should provide coverage of the kill zone. If you have sufficient detail on a target, personalities and numbers, you can designate, for example, two riflemen per target. Otherwise, fire will be directed into enemy in the sectors of each of the assault and support groups. This prevents everyone shooting at one obvious enemy " large guy in an orange hat " and some enemy receive no fire at all.

**Sequence After Initiation** : Once the ambush is sprung with a heavy ambush weight of accurate fire, 3 phases will be followed, with a little variation due to the type of ambush being run.

### 1) **Initial Ambush weight of fire** :

This will be conducted by the assault / support groups. It will continue until movement in the kill zone otherwise as decided by the patrol leader. This is sometimes known as a 'mad minute.'

The stop groups do not fire at this time, they will remain concealed, until such time as an enemy runner out of the kill zone - if this happens, they will open fire. The role of the stop groups is flank protection warning throughout the ambush operation, but it additionally includes preventing enemy runners once the ambush is sprung.

### 2) **Watch & Shoot** :

Once movement has ceased in the kill zone, the patrol leader will give the signal for 'cease fire, watch'. This can be via radio, or by another signal such as whistle blasts or air horn.

At this time, fire is ceased, but resumed on any movement in the kill zone. Hiding / crawling enemy may have an opportunity to make a break, and this is also why the stop groups are vital at this time.

### 3) **Action Depending on Type of Ambush** :

**Limited Ambush** : Go straight to the withdrawal phase.

**Parallel Exploitation** : Following the watch & shoot phase, the designated search teams will go out. They will be designated from the assault group, and may perhaps be two buddy pair teams (size of ambush?). They will move to the stop group opposite the way the enemy entered the kill zone i.e. if the enemy approached from the left they will move to the right. This is a verbal / noisy operation (alternatively using personal radios) and occurs after the extreme noise of the ambush initiation.

The search teams will move down to the kill zone and conduct bounding overwatch / fire and movement in the kill zone. The assault / stop groups will verbally talk them on to known enemy locations. Bodies will be searched in accordance with the purpose of this search / exploitation of the kill zone (mission driven).

be confirming dead / identities, searching for Intel, or removing weapons and equipment.

Searching enemy dead will be conducted in buddy pairs and will follow search procedures. Once they opposite the far stop group, they will be called in, will move in through the stop group, and move to the leader's location to report.

**Full Assault** : Following the watch & shoot phase, the order will be given for the assault group to assault the kill zone. Depending on distances, this can follow the process of team fire and movement followed by an assault through, or it can move right into the assault through phase. The assault group will move forwards and assault the kill zone until the limit of advance (LOA) is called.

During this phase, the support group (belt-fed if present) will remain in place to cover the move of the assault group.

Once the LOA is reached, the assault group will establish security positions. At this time, the support group will be moved to a position better to cover the likely approach of any follow-on enemy / counter-attack. This will simply involve staying in place and shifting sectors back along the trail, moving to a better overwatch, and moving down to the kill zone to a position covering out along the trail.

Once the support group is in place, designated search teams from the assault group will move in to establish an ambush site / search enemy dead.

Stop Groups remain in place providing flank protection.

Once the search is complete, the assault groups will bound back to the assault position in groups, prior to withdrawal being called.

If demolitions are being used to destroy enemy weapons or equipment in place, this will be called as a demolition codeword's which will indicate each designated group to move back out of the kill zone i.e. " Fire in the Kill Zone One...Two " etc.

#### **4) Withdraw to ORP**

A clear signal is needed to initiate the withdrawal.

**Withdrawal out of contact** : Assuming successful execution of the ambush, at this time the patrol should be in contact. The withdrawal will be conducted as a reverse of the T occupation, with the patrol leader at the center of the T. Everyone must physically allow him to contact them as they pass, in order to ensure accountability. The patrol leader will be the last man out of the position. The withdrawal can be conducted in two ways:

1) Bring in the stop groups, who will move through the patrol leader at the T and then move back to the rear. Then move the support group and then the assault group(s).

- Disadvantage: collapses flank security.

- Advantage: keeps main combat power on the ambush site as the stop groups are safe at the rear.

2) Leave stop groups in place, withdraw support and then assault group(s). Stop groups then move in through the patrol leader at the T and back to the ORP.

- Disadvantage: leaves stop groups out there while the main bulk of the combat power is moved back to the ORP.

- Advantage: leaves flank security in place for the longest time.

**Withdrawal in Contact** : This will be a dynamic situation and can only be rehearsed as actions on, in order to reduce the chaos.

If the ambush has failed and there are enemy in the kill zone that cannot be reduced, or partially in and out of the kill zone, then the ambush group will need to break contact by fire and movement, ensuring to not leave the ambush site in place. In this case, any idea of moving in a controlled manner through the T is forgotten, and group 1 must account for their teams. The ORP is the ERP at this time.

**Casualties** : If friendly casualties are sustained at any time during the execution of the ambush, a plan should be in place to extract them. Collapsible litters can be carried by groups and if the tactical situation allows, vehicles (ATVs) may be positioned at the ORP, or given limits of noise, potentially at another RV some distance away from the ambush site and called forward. The ORP will also function as the casualty clearing point (CCP) for withdrawal. Give

challenges of dismounted extraction of casualties, and the manpower required for litter carry, it must be understood that if casualties are sustained, then some combination of a strongpoint and / or counter-attack need to be conducted. This is to allow the opportunity to collect and move the casualty out of the contact.

**Route Back:** Once in the ORP, leaders must grip their groups in order to efficiently pick up any equipment (rucks) and form up in OOM facing the opposite direction to entry. Group leaders and then the patrol leader take accountability and then the patrol will move off rapidly along the planned route back. The initial intent is to move fast to get away from the ambush area, in order to thwart any enemy attempt at counterattack, in which case aircraft follow up. Once sufficiently away from the area, the patrol will slow down to a patrolling pace through the series of check-points that form the route back.

### **Hasty Ambush**

By definition a hasty ambush is unplanned, but is instead a drill that is conducted in certain circumstances.

Examples:

- Creating a tactical cut-out prior to establishing a lay-up position (LUP) or patrol base.
- When pursued after a contact with the enemy, in order to create space in order to break contact. Attempt to slow pursuit.
- When being tracked, if other anti-tracking techniques do not throw off the pursuit.
- When enemy is pre-seen, in order to adopt an advantageous tactical position. This ambush may or may not be sprung, depending on enemy actions.

Often, the size of force that you will have when in these circumstances is small, so you will have to adapt to deliberate ambush drills.



Figure 66: A simple hasty ambush formation for a squad. Note the rear security and end men doing flank

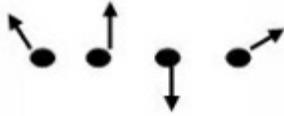


Figure 67: A simple formation for a team hasty ambush:

When creating tactical security / cut-out from one phase of a patrol and moving to another, when you want to ensure that there is no follow up behind you, you can adopt the break track technique (fish-hook / dog-leg technique can also be used on the fly to ambush your back-trail if you are being pursued. Hasty ambush that in extremis you can throw a hasty ambush simply across your back-trail in the direction you came from is better to move off to a flank after breaking track, and ambush parallel to your back trail.

The idea of the fish-hook hasty ambush technique is to break track at ninety degrees to your line of march. You then push deep enough into cover and turn another ninety degrees back in the direction you came from. You peel into a hasty ambush position. This allows you to observe your back trail. The point being, if you are tracked or followed, by the time the point where you broke track is reached, the enemy will already be in a kill zone, because you are parallel to your back-trail.

Hand signal for hasty ambush is an open hand over your face, followed by, for a break track, a knife hand pointing to the side of the trail where the break is happening. If you are just throwing in a very hasty ambush across your back trail, then hand over face, knife hand in the direction you want the ambush to face. The leader will often be facing the direction he wants the team to face, and spread his arms to indicate the line he wants them to

Cover / Concealment Line /  
Vegetation Boundary

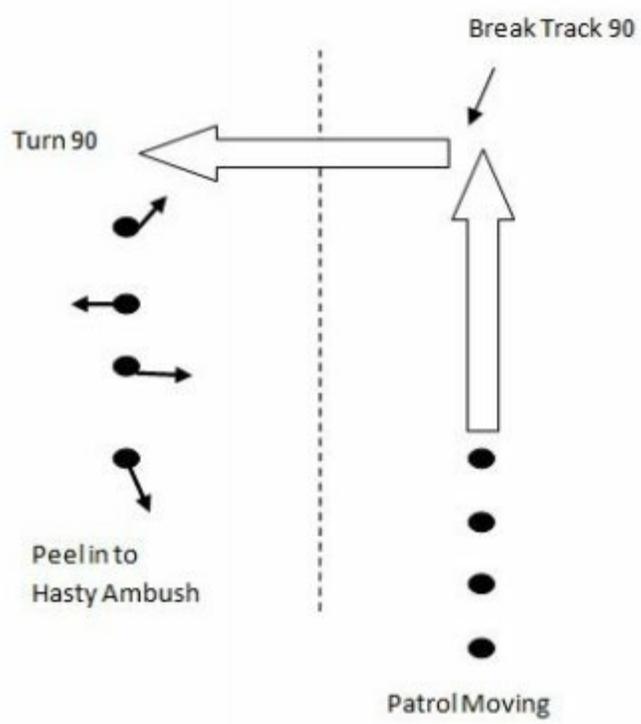


Figure 68: Break Track Hasty Ambush Technique.

**Basic Anti-Tracking:**

In order to minimize effective tracking of your team when on patrol, if active tracking is a threat, consider the following measures:

- 1) Use extended line rather than the file / single file.
- 2) Move in the rain if possible.
- 3) Use non-descript or common footwear. Wrap boots in cloth / sandbags.

If the enemy attacks from the flank, at any time before initiation, during initiation, or as part of the explosion phase, then the stop groups will engage and provide flank protection. A stop group is likely to be anywhere from two to four men at this tactical level, and is not a strong force. Thus, they will engage but not become completely engaged. At this time, on receiving the situation update, the patrol leader will either move his forces back to a security position at the ORP to wait for the arrival of the stop group, or redeploy in some manner on the terrain to support the move back of the engaged stop group. There is no use of the T for this withdrawal - groups move back to the ORP as terrain and enemy dictate.

- 4) Use streams and rivers, roads and railways to cover your tracks.
- 5) Walk on rocky or hard ground.

- 6) Move over areas where domestic cattle will cover your tracks.
- 7) Move through high traffic areas, if you can do so without compromise. Urban / semi-urban areas etc
- 8) Bomb-burst and meet at a pre-designated rally point.
- 9) Brush out your tracks.
- 10) Avoid spoor traps such as soft ground, for example along obvious features such as river beds - enemy trackers can leapfrog teams ahead on your assessed line of march to pick you up at such features.
- 10) With tracker dogs, your best bet may be to break the trust between dog and handler, or exhaust the handler where you cannot escape the nose of the dog . Take very hard routes, change direction, criss-cross fence lines, etc.
10. Last resort, execute a hasty ambush on the back trail.

### **Route Selection:**

An important part of patrol planning is route selection to enhance the security of your move. Some navigational techniques which will help you with this are:

**Hand railing:** use a linear terrain feature to aid navigation. This has a tactical application: you would follow a feature such as a road by not being on it, in case of ambush, but by following it to a flank.

**Contouring:** following a specific height around a feature. This is also a useful method of travel, saving minimizing altitude gain and loss.

**Cross-graining:** this is a physically hard way of crossing country. Often used in a jungle setting, you set an azimuth towards your destination cutting across the grain of the land. Very good for avoiding ambushes of altitude gained and lost = tiring.

## **Ground Domination Activity**

Ground Domination Activity (GDA) patrols are conducted around friendly force positions in order to disrupt attacks on them. They are usually conducted only so far as the limit of range of weapons that may attack the base, and will usually incorporate likely or historical firing points. GDA patrols will be coordinated with the use of S & O positions, both permanent and temporary, either on the base that is being protected or in the field.

If a base is under threat, and you send out GDA patrols in order to disrupt and deter that threat, then naturally the GDA patrols themselves become a target. GDA patrols need to be strong enough to fend for themselves and should be backed by an operational structure including a Tactical Operations Center (TOC) and Quick Reaction Force (QRF) located usually at the base that is being protected. Once you are sending out GDA patrols, it becomes a game of cat and mouse between the patrols, and whatever the threat is.

**Pattern Setting** : It is essential to avoid pattern setting. This is where the patrols will establish set routes and locations that they follow, which can be identified by the enemy and used in targeting. Poor trash discipline is also an issue, where rest or overwatch positions are used over and over, leaving an obvious trash pile that the enemy can use to set an ambush, or leave a victim operated device.

**Routine** : Together with pattern setting, routine must be avoided. There should be no such thing as a 'routine patrol.' Once we become predictable in terms of time, routes and locations, then the enemy can identify our pattern. This is when you will be hit.

**Complacency** : In GDA operations, often success can lead directly to complacency. With the exception of suicide attackers, most enemy will want to survive an engagement or operation, and will plan accordingly. If you patrol well, avoid setting patterns and routines, you may in fact avoid attack (mostly). This success can breed complacency, because essentially nothing is happening except 'boring' patrols. You may never know what you avoided, unless your Intel network is sufficiently developed to allow you access to information on operations that were not triggered by the enemy.

**Unpredictability** : You must patrol in a certain way that you avoid patterns of time and route. Use your imagination to conduct as much deception as you can. If the enemy are familiar with your patrol procedures, organization and numbers, change it up. Can you use dummy drops or pickups from helicopters or vehicles? Can you make it look like you have been dropped in a different place, or already picked up from the ground where you remain out there? Can you use combination foot / mobile (vehicle) patrols, utilizing unpredictable groupings moving together, operating separately, or in close support?

**Satellite Patrolling** : This is a means of patrolling ideally suited to a three team element. It complements the conduct of GDA patrolling because it inherently creates unpredictability for the enemy. Rather than moving in one of the classic movement formations adopted by a squad such as travelling or travelling overwatch teams will move in a mutually supporting formation. Tactical bounds will be maintained between teams rather than a classic linear travelling overwatch, the teams will operate in a roughly triangular formation. Bounding overwatch will be used as deemed tactically appropriate, and at least one team will move into an overwatch position whenever the patrol is static at a mission task.

Satellite patrolling is where you split your (large) squad into teams and then move them separated along a common axis. They are mutually supporting but separated. How far apart is not an absolute, but they must be out of effective small arms range from each other – so a separation between teams of anywhere from 100 meters, ballpark. Just like the distance of a ‘tactical bound’ between teams, it “depends on the ground.” You don’t need radios to coordinate this, although it is preferable, because you will move on an axis and with pre-determined RVs. If comms go down, or you are radio silent, just meet at the next rally point. It takes familiarity to get this right.

If you planned and briefed your patrol, you may have a series of tasks to conduct along the way. You will decide which team(s) will do the task at each location, and the other teams will go into overwatch to protect them. You will also have briefed your ‘actions on’, to include enemy contact. You are moving as a larger squad. You will decide on a call between assault and break contact depending on the assessment of the team leader who has the fire and the squad leader. To a large extent, that depends on the enemy you face, and their usual SOPs. You will know, based on historical Intel, how long it takes the enemy to spin up an attack once you go static in a location. This will limit your time on task.

Satellite Patrolling takes competence, training and trust. You have to allow ‘mission command’ and empower subordinate team leaders to ‘command in their own sphere,’ within the limits of the overall mission. Team leaders must trust the squad leader, and he must trust the team leaders, so that each trusts the other’s capabilities. You will notice when you look at the diagrams (below) that there is a certain amount of freedom where teams will move to bring the enemy under fire, under their own volition and without waiting for orders. Once the enemy is under fire by team(s) the squad leader can make assessments and decisions on who to maneuver and in what direction.

Mission command means act with initiative and aggression within the higher commander's intent. If you lack initiative and aggression as a team leader, the squad leader will be having a hard time, and you will likely get people

Because at the end of the day, it's really all about fire and maneuver, and the leader has to be available to allow him to sequentially maneuver them either towards or away from the enemy. It works both ways: for example, the point team leader walks into something too hot to handle, he may make a call to break contact. The squad leader can't tell him to stay there; he needs to trust the call of the man on the ground. What the squad leader will do is maneuver his other assets to support that withdrawing team. Then assess the situation and maneuver as to what to do next – the break contact may have been just to get off the X to better ground, and the team now goes firm in a support by fire position, allowing the squad leader the option of offensive action. Or the leader, following an assessment (combat estimate), may decide to move the whole squad out of there (break contact).



Figure 69: 'One Up' satellite patrolling:

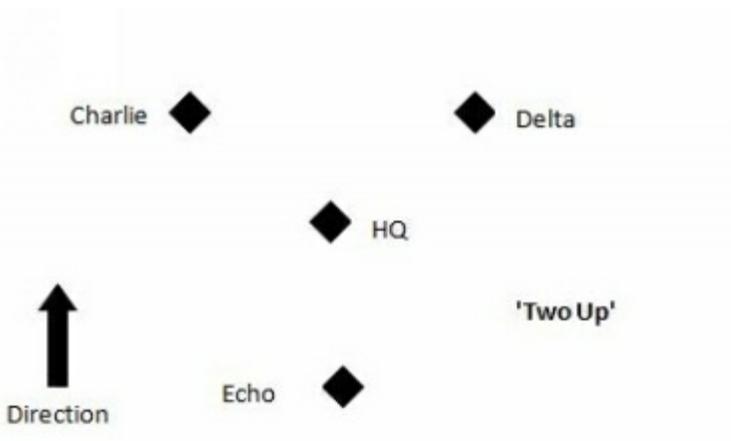


Figure 70: 'Two Up' satellite patrolling:

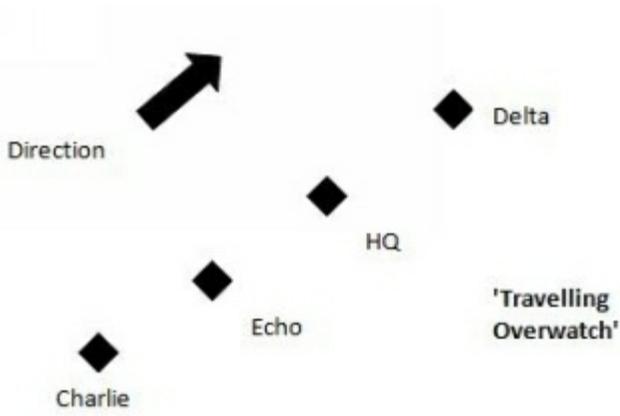


Figure 71: A more traditional travelling Overwatch, with tactical bounds between each team:

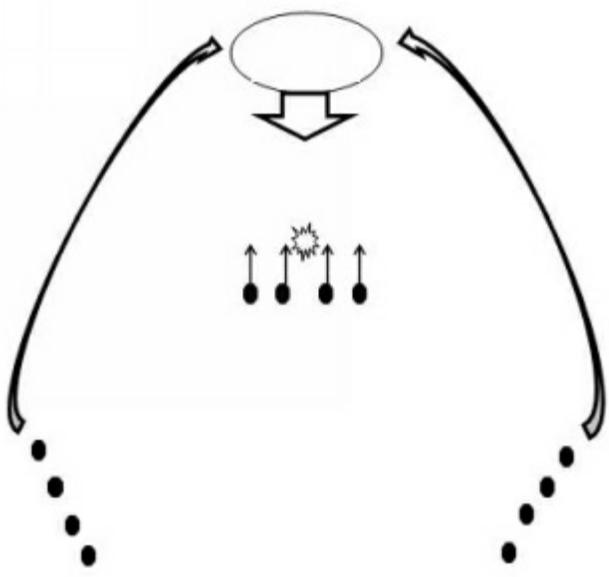


Figure 72: 'Hard & Fast " react to contact drill.

Figure 72 shows show the standard drill for a three team satellite patrol, with a 'shoot and scoot' type. In this case, the patrol is moving 'one up' and the point team is contacted. This may well be a the 'primary' team, which will include the patrol leader, and may also have attached any additional elements such as police or local forces in accompaniment to the patrol. The contacted team will react to contact and return fire, while the flank teams go 'hard and fast' in to depth. They are trying to move fast enough to cut off the escape of the enemy in order to allow kill or capture. Once firing ceases (enemy bugging out) the primary team will also go 'hard and fast' into depth. It is likely that the enemy conducting an ambush ('multi-weapon shoot') onto a satellite patrol such as this, has identified the location of all three teams and thus knows that no team is behind them. They will have chosen ground that allows them a fast escape to the rear, likely to a road with fast-moving vehicles. It then becomes a race between the responding flank teams and the running enemy ambush group.

## Troop ORBAT & Maneuver Examples

Below we see some examples of patrol formations. The idea of 'One Up' and 'Two Up' is not set in a rough triangular formation as the satellite patrol crosses the ground. For these examples we have a pur notional / example four team troop, as follows:

Potential ORBAT (order of battle): 4 Teams, 16 personnel total.

### HQ TEAM

#### ALPHA:

Troop Leader

Troop Senior Medic

#### BRAVO:

### MOBILITY SUPPORT GROUP (MSG):

Designated Marksman

Rifleman / Gunner

### CHARLIE FIRE TEAM:

#### ALPHA

Team Leader/Troop Second in Command

Rifleman

#### BRAVO:

Rifleman

Rifleman / Gunner

### DELTA FIRE TEAM:

#### ALPHA:

Team Leader

Rifleman

#### BRAVO

Rifleman

Rifleman / Gunner

ECHO FIRE TEAM:

ALPHA

Team Leader

Rifleman

BRAVO

Rifleman

Rifleman / Gunner

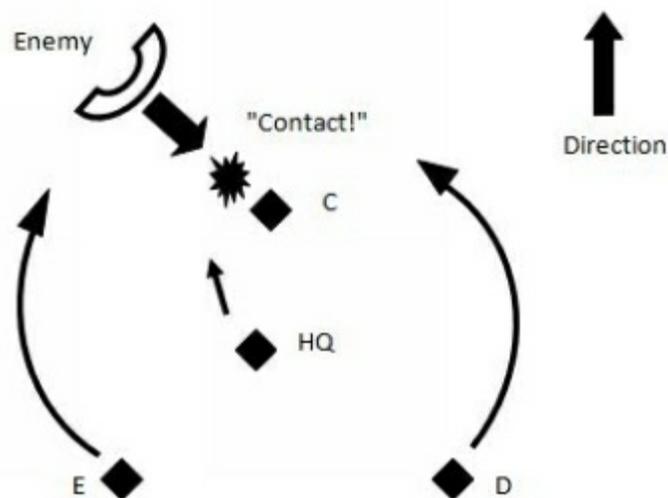


Figure 73: A 'One Up' patrol has its point team (C) contacted. It is important to note that due to the triangular formation, any team can be contacted from any direction and the drill works the same. In this example, teams both automatically go 'hard and fast' towards the depth/flank. This is very effective with an enemy that tends to 'shoot and scoot' because it both pushes them off their firing point, and also gives you a chance to move to depth and kill or capture them. You have to be able to MOVE though! If the enemy wants to stay and fight, it will have the effect of bringing at least one other team up to bring the enemy under additional fire, prevent them from reaching the flank, and thus supporting the team in contact.

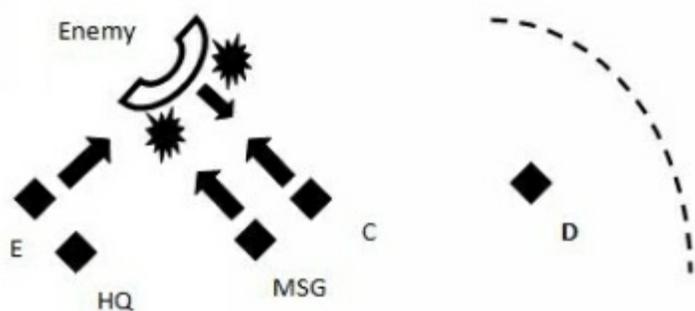


Figure 74: Here, Echo and Delta having moved up on each flank, the CUTT leader has deployed the MSG to support Charlie, and Echo is now up on the left flank also bringing the enemy under fire. Delta protects the right flank.

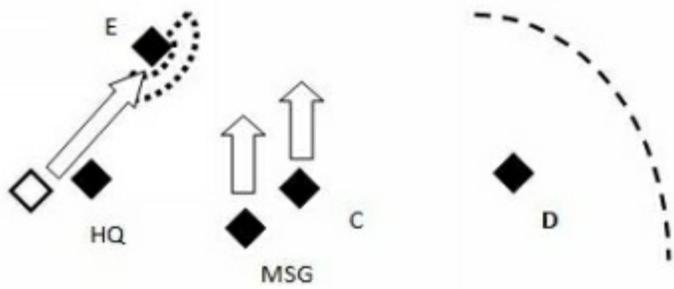


Figure 75: The troop leader decides to push Echo through the enemy position from the left flank: Charlie provide support by fire (SBF), shifting fire right as the assault goes in.

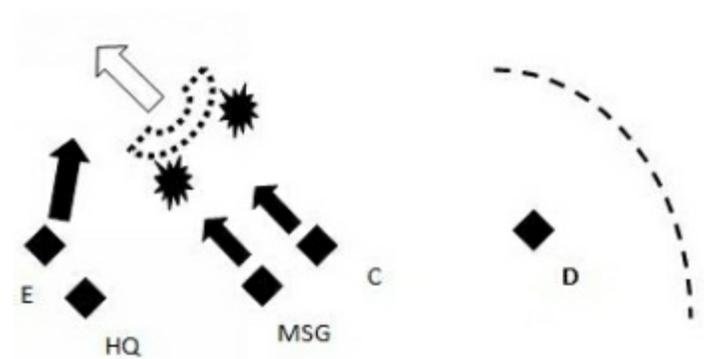


Figure 76: Alternatively, under the pressure of the cross fire, with a team (Echo) on the flank, the enemy withdraws.

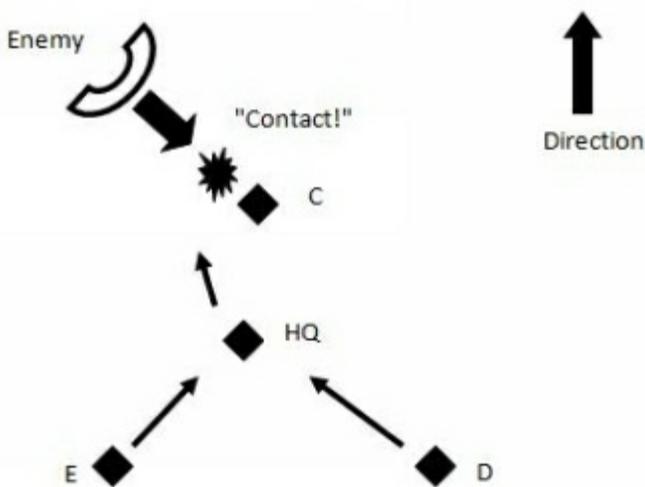


Figure 77: Here we look at the satellite patrol method in conjunction with a more traditional hasty attack. When Charlie comes under effective enemy fire, the troop leader pushes up to assess, while Echo and Delta move up to security positions, ready to be launched.

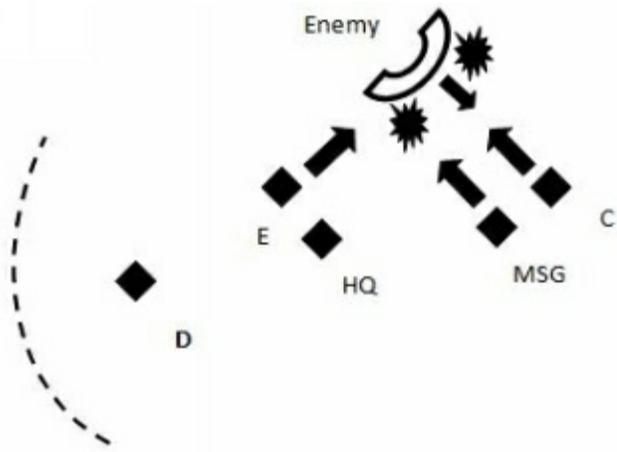


Figure 78: In this case, the troop leader deploys the MSG and moves Echo up to the left flank. Delta all to the left flank as reserve/flank protection, and thus is ready to assault in echelon after Echo has completed assault.

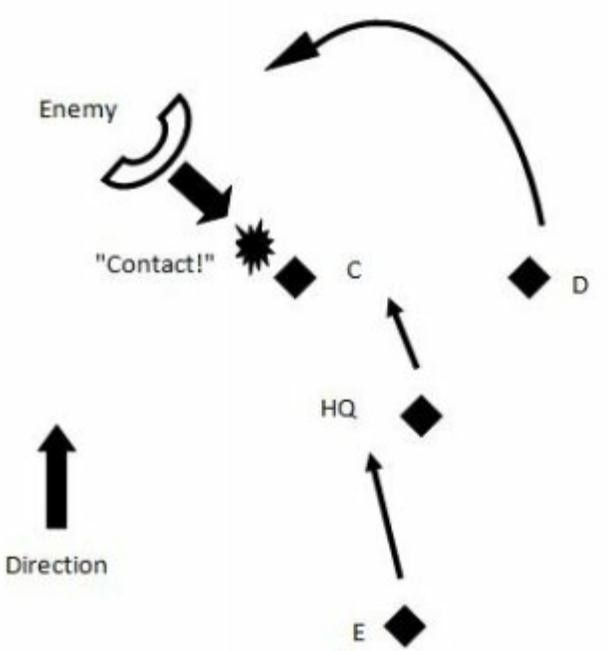


Figure 79: This is a 'Two Up' satellite patrol. Delta is closer to the action and able to quickly maneuver to support Charlie once they come under fire. HQ moves up to assess, Echo moves up to a security position to be launched.

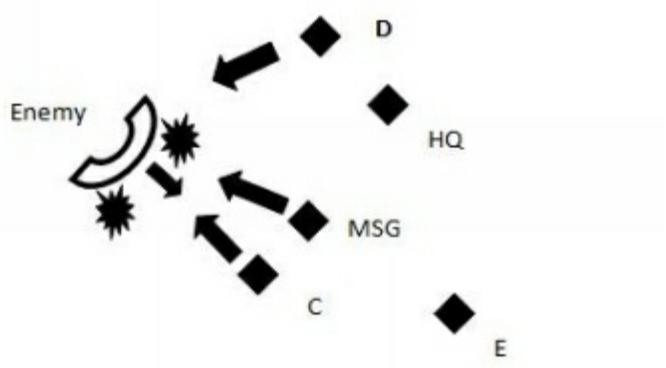


Figure 80: Delta is now up on the right flank, the MSG is deployed in support, and Echo is ready in re-tasked. The troop leader can launch Delta into the assault.

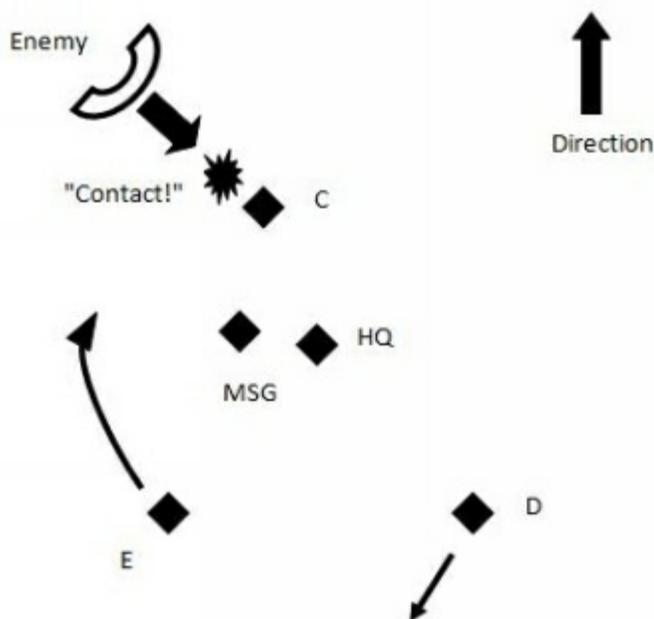


Figure 81: A 'One Up' satellite patrol has Charlie, the point team, contacted. Charlie starts its team break drill. Echo moves up to support, Delta moves back to secure the rally point.

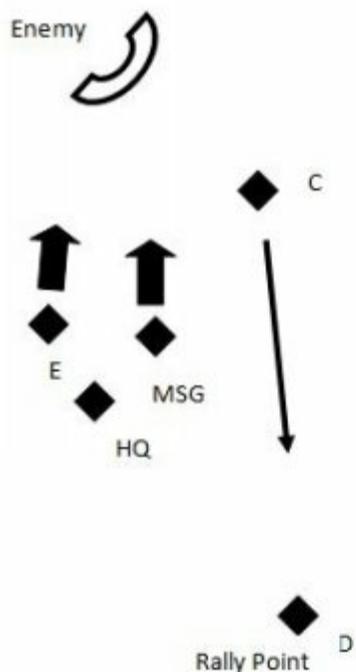


Figure 82: Here Echo and the MSG are deployed as SBF while the troop leader controls and directs. Charlie continues to break contact supported by the other teams. Once Charlie is out, the other teams break contact for the rally point. If there are casualties, the troop leader will need to organize resources to recover them.

There are many different permutations of these drills. You will train, drill and brief what you want you to be. Either way, the flank should be used, with teams moving up to support the team in contact, when to withdraw. Once you are starting to locate and suppress the enemy, the troop leader is able to do a contact

estimate, make an assessment, and decide on a course of action. That course of action will involve the sequencing of his resources (Teams and the MSG) in order to fire and maneuver either away from the assault.

Implied tasks in all of this:

- Communication, as part of Shoot, Move and Communicate.
- Coordination: of fire and movement by the Troop Leader.
- Aggressive Action by Team Leaders to move up to the sound of the contact in order to bring the enemy into contact. Whether to subsequently assault or break contact, it makes no difference. Support the other teams.
- Mobility: tactical fitness, and realistic combat loads, to allow individuals and teams to maneuver effectively towards and away from the enemy.
- Accurate, effective fire.
- Leadership.
- Training.

Note: this concept does not always have to be applied to a troop moving as a satellite patrol. It can equally be applied as a response to a team in contact, such as a Quick Reaction Force (QRF) responding to a section that comes under fire.

### **‘Actions On’**

‘Actions On’ covers a host of Standard Operating Procedures (SOPs) that you will adapt and adopt to your circumstances. These 'actions on' SOPs need to be drilled so that they become standard and you can then execute them in orders ‘as per SOPs’. 'Actions On' cover a host of conceivable situations and they have to be drilled into the operational environment. The following is a series of standard ones with possible reaction drills:

**Halts** : The patrol will stop in the designated formation, usually herringbone, and conduct security until the patrol moves on, or alternative instructions come down the line, such as to drink or eat, at which point

be done in buddy pairs with one providing security while the other conducts the designated admin. Even doing admin, troops should be looking out of the perimeter, rather than facing in or paying no attention.

**Obstacles** : this can be a situation where the obstacle is an actual obstacle, such as a river or ravine, or simply be a vulnerable point (linear danger area, LDA) such as a road that needs to be crossed. Which there are basic principles that need to be adhered to but the way the drill is conducted is up to you and experiment with the best way of doing it.

If you have to cross an LDA, select a good point where there is maximum cover / concealment from enemy observation and potential fire. The principle is that as the formation moves, the lead scout identifies the obstacle and calls a halt, passing back the relevant hand signal. Once the hand signal is passed back, the patrol will conduct the drill you have practiced. First, the 'near bank' is secured by riflemen covering across the LDA and to the rear. Then a group will cross and secure the 'far bank'. Once that is done, the main body will cross and the formation will continue.

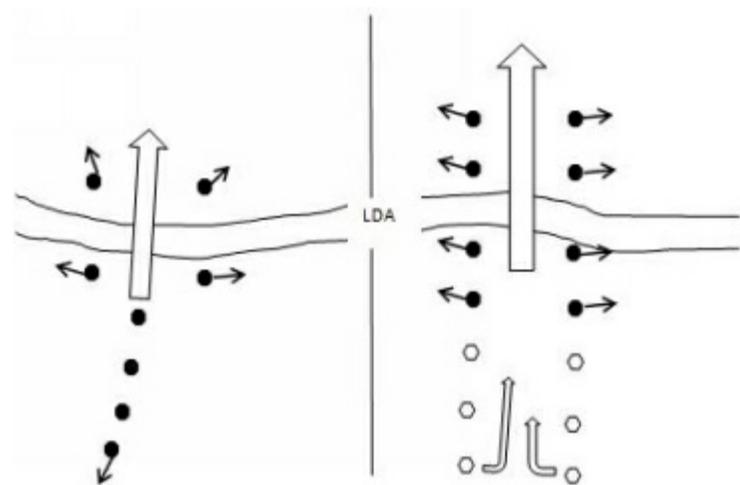


Figure 83: techniques for crossing an LDA.

A technique is to use people from the rear of the formation to initially cross the LDA to secure the far bank. As the formation moves across, they can simply join back in at the end. Another option is to create a 'tunnel' (center peel) by moving in file formation. The patrol halts at the obstacle in file, with the front rifleman on the near bank. The rear of the formation then peels through the inside of the file (tunnel) and crosses to secure the far bank, with the remainder of the file peeling out in turn and back in having walked through those preceding. This will eventually leave only the front riflemen on the near bank, who can cross, walk through the tunnel to the front, and the formation can then continue, back in its original order of march. This is better for smaller groups. With larger groups, you may want to use a fire team to secure the near bank, another fire team (from the rear of the formation) for the far bank, cross the main body and have the teams fall back in to rejoin the formation.

**Lost or separated** : You will need to make provision for this eventuality as part of your patrol orders. A SOP to adopt is to nominate each Rendezvous (RV) that you pass through as the emergency RV (ERV). If you are contacted and the patrol is separated, then the squad will make its way back to that ERV. A drill will work if you specify that they will wait perhaps fifteen minutes at the last ERV and then perhaps another previous ERV.

Also, if the patrol becomes separated in the darkness due to link men losing contact with each other, the reforming at the ERV will work. The simplest initial thing to do for a patrol separation, once it is realized, is for the rear element simply to go forward wherever they are. The front element, on realizing the rear element is missing, retraces steps. Put a time limit on this in case the rear element strayed off the trail of the lead element, back to the ERV. Use recognition signals to prevent fratricide.

In case of a full on disaster where you have been ambushed and had to fight out, your ERVs may not be available. For these circumstances it is good to have a nominated safe haven or 'crash RV' which may be your base of operations. The patrol and any separated personnel will separately escape and evade back to this location.

Being genuinely lost is possible for either the whole patrol, or a separated individual or small group. This can happen as a result of a contact and separation, or simply as a result of being navigationally misplaced. Being lost is different from separated when you know where you are and can make it back via the chain of ERVs. The procedure usually involves use of a simple emergency azimuth which will pick up an obvious linear feature such as a road or river. This can then be used to handrail back to the crash RV. This can be used by the whole patrol, or by a lost and separated sub-group. This may also tie in with your E & E actions on (escape & evasion) which will usually involve an E & E corridor.

**Enemy Pre-Seen** : This is a circumstance where you spot the enemy in an unexpected location prior to your presence being compromised. You will need to have a hand signal for enemy; a thumbs down followed by a pointing finger (i.e. knife hand) in the enemy direction works, and the patrol should seek concealment. At this point you will have the initiative, but your follow up action will depend on your mission. You could observe and move away, you could attack, or you could set up a hasty ambush or hide.

**Enemy Prisoner of War** : Actions on enemy prisoner of war (EPW) will depend on the tactical setting determined by Rules of Engagement (ROE) and the law of armed conflict (LOAC). If any enemy has surrendered and come into your hands then there are a number of considerations. If the EPW is wounded then they must

medical attention - and wounding in a firefight may have been how they became a PW in the first place. If you are surrendering during an action then this may add complications, particularly if other enemy have not surrendered or there are large numbers of EPW to deal with, which could impact the availability of combat power to complete the mission. These factors should be planned for and contingency plans made where elements are available to deal with EPW.

EPW must be controlled to prevent them either escaping or causing harm to friendly forces. They are a source of information and should be moved to interrogation. The shock of capture should be exploited.

The Five S's for EPW:

- **S**earch the EPW thoroughly and disarm him.
- **S**ilence—require the EPW to be silent.
- **S**egregate the EPW from other EPWs (by sex and rank).
- **S**afeguard the EPW from harm while preventing him from escaping.
- **S**peed the EPW to the designated EPW collection point.

+ **T**ag. The tag includes the date of capture, location of capture (grid coordinate), capturing unit, and circumstances of capture (how the person was captured).

Once the enemy is under friendly control, they assume the protected status of detainee.

A simple way to control and search the EPW is to order them to lay face down spread-eagle on the ground. One man covering another can conduct a search / pat down of torso, arms, legs. Once complete, the EPW can either put their hands on their head and be controlled up to a kneeling position, or have their hands secured behind their backs and be controlled up to a kneeling position, where the front portion can be searched. They are then secured (usually with plasti-cuffs), bagged and tagged (i.e. 'bagged, tagged and tied').

**Searching Enemy Dead** : An issue with searching enemy dead is that you do not know if they are dead. A general rule in an assault is that the enemy are always alive when you get there. Unless the enemy is sure, enemy positions should continue to receive fire up to the assault line and continuing during the assault. You should not intentionally leave any live enemy behind you, unless they are controlled by EPW team. Leaving an enemy alive invites an attack from the rear and would be tactically unsound.

If on returning to search the position, you find wounded or live enemy (who are surrendering) then they are dealt with as per EPW.

If you find bodies, then you will conduct search procedures. An apparent enemy body may be dead, shamming or even have a booby trap underneath. Search teams will move as buddy pairs (bounding over) through the position and on encountering a body, they will communicate.

Procedure: One man will move to the head of the body, in a position to cover down the length of the body. The cover man will move to him and leave his weapon with the cover man. The search man will approach the body on the side, so as to not block the line of fire of the cover man. He will remove the enemy's weapon and place it with the cover man. He will then launch himself onto the torso of the body and roll it in such a way that the cover man is under the body. When he launches onto the body, he is taking control of the body in case the enemy is shamming; this is violent and aggressive. Cover man will yell " Clear! " and the search man will roll the body back down. The search man will then search the body for information. Once complete, he will move to the cover man, collect his weapon and move on.

Weapons may or may not be centrally collected and destroyed, depending on the mission orders and Situation.

The reason for placing the cover man at the head of the enemy and with a potential shot along the length of the body is in case when the searcher gets on him, he is shamming and tries to attack, perhaps with a hidden hand grenade. At that time, the cover man can place a shot through his head and it will be absorbed along the length of the enemy body, not harming the cover man.

If, when the cover man rolls the enemy body on its side, the cover man sees a grenade or booby trap underneath, he will shout " Grenade! " and the searcher will roll the enemy back down on top of the device. Both will then dive for cover in the prone position feet towards the body. The idea is that with the force of an explosion upwards, most of it will be absorbed by the enemy body - by laying prone feet towards the explosion, the team hopes to minimize the damage of any shrapnel that they may absorb.

If booby trapping bodies is a sufficiently known TTP of the enemy, then once friendly forces are sure they are dealing with a dead body and not a potentially alive EPW, an alternate technique is to tie a rope to the body, to detonate any booby traps. Care must also be taken with enemy positions, equipment and weapons as they may also have been booby trapped.

## **Improvised Explosive Devices (IEDs)**

Improvised Explosive Devices (IEDs) are not covered extensively in this TM, but are summarized here. The IED threat outlined is generalized to asymmetric warfare and taken from the historical threat on OIF/CO and Afghanistan. The following is an account of general threats:

IEDs come in various sizes and the effectiveness of an IED depends on large part as a function of size and placement, as well as accurate targeting. IEDs can be connected in a 'daisy chain' and usually placed in the anticipated spacing of vehicles in convoys, to cause maximum damage. IEDs can be initiated in a number of ways:

**Command Wire (CWIED).** A physical connection between the initiation point (Firing point (FP)) and the IED itself (Contact Point); the need for this connection can aid in detection of the device and the IED.

**Remote Control (RCIED).** The RCIED is detonated remotely using any one of multiple options. It can be initiated by anything from a cell phone to a garage door opener. This increases the enemy's options for placement and initiation without the need to be physically connected to the device. This can make it harder to detect the device.

**Vehicle Borne Improvised Explosive Device (VBIED).** Simply put, the IED is inside the vehicle. This IED will usually be remotely detonated, or can be on a timer (exception: see SVBIED, below). The VBIED allows for mobility and placement of large IEDs.

**Off-Route Mine or Explosively Formed Penetrator (EFP):** A targeted IED capable of defeating armor.

The EFP is very effective and can defeat many types of armor. The EFP is effectively an 'off route mine' that creates a 'Miznay-Chardin' effect to create a molten slug or spray of metal that will pierce armor, causing damage and secondary effects inside the vehicle as it passes through. The Miznay-Chardin effect places explosives behind a mine or cone or dish: on detonation, the cone inverts and forms into a slug of metal. This is a similar effect to that of a standard RPG (the 'Monroe Effect'), with the exception that an RPG detonates on contact with a vehicle, whereas the EFP goes off several feet away by the side of the road. Whereas an RPG can have its lethality dissipated by the use of a mesh cage around vehicle and bunkers, to disrupt the molten jet effect of its warhead, the EFP is harder to defeat and will penetrate through armored vehicles, although it will be disrupted as it passes through parts of an armored vehicle. It is not usually defeated by the use of a cage; an RPG is a contact weapon, whereas the EFP is a standoff penetrator.

The effect of an EFP can be devastating but usually limited in scope. An EFP will pass through armor, have been multiple circumstances of EFPs causing traumatic lower limb amputation of personnel in the rear and front passenger seats of vehicles, but personnel in other compartments being left unscathed.

EFPs have historically been initiated with the use of an Infra-Red (IR) beam that crosses the road; effective tripwire. When the vehicle breaks the beam the EFP detonates. The impact point on the vehicle depends on the aspect the EFP is placed at and also the distance between the IR trigger and the device itself. How the vehicle is set up will determine placement on the vehicle. Multiple EFPs (array) can be tied to one IR trigger to hit a vehicle in numerous places, or be spaced in the hope of the 'daisy chain' hitting multiple vehicles in a line. An EFP has to be armed - i.e. the IR trigger switched on – otherwise the device would initiate on the next vehicle on the route, which may be a civilian vehicle or otherwise not the target. Thus, the EFP is armed remotely by the IR trigger. This also has the advantage of allowing arming while outside of any ECM 'bubble' that might defeat the remote arming device. This makes the EFP to an extent a remote controlled device, but also a Victim Operated (VOIED) device. There are ways of mitigating risk: see below.

Victim Operated Improvised Explosive Device (VOIED). This type of IED is detonated by the actions of the victim. In order to be effective the IED will usually target a location that is known to be used by coalition forces (vulnerable points). VOIEDs can be anti-personnel or anti-vehicle. The type of location targeted would usually be somewhere that locals could avoid, but that forms a channel for military personnel or vehicles. Markers, or the corresponding safe routes, may also be marked, often in unusual ways, similar to the way that mines are often marked in the Balkans i.e. piles of rocks, sticks, cloth tied to markers etc.

Suicide Vehicle Borne IED (SVBIED). The employment of Rules of Engagement (ROE) & Escalation of Force (EOF) measures is necessary in order to mitigate this threat.

Suicide Bomber. A particular threat to dismounted personnel; additionally, the use of screening procedures is required at any type of organized meeting.

**Operating with an IED Threat:** Procedures must be developed within your team to deal with the IED threat. Many types of IED require enemy to be present to initiate or deploy the IED. Thus, when patrolling the area, a high level of alertness is ideal. If the assumption is that the enemy wishes to initiate the IED from a FP and then escape, you can create uncertainty in the enemy as to the position of all your teams, they will be unsure that their escape route is clear, and may well not initiate the device.

Thus, in many cases the good use of satellite patrolling, along with the principles of not setting pattern routines, and good deception, will defeat much of the IED threat.

In situations where you have to be at certain places, such as moving in convoys on roads, at entry control points where there is a suicide threat, then procedures must be developed along the lines of the Rules Of Engagement (ROE) / Rules for the Use of Force / Escalation of Force. Here, we will use procedures to keep threats at a safe distance and warn them.

**Vehicle Moves:** with a threat of SVBIED, signs will be displayed to keep civilian vehicles at a distance of 100 meters. If vehicles begin to encroach, escalation of force procedures will be followed which may include waving of flags, firing of flares, firing of warning shots, followed by firing at the driver. Any of these may be skipped over depending on the speed of the escalation. An SVBIED threat hard to counter is vehicles crossing over the median into oncoming traffic. Similarly, static call signs halted beside the road are a threat from SVBIED swinging out of moving traffic and into the formation.

With a threat of EFP, this must be carefully balanced against the threat of SVBIED, simply because a good way to defeat the EFP, is to allow civilian traffic to intermingle with the call sign, or at least be close in front of them. This means that if they wish to avoid killing civilians, the enemy cannot turn the IR initiator on for the EFP, as they would detonate the device on a civilian vehicle.

*All decisions in combat environments are calculated risks!*

**Dismounted:** a dismounted patrol will still face the need to keep civilian vehicles and motorcycles at a safe distance and thus must have the ability to signal and warn them to stop as per the escalation of force procedures. Occupants of vehicles can be ordered to dismount at a safe distance, and lift clothing to ensure there is no vest being worn. Similarly, suicide bombers on foot emerging at close range are a threat to dismounted patrols (and have even stepped forward from a crowd and thrown themselves on the hood of vehicles). Thus an individual approaching the patrol must be ordered to stop and lift clothing in order to show clear.

**Victim Operated:** the VOIED does not require an enemy to initiate and will thus not be defeated by good patrolling techniques. In this case, you simply must not go where the enemy expects you to go, which is where they will place the devices. Thus, do not use obvious routes, gates, vulnerable points, gaps or otherwise obvious transit or patrol routes. Do not set patterns. This in itself can be a problem depending on the level of observation the enemy has on your activities, where he may ultimately be able to predict that you will use a harder

easier route, and mine it. At some point, the sowing of VOIEDs becomes ridiculous and unworkable, and places in Helmand locked up tight with them.

Metal Detectors (i.e. Vallon) are an asset that can usefully be used in situations where VOIEDs are there. They can even be used by the point man on a patrol to prove the route being followed. In some circumstances (Afghanistan) even reaction to contact drills had to be amended, because there was no freedom of maneuver on the cleared route once a contact started.

Observation of the pattern of life behavior and routes of the local population can be very useful. This is particularly so for the potential placement of VOIEDs, and also when a command detonated IED attack may be imminent. Why is a busy street now quiet? Where is everyone? Why does no-one use this trail to the fields? What are those rocks, or ribbons tied to the tree, denoting?

A good mantra to use:

*Presence of the Abnormal - Absence of the Normal*

**5 & 25 meter checks** : In an IED threat environment the normal patrol procedures will be amended to include 5 & 25 meter checks. This means that whenever the patrol stops, rather than simply taking fire positions, each patrol member will conduct a 5 meter check. This involves searching visually and by hand, for the 5 meters around the current position. This would be looking for anything that should not be there, like IEDs, command wires, etc.

The 25 meter check is for the whole patrol, and will be conducted for any patrol halt. Here, each individual will be conducting 5 meter checks, but also the perimeter for 25 meters will be checked including a walk around the perimeter (helpfully with a metal detector) looking for any command wires running into the area. This is effectively a visual and physical rummage of an area checking that it is free of devices.

The 25 meter check can also be conducted initially by binoculars from vehicles if, for example, you are moving into a halt position off the road.

When moving through vulnerable points with vehicles an option is to dismount and walk the vehicles with troops performing a search / rolling 5 meter checks as they move. This is best augmented by the use of metal detectors to sweep for VOIED. This is a point version of a route check, where the patrol looks for IEDs as the patrol moves along. When doing this, it is best to have a road team and two flanking teams, in order to push enemy off any firing points.

When playing ct and mouse with an enemy in a patrol and IE style environment, and simply in general conducting patrol operations, a healthy dose of paranoia is useful:

*Operate as if you are under enemy observation at all times.*

Because you may well be!

## **Immediate Action Drills (IAD)**

### **Actions on Enemy Contact**

Your reaction will depend on the type of patrol you are conducting and the overall tactical situation. You can conduct a combat patrol on the way to an ambush, but you may still include actions on contact that plan for withdrawal from contact, or you may decide to act offensively. Generally, smaller recon patrols will always attempt to avoid contact and withdraw from the enemy.

#### **Offensive Drills:**

These types of actions on enemy contact will depend on what you decide about your mission, the size of the patrol, and also how the skill of your team compares to that of the enemy in historical contacts.

Squad Size offensive reactions: for a far ambush, which is one outside of grenade range, (we can approximate this as over thirty yards away), an offensive reaction to enemy contact would be the same as the squad drills already covered. One of the teams, usually the team that was contacted if you are moving a tactical objective apart, will win the firefight while the other team conducts a flanking attack.

If it is a near ambush, which is within grenade range or less than thirty yards away, then the standard drill is an immediate assault by all elements of the squad that can engage. For a contact in the frontal or rear axis, this means only the lead or following team is able to engage, but the other team will attempt to push out to a position to provide supporting fire or flank protection to the assaulting team.

This is certainly not as ideal as a far ambush, with only one team assaulting at close range without ben support, but it may be the only option if surprised by the enemy. If at all possible, it is preferable to be as per a far ambush: maneuver your teams to the best covered positions possible and then leave one as

while the other flanks. If the near ambush comes from a flank, then it may be that both teams can turn to and then fight through side by side. If you generally over-match the enemy then this may be a useful tactical aggressive skirmish lines which are overwhelmingly able to gain the upper hand and skirmish through contacts, usually due to better fire accuracy and personal drills.

However, for near ambush, even if conducting an immediate assault, consider the cover shoot method by a move / fire assault, rather than attempting to run through shooting. This consists of an aggressive move shooting your way to cover, followed by an ambush weight of fire in the form of cover shooting in an effort to take the initiative back from the enemy by winning the firefight. At this time, a skirmish line or move/fire assault may be appropriate. It may be that enemy weight of fire and numbers simply precludes this, with the team simply pinned down with casualties, and an attempt must be made to get an element to a flank.

For formations larger than a squad that are moving in linear formations, such as a fighting patrol on the ORP, then a useful offensive drill is for the group in contact, for example the lead squad, to go firm fire while the following elements, such as the remaining squads of the formation, will go into an immediate flanking attack and attempt to roll up the enemy from the flank.

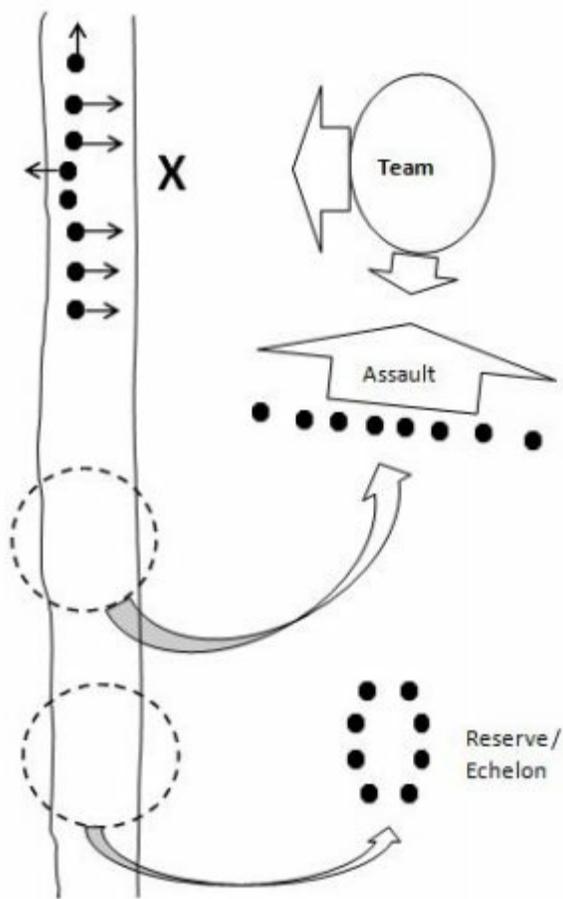


Figure 84: Platoon Reaction - Ambush – Offensive

Note: Not shown in Figure is the location of the Platoon Leader (PL) and the Platoon Sergeant (PS). T

mobilize the 2nd squad into the flanking assault and the PS will remain with the 3rd squad in reserve, them to the PL as required for the assault through the enemy position.

### **Break Contact Immediate Action Drills**

For smaller recce patrols, or even squad or larger sized patrols that plan to break contact and extract themselves by the enemy, then these drills are more suited. Break contact and extraction drills consist of fire and movement away from the enemy. There are various techniques that can be used. In terms of your SOPs you will need to define what you are going to do and in which direction you are going to move.

You can either plan to simply move directly away from the enemy or back the way you came. A contact with the enemy can take numerous forms, from a meeting engagement with another patrol, bumping a sentry at a location, or walking into an ambush. However, you should decide on what your actions are going to be and how you can react as a drill.

Fighting out the way you came in is generally a good idea because you have just traveled it and you should know how to get out, but remember that if it is an ambush the enemy may have placed stop groups out, and you may have walked past them as you entered the ambush kill zone. But fighting directly away from the ambush may mean you are under fire for longer. Fighting into the ambush was covered above. It is usually helpful to base your actions on the direction of enemy contact, so it will be “CONTACT FRONT!” or LEFT, RIGHT or REAR. Let us look at some squad sized formation on patrol, either moving together or in travelling over-watch with a tactical boundary between teams.

**CONTACT FRONT!** An example of the drills that you can do for a contact front would be for the front two riflemen to return fire, with the two rearmost riflemen of that front team stepping out to the side to allow them to fire effectively ‘getting on line’. These two pairs would fight back utilizing fire and movement. The rear team would take up security positions and then begin to move back, utilizing bounding over-watch, to secure a rally point.

Alternatively, the center peel or tunnel method can be used. With this method all the patrol members step out to the left or right accordingly to create a file, or tunnel formation. This will only allow the front two riflemen to return fire. This is useful for withdrawing along linear features or where fire is coming in from the front but also to the flanks on both sides.

The front people will return fire and then in sequence they will turn and run through the center of the tunnel back in at the other end. This allows the next front people to fire and the process will continue with the tunnel turning itself inside out all the way to a suitable rally point. It is effectively a peeling technique with the tunnel turning itself inside out all the way to a suitable rally point.

troops moving down the center.

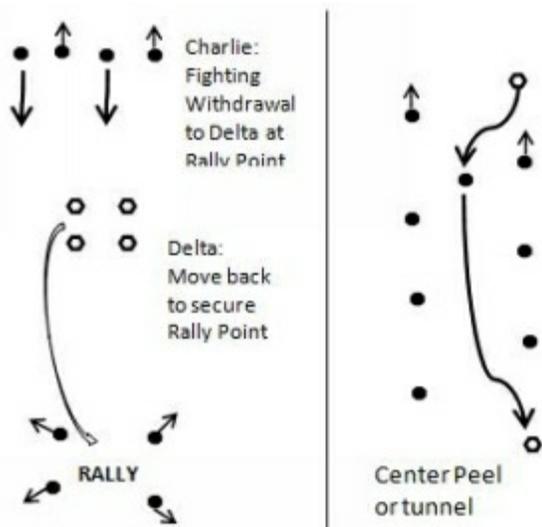


Figure 85: Squad break contact front, various methods.

**CONTACT RIGHT (or LEFT)!** In this situation the squad will turn to the threat and get on line to ret towards the threat. A note here: recent experiences in Iraq and Afghanistan have shown that they enem about ambushing from all points and therefore it is imperative to maintain 360 degree security. Theref designate riflemen to face the opposite way when practicing these drills so that the rear is protected. I will then peel out back down the trail the way they came. For contact right the man on the left would n running behind the other patrol members and peeling back in to the right side of the line, with the whol continuing as the squad peels out back along the trail until a suitable rally point is reached.

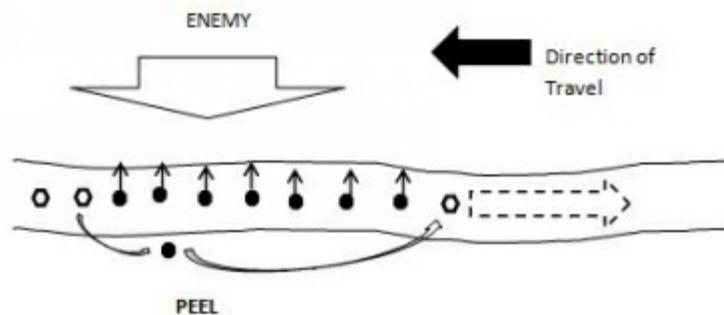


Figure 86: Contact Right, peeling right (direction 'right' oriented on the enemy).

Note that at squad level, a 'free peel' is suitable. This means there is no control over the peel, the next moves as the man to his left or right runs past, calling " last man! " (or his name). A danger of this met peel runs too fast, and there ends up too many 'in the air' peeling behind the line, versus those returning can be cured by training and awareness, where although the next man may have been given " last man ' assess the situation, and if necessary, pause before moving himself. At team level, another method is recommended, to be discussed shortly as part of team break contact drills.

When peeling, the 'bounding overwatch' equivalent is to 'extend the peel.' This means that if there is no

contact, as you continue to move along the linear feature with the peel, prior to the rally point, you extend by running further each time, which will cover more ground. Normally when peeling, you move past the distance of a normal interval or spacing, but extending the peel lets you run further.

**CONTACT REAR!** This drill is carried out as per contact front, but with the exceptions that the team to turn around and face rear to engage the enemy and then will have to break contact by continuing in the direction they were moving.

**RALLY, RALLY, RALLY!** Once the squad leader feels that he has successfully broken contact and has reached some suitable ground (usually with a terrain feature between his squad and the contact area), he will give the command to rally. The squad will get into the rally point and get on line facing the enemy direction with some of the squad covering rear. The squad leader will conduct a rapid assessment of the squad, the situation, and make a rapid plan.

If the enemy is following up, or you are still under fire, then a healthy dose of rapid fire (hasty ambush) will prepare for further movement and the squad will continue to fight away as per the quick battle order (QBOs) from the squad leader. Once contact is actually broken and the squad leader feels that he has reached sufficient ground on the enemy, he will halt the patrol and secure a defensive position before tending to the welfare of the patrol and making a plan for further movement or extraction.

### **Team Break Contact Drills**

Now let's take a look at some specific procedures for four man teams. The four man team is a good number for a squad, two of these teams to a squad, it is a good number for a recce patrol, and it works well as a general rule for dismounted operations. If you have different numbers, such as six, you can apply the same principles to other numbers to achieve the same effect.

Break contact drills are emergency procedures that are conducted if you accidentally walk into a contact with the enemy. As such the reality may not pan out as well as the practiced drill. An example of this is the possibility of having one or more casualties – 'Man Down.' So it's important to work from the perspective that these drills are designed to maximize your chances, but they are not a magic pill and some or all of you may well not survive due to the frictions and imperfections of reality, in the gaps, that you will survive, even on the receiving end of a deliberate ambush. Additionally, it is very important that these drills are very well practiced so that you can get into them without thought. In order to be able to do that, you also need to remain alert and be able to react quickly.

maximum violence when unexpectedly called upon to do so. This is sometimes called controlled aggression, the ability to 'bring it on' at a moment's notice.

There are effectively two 'freezes' that you need to get through - the first is when you come under fire, extreme violence at close range. We use exposure to live fire training (battle inoculation), along with the second is when you react to contact drill, to aid you to get through that and in to cover with an aggressive reaction. The second is when you and your team are in cover, with or without casualties, and no-one wants to move. This is where you need the drills, because if you stay in place the enemy will maneuver on you and kill you. Thus, despite the adrenaline dump, you need to be able to roll into a drill which will give you and your team a chance to blow through. Thus operant conditioning gives you a chance to blow through the potential freezes.

If you are not naturally of this mindset, then practice and 'muscle memory' drills will help get you over the shock of the contact, rolling in to firing at the enemy, and then the shouts of a vocal and aggressive leader to be able to shock you into the practiced motions of the drill. On MVT live fire tactical courses at the Velocity Training Center (VTC) in West Virginia, we bring you realistic scenarios using unexpected pop-up targets in the most realistic setting possible that will ensure you run through both break contact and offensive fire and movement drills in the most realistic setting possible.

The principle that applies during these break contact drills is that, with the exception of contact rear, you always fight out the way you came in, whether it is an actual trail or simply a direction. This means that if you are in contact front you will bound back the way you came. Contact rear you will also bound, but it will be in the direction you were already headed. With contact flank, left or right, you will turn and face the contact, which means that a simple peel will not work, which is why we use the peel method. The peel is actually a very fast way to move, and it works well.

If a team is well drilled in the ability to bound forward, bound back, and peel left and right, then they have the basics right to be able to maneuver in the face of enemy fire. Peeling is excellent for moving along a line and moving out of the enemy kill zone.

It is also possible that you may get multiple firing points, which is why you need to be familiar with bound back, peeling, and the drill may need to be adapted as firing points open up on you. This is also why, even though break contact drills start automatically, there is nothing to stop a leader assessing the situation as the drill progresses, versus enemy firing points and terrain, and initiating a change of plan. In fact, leader intervention when the drill begins to roll, based on an assessment of the developing situation, is encouraged.

How do we know we are doing a break contact? For patrol break contact drills they are automatic and the 'actions on' of the patrol mission brief. Thus when contact is called, you execute the break contact drill. Break contact may happen at other times, using the same principles, if leaders decide that it needs to happen. Break contact is not automatic on contact, but will be executed on order by the squad leader.

The procedure to follow when breaking contact is as follows:

### **React To Contact (Direction)**

#### **Execute Break Contact Drill**

#### **Fight Back to a Suitable Rally Point**

#### **Rally / Hasty Ambush**

#### **Move Out**

**React to Contact** : The initial reaction is your RTR drill – as you react, you should be shouting out the direction of the contact, along the lines of “CONTACT RIGHT!” etc. The team, once in cover, should be putting down rapid fire on the enemy to attempt to gain the initiative back from them. Remember, it was the enemy that initiated the contact, you were taken by surprise, so they have the drop on you. If the enemy is unseen, then this is the time to use the cover shooting technique in order to return fire.

During training and rehearsal it will be drilled who can and cannot return fire immediately if contact comes from certain directions. As per the live fire safety section, if for example you are moving in single file, with the front, then only the front man can initially return fire with a full RTR drill. The remainder need to move to cover which is the TR drill, as they move to open up angles of fire. When contact comes from the sides, left or right, the situation is simplified for most formations. This is why single file and file / column are such versatile formations. If you expected enemy contact from the front, you would adopt a more suitable formation, such as extended wedge, etc.

**Execute Break Contact Drill** : You will roll right into this drill following the RTR reaction and in response to the shouts of contact direction. For the four man drill the following procedures utilize the principle of buddy teams together. Thus, for a four man team drill, you will move as two man buddy pairs, keeping them together. This also means that peels will be controlled with a buddy pair peeling at a time. This takes practice, because you are not simply responsible for moving yourself, but it has the advantage of keeping buddy pairs together, and ensuring that return fire is maintained at minimum 50% and sometimes 75% at all times.

makes it more likely that if one of you is hit, the other will notice and be able to drag him back. Also, in a unit, it allows you to coordinate stoppages / magazine changes etc., while keeping up fire from your two elements, supporting the other pair as they move.

With a contact front or rear, although you are moving out to the flank to 'get on line' and support by fire, you actually have to move up level to the other pair. For example for a contact front, the rear pair does not advance to get level with the front pair, they simply have to move to a flank to be able to put fire down. If the front pair moves back to level with the rear pair. There is no sense in fighting forwards just to fight backwards.

Also remember that you will not necessarily get exact ninety degree angle directions of contact i.e. from left or right. Just go with whatever it most seems like. It will become more apparent when you have looked at the following diagrams and also practiced this a little, but the angle of the enemy may change, particularly if they move back away from them in a contact left or right.

**Team Contact Front** : As you patrol along, the first two in the line of march are your first buddy pair, the next two are the other buddy pair. When you receive 'contact front' each man will go into his RTR drill as appropriate. The second man will move out to a flank to support the lead man. The rear pair will key off this to move out to the flank together to support the front pair. Depending on how you want to do this, you could drill it that the rear pair goes to a certain side, or opposite to the direction where the second man went, or for best flexibility to adapt to the situation just move as the ground dictates; conduct RTR / TR as appropriate and then the third man will move the last man either to the left or right.

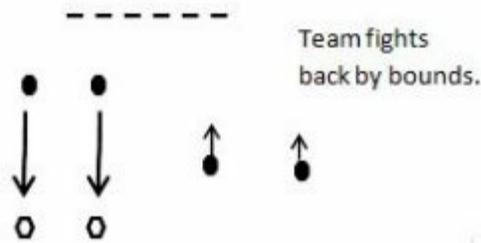
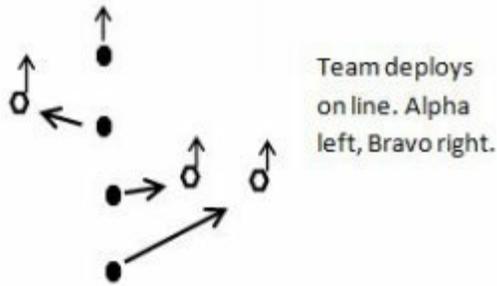
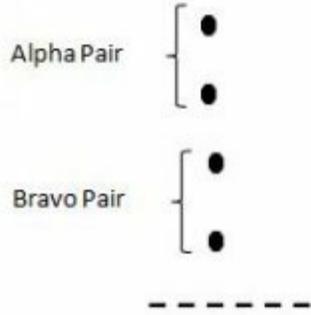


Figure 87: Team Contact Front, from single file.

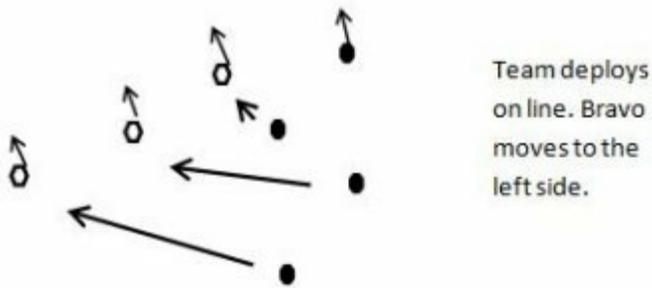
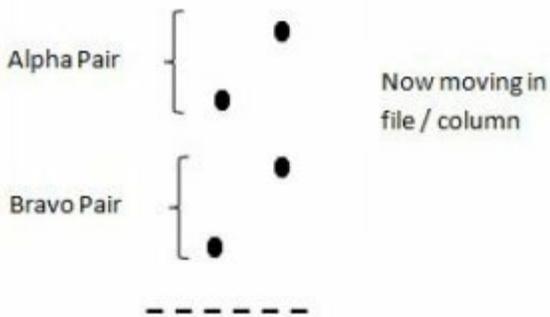


Figure 88: in this example, moving in column, due to ground / enemy front but perhaps slightly left of a decides to deploy on line to the left. Communicate this to the other pair.

**Team Contact Rear** : This drill is very similar to a contact front. The difference is that everyone has to face the threat and the rear man does the job of the point man. Because the enemy is behind you, you go out the way you came, so you simply continue in the direction you were going and fight out away from

**Team Contact Left or Right** : With these team drills you will always remain in your buddy teams. For left or right there is no need to deploy out to the flank in order to be able to return fire; you simply need to turn to the left or right and you are already 'on line' towards the threat. Once you have reacted and fired rapid fire towards the enemy, you will begin to fight out the route you walked in, by peeling, as individuals, with the controlled movement of buddy pairs.

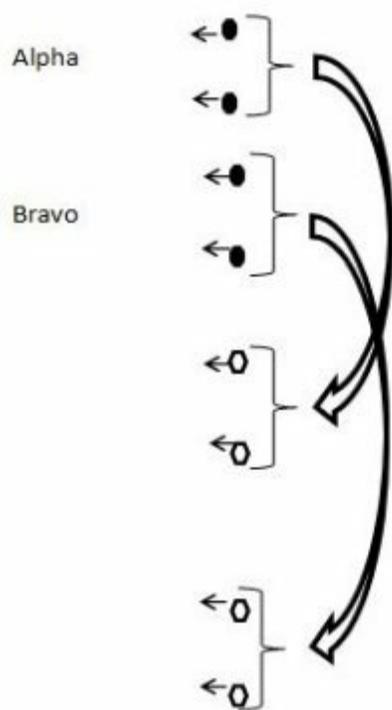


Figure 89: Team Peel controlled as buddy pairs.

If the contact is at a longer range, perhaps 200-300 meters away, then the angle will not change much as you peel back by peeling. Thus, you can peel for a long way until you get some ground between yourself and the enemy. In this case, you can simply peel out along a linear feature and be out of sight of the enemy quickly. If the contact is at a closer range, perhaps because you are operating in woods or forests, then the angle will change more rapidly as you peel back. This naturally happens as the pairs peel back in on line and move forward a little to get a shot at the enemy. As the angles change quicker at closer range, but the enemy position is still in sight, the drill is adapted. It may require more practice and observation of how this works to fully be able to understand and implement this drill.

In Figure 89 it shows the pairs peeling together. This is not accurate - the peel still happens as peels do - one man on the end opposite the direction of movement peeling first, then the next man. It is simply that the pair is controlled, just like with bounding, so we still call the other buddy pair to move, once we are clear of them. That pair will then conduct the peel as normal, and once both are in position, they will call "SE" and the other pair will peel.

**Transitioning to Contact Front:** What happens when you peel back on a closer range target, is you transition around so each pair moving back can get an unobstructed shot. At one point, there is no longer any space into, if you want to continue to engage the target but still move back along the trail you came in on. At that point it is better to 'get on line' and fight back as if the contact were now a 'contact front', assuming you are still engaged by the enemy. If the enemy is no longer in view, simply continue the peel until you can rally.

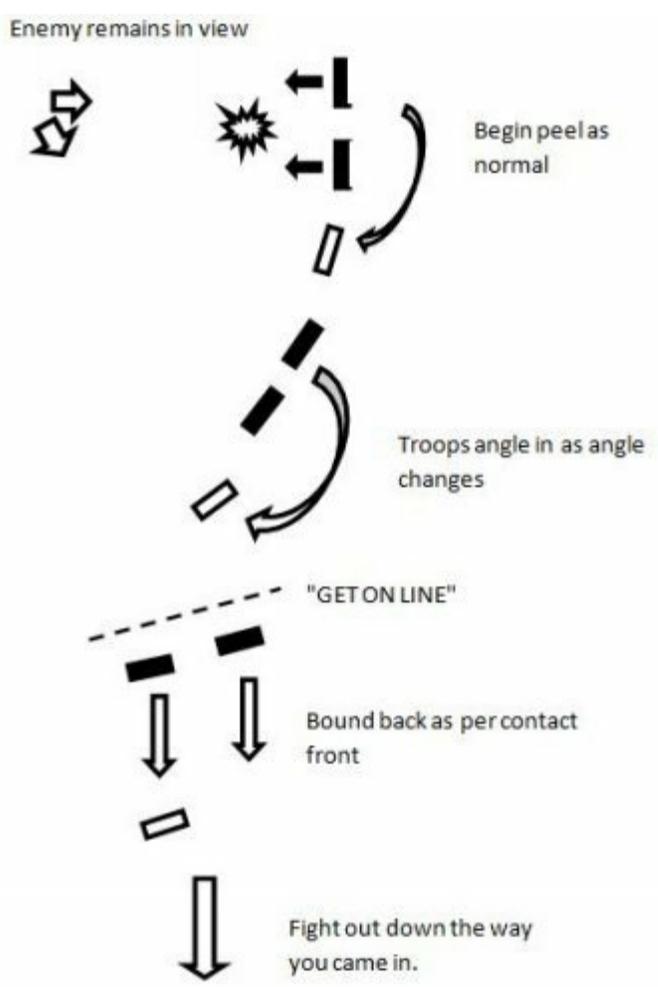


Figure 90: Contact Left evolving into Contact Front: 'Bound Back!'

The command "GET ON LINE! BOUND BACK!" is useful in many circumstances when reacting to contact. When you call it in a contact left or right, after peeling back, it means that now you will change the drill to fight as if you were in a contact front.

" **Break, Break!** " : Another very useful way to use the command to 'get on line' is to change the way breaking contact. An example would be for a contact front (or a left/right that has evolved into a front above) where you see an exit to the left or right. It may not be ideal to continue to fight directly back. What do, as an example, is to call 'get online' and then give further instructions to 'break left, peel left' or 'break right, peel right'. This would take a command decision by a leader and takes the break contact action away from a straight reaction drill, but it may be an effective way to move to a flank and out of enemy fire.

Recall above where the leader may decide to jump in and change the execution of the break contact as a change in the situation? The break left or right drill cancels out any continued fight back to a rally point with a visual accountability of the team, and a break out down a suitable avenue of escape to the left or right will still be thrown in at a later point. The break left or right drill may be conducted to take advantage of a terrain on a flank, or simply as a reaction to a very aggressive enemy follow up, where stopping and reorganizing to go to work, and a break out and run, perhaps even to a future hasty ambush location, is the best solution.

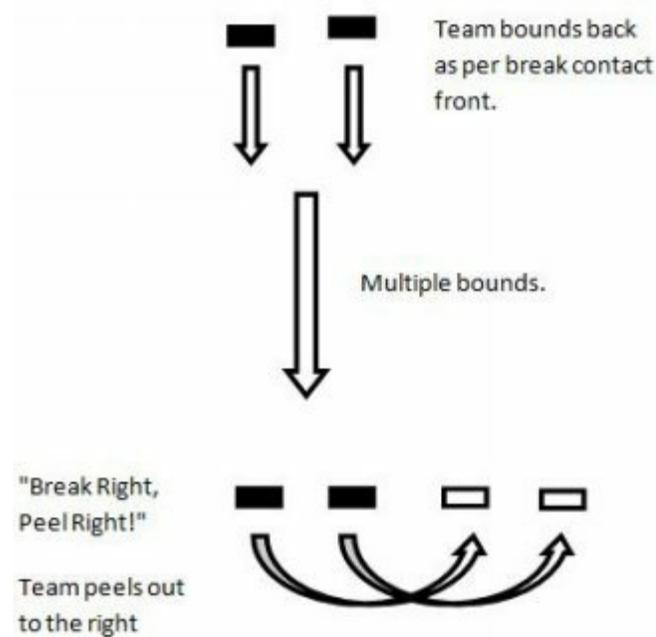


Figure 91: Use of the Peel to break right to a flank

Remember also that real enemy will move, and reinforcements may arrive after the initial contact, so as you break contact and pursue you, your initial contact left or right may evolve as you move back the way you came, into a new contact as more enemy arrive.

**Fight Back to a Suitable Rally Point** : However the contact began you will fight out of it using one of

previously mentioned techniques. As you move away from the enemy you will be hoping to break contact will also be looking for a suitable rally point. You may break contact with the enemy and be able to rally there. Alternatively, you may break contact but not at that point be on suitable ground. To rally, you reach a natural bit of cover (the other side of a terrain feature) to get into, allowing you protection and the ability to rally, however temporary.

If you break contact and still have not found a suitable rally point, and you still feel exposed to the enemy, you continue to move back as you were, but doing it as bounding overwatch rather than fire & movement. In this means you are doing exactly the same thing, but you are not firing, you are just ready to fire if you are hit by further enemy or come under fire. Remember that the enemy thinks, and may move or pursue you, or even flank your flank. Bounding overwatch allows more freedom of movement and longer bounds so you should be able to cover the ground faster.

**Rally / Hasty Ambush** : You can have the leader call out the rally, or have it done by the first person to reach a suitable place. Once the rally point has been identified then “RALLY, RALLY, RALLY!” is called out and the team will come together. A hasty ambush and also rear protection will be established while the team reorganizes itself to move out.

You do not want to spend much time at all in a rally point. Remember that the enemy could well be following you. That is why you establish the hasty ambush – if the enemy follows up, you hit them hard and then immediately break contact and move back to another rally point. So, if you get hit again by following up enemy, you immediately move back into the drill again and fight back to another rally point (or, if the enemy is very aggressive, do not rally in the vicinity at all, but look for a suitable 'Break, Break' point to get out to a flank and keep moving.

At a rally point you want to do a personnel check and see if anyone is injured. This is a good time to check magazines (TacMag), not everyone at the same time, and redistribute ammo as necessary. Take a drink and rehydrate. If you do have a casualty then things get complicated and you are going to be slowed down. You probably don't want to go into the full tactical field care phase at this point; although theoretically you are facing the danger of enemy follow up so it is likely best that you rapidly do any interventions intended to prevent imminent death or deterioration and then move out of there to work on the casualty at a later point.

Enemy Primary Threat

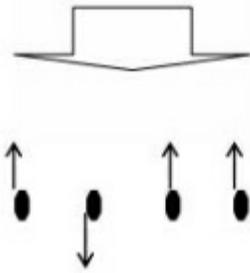


Figure 92: Team Rally Point: Hasty Ambush + Rear Protection

An alternative tactical option to the hasty ambush is to simply adopt a position of all-round defense, which is a basic tactical security position. This is less oriented to expected enemy follow-up from a likely direct approach and is more focused on 360 degree protection in an unknown environment.

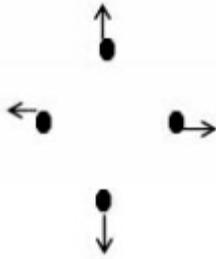


Figure 93: Team Rally Point: All Round Defense

**Move Out** : This should be at a fast patrol pace and may even be at a jog / run, at least initially till you are clear, when you will slow down to a steady patrol pace to allow yourself to be more situationally aware. The primary intent is to get out of there and not get caught up in an enemy follow up. Just be aware of the potential for a trap if it is a well laid ambush, or for running into potential enemy quick reaction or response forces.

Your 'bug out' is a balance between speed of movement and observation of your surroundings. Depending on the situation you may well be going into a full escape and evade phase and as such you will need to consider various actions in terms of foiling enemy follow up: changing direction unpredictably, masking your trail, using cover, etc.

If you have a casualty, then you need a plan to carry them out of there. Hopefully you will carry equipment that can be used either a lightweight litter or can be made into one – an example of the latter is using a poncho. If you have a casualty out of there then you will not be able to move fast. You will need a litter party with replacement and rear security at minimum.

Casualties during a break contact drill are a huge problem, particularly if you are a four man team. If you have a casualty, you have three left to move him, but if you are still engaged in the contact (in the care under fire or Tactical Combat Casualty Care) then those three will need to fight. The best you can do if actively engaged in trying to break contact is have a buddy drag the injured man on each bound, and then fire. Bear in mind that if you go down to three, you may forgo the buddy movement and move one at a time, to have at least two buddies to perform the move of the third plus casualty if appropriate.

Also bear in mind that if you are in a severe contact with very heavy fire, you are not only likely to take casualties, but you may not be able to maneuver as buddy pairs. You may need to adapt the drill to more time, whether peeling or bounding and either crawling or using whatever natural cover is available.

If you can drag the casualty out of the contact zone, then you will have more flexibility to reorganize the team and perhaps put the casualty up into a one man or pairs carry. You will need to consider security front and rear of your move, and how you are going to achieve that with the limited numbers to carry and perform this function.

To reiterate, the hardest things you will do are:

- 1) Locate the enemy and
- 2) evacuate a casualty under fire.

Even a pole-less litter requires four men to carry, preferably six. How far you can move a casualty with limited numbers is going to be a huge factor.

### **Quick Reaction Force / Strong Point:**

Whether or not you have a casualty, but more so if you do, you need to assess the operational framework for this small recon patrol is happening. What are your communication plans and capabilities? Who is in command of the operation? What quick reaction force (QRF) assets do you have? With a patrol on the ground you need contingency plans and ultimately some form of vehicle with a QRF element which can come out to assist in breaking contact and extracting any casualties. Whether truck, ATV or helicopter this needs to be planned for. QRF assets can also be forward located closer to the mission area in order to provide a faster response.

If you cannot move the casualty further, or you are waiting for the QRF, you may have no choice but to position to strongpoint. This is a hastily chosen defensive position which may also function as a hasty. The survivability of such a position will depend on factors such as numbers left unwounded, ammunition supply, enemy numbers and aggression, and speed of the QRF.

### **Offensive IAD - Contact / Ambush**

Small teams may use offensive counter-ambush drills in some circumstances. This is not usually recon but may be appropriate in some terrain (close country) and once historical information on enemy force is known. This would be better at squad level, and utilizing an element of flank support if possible. How aggressive cover shooting and well-drilled fire and movement can send a skirmish line through a bad enemy force. If casualties are taken in the initial fire from the enemy, it is important that they are left to the skirmish line has assaulted through, otherwise those going to their aid will detract from the violent assault and it may well lose momentum.

Once the formation has reacted with the RTR drill and got on line, it must rapidly win the firefight with and/or the cover shoot technique. Once that is complete, the assault can be launched. This can take the skirmish line assault with the buddy pairs moving within the entirety of the overall line, or it could be a move/fire technique. If it is very close the option exists to go straight into an assault through drill with the line moving and shooting as it walks through the enemy position.

Rather than turn and launch right into an assault through at the walk, given that the enemy are likely to turn and have opened fire on your patrolling formation, it mostly makes sense to conduct an aggressive RTI by turning and firing on the way to cover, then conduct a 'mad minute' of cover shooting from the position and then launch an assault.

3) Skirmish line assaults through the enemy position by pairs F&M.

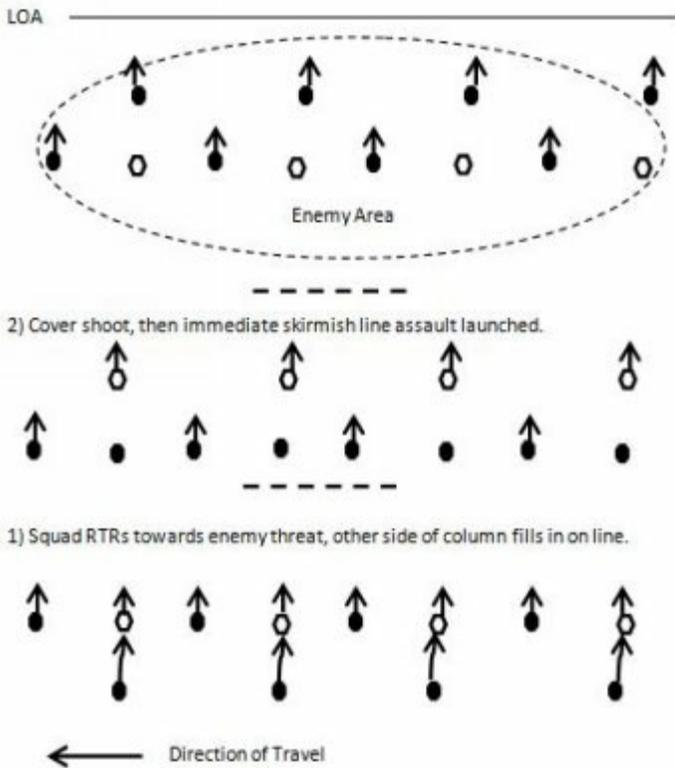


Figure 94: The diagram above starts at the bottom and depicts the various phases for a skirmish line as broken down into buddy pairs:

## Patrol Bases

If you are conducting operations as an independent patrol away from your home base then you will need patrol bases for rest, admin and to conduct the relevant missions if you are out for anything more than a few days. You will preferably move into a patrol base in daylight, so you should identify an area on the map and move towards it in good time.

In some circumstances it is a good idea to cook and eat at one location before moving on and establish a patrol base and sleeping at another location. This will not be possible if you plan to occupy a patrol base for several days. A patrol base may be used if you are moving in jungle / bush or heavily wooded terrain and are looking to eat an evening meal then move to an overnight spot before moving on again in the morning.

It should be noted here that for any of these tactical operations described here there cannot be any work particularly at night. Also, if you have solid fuel or fuel stoves in order to heat rations, then they should be used only in daylight. In severe circumstances in close proximity to the enemy you can do 'hard rations' with no cooking but in any other circumstances it is advisable to look after yourself well and eat hot food /

beverages to maintain both body and spirit.

Most patrol base drills are designed for platoon size formations containing three squads and as such are around triangular shapes. You may well not have three squads and either way it does not really matter what formation you create. A three squad platoon can occupy a triangular harbor but they can just as well occupy a linear one with the three squads next to each other.

It may also be that you use these drills adapted from a woodland setting to occupy a building for a short time, and you can adapt them accordingly. It may also include vehicles in a similar concept. The triangular concept is a way of simply creating 360 degree security with three elements, with platoon headquarters at the center for command and control.

Look at the formations that you have and decide how best for you to achieve this effect. The phases for the occupation of a patrol base are as follows:

**Hasty Ambush**

**Recce**

**Occupation**

**Stand to**

**Clearance patrols**

**Sentries**

**Work Phase**

**Routine**

**Hasty Ambush** : As the patrol is moving along, perhaps along a small trail, the leader gives the signal for a hasty ambush (hand covering the face for ambush) and points to the side of the trail. The squad breaks track to the side of the trail, heads off the trail a short distance, and then peels back another 90 degrees back parallel to the trail they just walked up, peeling in on line into a hasty ambush (don't forget rear protection).

The idea of the hasty ambush is to wait for a period of time to ensure that you are not being followed and to execute a tactical cut-out. The idea of breaking track and peeling back is so that by the time any tracker realizes the trail, he is already in the killing area of the hasty ambush, in front of you. If this was a platoon movement, you would have peeled into a triangular ambush, with a squad on each side of the triangle.

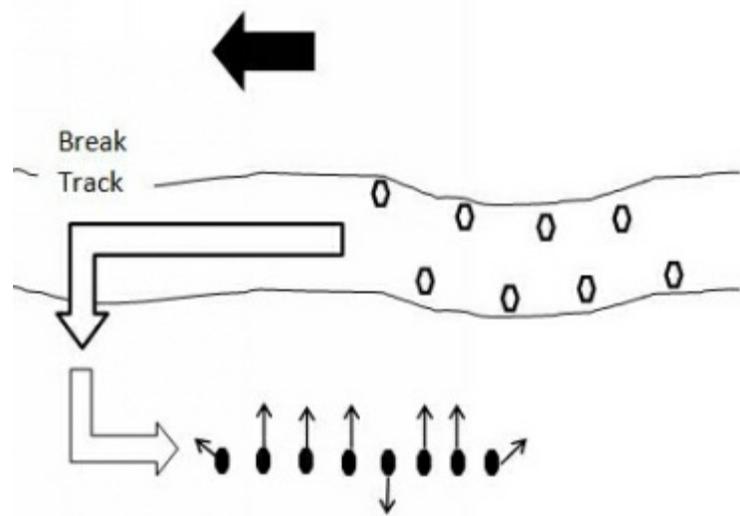


Figure 95: Break Track & Occupy a Hasty Ambush

**Recce** : Once a suitable period has elapsed, the leader will depart on a recce of the potential patrol base. At platoon level he will take with him security to place down at each apex of the triangle and a buddy pair to lead in the patrol. At squad level you will not be able to spare so much manpower so he will likely take a security element and perhaps return to the hasty ambush himself, with a buddy.

A patrol base is not designed to provide a dominating defensive position or fields of fire, but rather it is for concealment. So, ideally the leader is looking for an area in deep cover, perhaps with an accessible supply, on a reasonable slope and without any obvious trails or tracks through it. The idea is to get hidden in woods. If your aim is to seek a dominating position then this is more a strongpoint, your position is likely to be more of a defensive than a concealed position.

**Occupation** : The patrol peels out of the hasty ambush and moves to the patrol base location, led by the leader. For a platoon level triangle, there are specific drills as to how the three squads move into the base and you will have to play with the occupation procedure to make it work for your group. For smaller forces you will decide how the patrol base will be laid out, either in a line or perhaps in a small circular perimeter. Usually the patrol is led in through the base, or 6 o'clock position. For a triangle, the apexes and thus the sentry positions would be at the 6, 10 and 2 o'clock positions (upside down triangle). For a small group, it is possible to have one or two sentry positions and if only one it should be at 6 o'clock which is the direction of the greatest enemy threat (your back-trail / route in). The leader places each buddy pair down in their assigned positions and they will take off their packs and use them as fire positions as they watch out and cover their sectors.

**Stand To** : the patrol will remain silently at stand to for a suitable period of time, probably thirty minutes.

listening for any enemy activity or follow up.

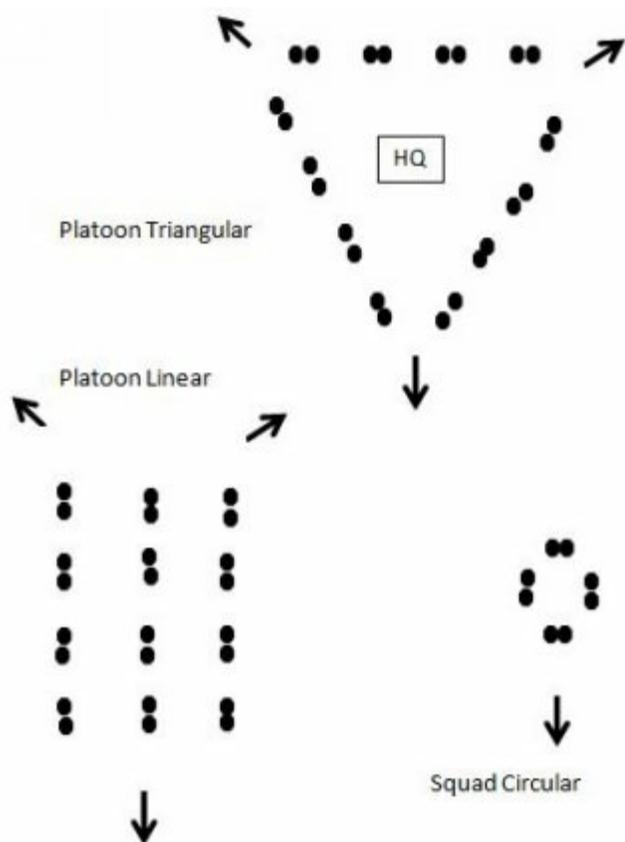


Figure 96: Patrol Bases

**Clearance Patrols** : At the close of the stand to period, clearance patrols will be sent out. These should consist of two or three men and the idea is to clear the immediate area around the patrol base. A simple given that you are likely in the woods, is for the first man to move out to limit of sight from the base, the sight of him, and the third to limit of sight of the second man; they will then circuit the base and return; patrol remains 'stood to' throughout.

**Sentries** : On completion of the clearance patrols sentries will be posted. These will initially be posted limit of sound from the patrol base due to the requirement for the coming work phase. There will be two sentry positions in a patrol base, which will be day and night. Night time sentries are brought in to the daytime the positions are pushed out.

**Work Phase** : Once the sentries are posted then the patrol will stand down and begin the work phase. various things that may or may not happen:

Track plan: Use paracord or string (green) as comms cord to mark out a track plan inside the perimeter.

position, linking the sentry position, buddy positions and the command location. This will allow the track to be followed at night and prevent people wandering off into the woods. Clear brush, branches and sticks from the track up to above head level of your tallest man..

**Positions:** in conventional warfare shell scrapes should be dug and the buddy pairs will live in these. They should be 6-8 inches deep and large enough for two people to stretch out and sleep with all their equipment, which should be covered by a tarp or poncho at night against the rain. You may not do this but individual positions are dug with sectors of fire allocated. Your tarps will only go up at night, after evening stand to, and will come down in the morning, prior to dawn stand to. If you are not digging in then do something to camouflage and blend in to the location and fire position, maybe using logs, branches and leaves etc. Also, clear your sleeping area of brush and cover to reduce noise and keep away the bugs on the forest floor.

**Latrines:** a deep drop latrine will be dug. This should be just outside of the position and yes, unfortunately, in the eyes of the sentry position. You can get behind a little cover for privacy. The latrine must be covered at night because people using it are vulnerable and you do not want them snatched. A nighttime latrine will be dug in the center of the position, with the track plan leading to it.

**Defenses:** if you have any defenses such as claymore mines or improvised equivalents, and also trip-flare mines, these will be placed out during the work phase to protect the base.

**Routine :** Once the work phase is complete the patrol base will go into routine. A sentry roster will be established and once that is done there will be time for weapons cleaning, admin and sleep. There should be stand-to periods of at least 30 minutes spanning dawn and dusk which marks the change from day to night routine. There should be a clearance patrol after dawn stand to. This is now the time when the patrol will rest and administer itself at the patrol base and also conduct any operations that it has planned, such as recce missions. There should always be a security element left at the base when a mission goes out, so long as the patrol intends to return to the base.

**Bug-Out Plan & Battle Discipline :** A patrol base is a covert affair, a temporary base to conduct operations from. It should not be seen as similar to a contemporary 'Forward Operating Base' (FOB) or a strongpoint. It would be a different animal, the establishment of a defensive position. The patrol base will need an Escape and Evasion (E&E) plan usually plan to stand-to for any enemy threat or incursion. If the patrol base is 'bumped' by the enemy, there will be a plan for a withdrawal under fire to the ERV and then break contact.

If true battle discipline is applied, then shell scrapes will be dug as fire positions and all gear that is not

be packed away ready to go at all times. This means that when you are woken in the night for your turn will get out of your sleeping bag and pack all your gear away in your ruck silently in the darkness, with light. You will re-deploy your sleeping gear once you get off duty. When dawn stand-to comes, everyone packs away their gear, take down their tarps (also known as ponchos or 'bashas') in the pre-dawn and their fire positions for the dawn.

It is useful to rig up your basha with bungee cords attached which can rapidly be used to put up and take down tarp using nearby trees; make sure that when you set up the basha, it does not sag in the center or it will collect water and collapse on you. Strategically located bungees will help with this, including one or two to hold the apex. If you are bumped, then the patrol base will be stood to and all gear will be rapidly packed away in pairs, stuffing sleeping bags away etc. If the order is then given to withdraw, packs will go on and the patrol will fire and maneuver out to the ERV.

In temperate environments hammocks are not suitable sleeping equipment, with their high profile and difficulty to get out in a hurry - and there is no ballistic protection. In jungle or swamp terrain, they are more suitable. Hammocks or sleeping frames can be built to prevent sleeping on the jungle floor or in the swamp.

The triangular patrol base has also been successfully used as a long term ambush position because it follows the principles of defense, and has also been used to defend against overwhelming numbers of enemy attacks. With the triangular configuration it is usual to have any support machine-gun weapon systems at the three corners of the triangle, where they are able to cover down the front of each side of the triangle with enfilade fire.

**Sentries** : Sentries need to be alert and motivated and should not be on watch for more than two hours at a time, or be less depending on environmental conditions. During the day sentry positions are usually pushed out to the perimeter and be occupied by a single sentry, but ideally a buddy pair. At nighttime there will be two sentries and they will be brought back in to the perimeter.

All patrols will usually leave and return via the 6 o'clock position and sentries must be familiar with the terrain and recognition signals. Sentries must be alert, not asleep or distracted, and must watch and scan their area.

There should be a challenge system in place for situations where the sentry is not sure who is approaching. There will also be rules of engagement so that if the sentry recognizes an enemy approach, he will engage without hesitation. If an unknown patrol approaches the sentry, he will challenge them to halt at a suitable distance. If the sentry has some sort of communications system he will also alert the patrol leadership who will stand-to the

base. He will then advise the approaching group to “One of you come forward.” At which point he will be able to recognize them or give his part of the password and wait for a response. Once he has identified them as friendly he will ensure that he gets the number count from the leader and counts them back in to the password case of any ‘tag-ons’.

The watch rotation should be staggered so that there is always a fresh sentry in his first hour, and another in his second hour. The off-going sentry can wake the next on the roster 15 minutes prior to his duty, in order to give him time to pack his gear, put on warm clothing as necessary, and make his way to the sentry position.

Sentry rotations should be written down, depending on the level of trust in your team and the numbers involved, because there is always a temptation among less well-disciplined troops to skip rotations and if the sentry names and times are not written down there is no way to really check this when you are woken at, for example, 3am.

**Small Team Lay-Up Position (LUP):** Small teams cannot really be described as establishing a patrol base. They will be moving in to lay-up positions (LUP), or this can be known as a hide. Due to the numbers involved, the sequence of occupation of a patrol base must be modified. For a small LUP, the hasty ambush will still be conducted and the team will remain in place until they are confident there is no-one on their back trail. They are likely to be conducting anti-tracking and this will be very important when they move away from the hasty ambush - which is in effect a 'tactical cut-out' to prevent follow-up. The whole team will need to move from the hasty ambush as there are not sufficient numbers to send a recce, with security teams and runners to come back for the remainder.

It is often prudent, once moved from the hasty ambush, to establish a temporary base in which to cook and eat a meal. Once this is complete, the patrol can then move off to the overnight LUP. If this is not done, then the patrol must move from the hasty ambush to the LUP.

Formations for a four or two man patrol will be limited and to a certain extent will depend on the ground. Defense will be conducted as best as possible, modified with consideration of likely or possible routes and the patrol position. This is because it is likely for a small patrol, they will push into some deep cover / vegetative area to seek maximum concealment. However, this must be done with circumspection, for example it would not be a good idea to push into a deep area with only one way in or out, because this would offer no escape if they are trapped in to your entry point or discovered by chance.

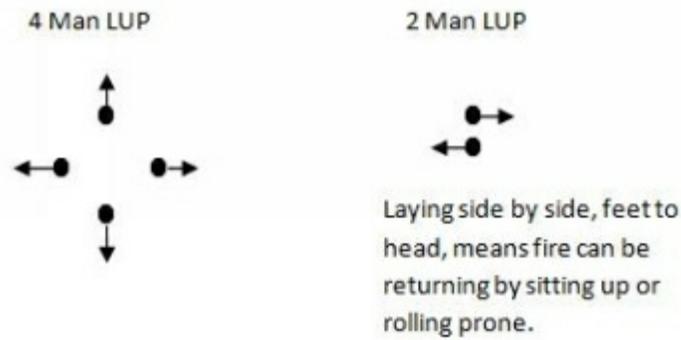


Figure 97: 4 and 2 man LUP formations.

Sentries are likely to be an issue if any rest is to be taken. In a four man patrol sentries can be run at 24 hours being awake in turn around the group. Given the circumstances and likely terrain, it may not be necessary to an actual sentry position, rather sit up and remain alert listening 360 degrees. Depending on the length of rest sought in an LUP, it can be as minimal as a patrol sitting up against rucks around a tree for a few hours with actual sleeping gear being used. In a two-man patrol, security must be sought primarily from concealment in deep vegetation.

**Patrol Tactical Check Notes**

Consider the following as part of your patrol planning:

Enemy: (You may have to gather some of this information)

- Intent
- Strength
- Weapons/equipment
- Dispositions
- Routine
- Morale

Friendly Forces:

- Your commanders intent
- Mission and concept of operations
- Dispositions of friendly troops
- locations of boundaries/flanking units

Defensive fire/air support

Planning Aids:

Ground/air recce

Air photographs

Patrol reports

Intel summaries

Map estimates/recce

Weather forecast

Battle procedure:

Receive warning order

Time analysis

Mission Analysis

Issue Warning Order

Combat Estimate

Mission Brief

Rehearsals

Inspections

Deployment

Preliminary Moves:

Method of movement

Load Plan

Order of March

Location of/route to/security at PUP/DOP

Routes:

Different out/in

Cover from view, fire, air

Deconflict with other patrols

Locations of/actions in:

Rally Points

Emergency Rally Points

Objective Rally Point

Navigation methods:

Check navigators/pacers

Execution (group tasks):

Composition

Command

Tasks

Routes

Order of march/formations

Signals

Sectors

Timings

Actions On:

Halts

Lights

Casualties

Enemy:

Pre-seen

Contact (chance encounter)/ambush

Compromise in OP

Obstacles/linear danger areas

Lost/separation procedure

Separation procedure

Lost communications

Prisoners of war (PW)

Civilians/refugees

SECURITY!

Combat Service Support:

SOP Variations:

Dress

Weapons

Equipment

Signals

Combat Supplies:

ammo

rations

water

batteries

IPE

replen plan

Transport:

method

vehicle loading

recovery

POL

Medical:

location of CAP

casevac procedure

litters

medical gear

pain meds

Other:

holding and evacuation of PW (prisoners of war).

# TACTICAL VEHICLE MOVEMENT

When on the roads, some hazards that you should consider:

Illegal traffic control points (ITCPs)

Manned roadblocks

Unmanned roadblocks

Ambush – static

Ambush – mobile

Improvised Explosive Devices (IEDs)

Urban areas

Mob

Trick or con

## **General Movement Considerations :**

**Profile / Posture :** Your mission and the type of vehicles you are using, when combined with the threat determine the profile or posture you adopt. You may have a high profile military approach, or you may have a low profile or covert.

**Mission:** You may be conducting a high profile military style move, or you may be running close protection in a low or high profile manner.

**Dress / Equipment / Posture:** If low profile, wear your load / ammunition carrying equipment in a way that is comfortable for sitting in a vehicle but less obvious – perhaps putting a shirt over top of a load carrier, keeping weapons down but accessible. If you have to get out and stand by your vehicle you can do so with your weapon in a ready position, but you can also leave it on the seat next to you and readily available, depending on the situation and the profile you wish to portray.

**Armor / Unarmored :** This will tie in closely with mission and posture - if you are a military unit running in armored vehicles, you will be able to remain in the kill zone longer and may adopt an aggressive response. If you are in unarmored vehicles or running a close protection mission, you will not want to remain in the kill zone. Unarmored vehicles give you no protection and are 'bullet-magnets' in the kill zone. The only 'hardened'

in a normal civilian vehicle are the engine block and the metal parts of the wheels, front and rear wheel / hub area). This is why if you are taking a fire position next to a vehicle, you want to shelter by the engine wells; preferably you will then move away from the vehicle into a fire position in hard cover.

**Crew Responsibilities** : As you are moving, the driver's job is to drive and he should preferably be called the 'shooter' but primarily the vehicle is his 'weapon' and the means to keep people safe. The other crew members are assigned observation sectors of responsibility as they move along the route. You should adopt a safe tactical speed that will give you warning of any dangers ahead and hopefully allow you to avoid them. Consider threat mitigation and the avoidance of danger. If on a close protection mission, one of the vehicles will be the 'protected vehicle' (containing the protected personnel) and crew in there will be tasked as protection officers.

**Route Selection / Threat Mitigation** : Invest time in route planning. Think about advance planning, route selection: use back roads avoiding lines of drift and traffic. Don't be afraid to stop and move forward to observe the route ahead, or turn around and go another way. Make sure you adopt tactical bounds between vehicles and if you stop for any reason, such as to change a tire, fill up gas from your stored gas cans, or overnight, you need to adopt a good tactical position and cover your sectors to protect the convoy. For long halts, such as overnight, conceal the vehicles off the road and post sentries.

**Enemy Contact** : If you are driving and you come under enemy fire ('contact') then you are in the 'kill zone' also known as the 'X' and the key thing is to get off the X as rapidly as possible. You may take cover but you still need to get out of there and consolidate at a secured rally point. This is where any added ballistic protection will be priceless. A problem you may have is if you have a vehicle(s) immobilized by enemy fire in the X. These situations and the counter drills are covered in detail in this chapter. Briefly, you have to get personnel off the X and this can either be with a rescue vehicle moving back into the killing area under cover and 'cross decking' the personnel, or alternatively the personnel in the immobilized vehicle(s) will have to get out and move off the X to rejoin the group under covering fire.

If you do find yourself in a position where it is the protected vehicle that is immobilized and under fire, the protection officer(s) will be directing the protected personnel to stay low and crawl, while the team members provide covering fire. You should be able to identify what hard cover is (cover from fire, not just view of the terrain) and what is 'dead ground', which is ground that the enemy cannot see into i.e. folds in the ground and ditch will allow the protection officer(s) to identify areas where they may stay while waiting for a rescue vehicle to arrive or alternatively allow them to crawl out of the kill zone in cover while others in the team fire and move.

The more vehicles and team members you have in your group, the more potential there is for covering flanks of the kill zone, and the more people available to fire and move and also carry any casualties.

**Vulnerable Points (VPs):** These are areas where there is a heightened risk of ambush, contact or IED placement, such as junctions, close country, roads running through defiles, etc.

### **Vehicle Movement Basics**

Move at a slow steady speed on selected roads; use slow speeds appropriate to the roads and the visibility. Keep your speed such that you don't get surprised going round a bend. If necessary, stop short and conduct search on the route ahead, even if that means getting out of the vehicles and moving up to an observation point for stand-off and observation. If necessary turn around and go another way. Primarily: AVOID.

All loose equipment inside a vehicle must be lashed down with ratchet straps to strong points. This is because in the event of a crash or rollover, the occupants do not get injured by such equipment flying around. All items such as ammo cans or other heavy stuff needs to be tied down.

The more team members, riflemen and vehicles you have, the better. A tactic to use if you consider you are approaching a danger point, such as a potential ambush site, and you can't go another route to avoid it, is bounding overwatch with your vehicles. You have to have more than one vehicle to do this, preferably two. Utilize a 'tactical bound' between vehicles - a distance that depends on the ground but means that one vehicle will not be suppressed by the same effective fire as the other unit. If you have to go through a vulnerable area then you could consider sending one vehicle through (perhaps even dismount and walk it through), covering the other vehicles. Alternatively you could send a dismounted team, even if it is only two people, to skirmish with bounding over-watch and clear the areas of cover to the flank where you think the likely ambush is. They can be covered by other people back at the road, with the protected vehicles and personnel pushing through dead ground. If they make contact with enemy, they will simply break contact and fire and maneuver back to the main body and everyone will mount up and move out.

If your close protection packet has three vehicles then you have a lead advance vehicle, a central 'client' protected vehicle and a rear 'chase' or 'CAT' vehicle (counter attack team). This allows bounding overwatch, dismounted fire support positions, and for the CAT vehicle to move up to provide support for the lead protected vehicle to extract.

A three or four vehicle packet will probably have the lead and chase vehicles at the front and rear with two protected vehicles in the center. The procedure for bounding over-watch:

- Identify the vulnerable point (VP) otherwise known as the potential ambush site. Pass the word to the
- Observe the location as best as possible to identify any enemy lying in wait.
- The lead vehicle 'goes firm' as fire support. This vehicle dismounts (except the driver) into appropriate positions.
- The protected vehicles remain a tactical bound behind, protection provided by integral riflemen riding shotgun.
- The rear vehicle moves through the VP and moves to a suitable position beyond to cover forward and the VP.
- Now, both front and rear vehicles have the area covered with potential fire support from each side of
- The protected vehicles rapidly move through the VP.
- The lead vehicle pushes through, regains position at the front and the convoy continues.

The key thing in an ambush is to get 'off the X' as soon as possible. If you have not managed to AVOID being up ambushed with no obstruction in the road, then try to speed up and drive through. Return fire from the vehicle as possible. If the way out to the front is blocked, and there is no feasible way forward, or around, or off around the road block, then reverse out. If a route is blocked by light vehicles then you may be able to ram it and ram vehicles out of the way: the technique is to slow down into low gear to approach the block, engage engine at the last minute and push, not smash, the vehicles out the way: strike at the corners to push them to the side.

Shoot through your windshield and through doors / windows as necessary to suppress the enemy. If the enemy is located at a front vehicle roadblock then you can drive at them firing through the windshield, if you have a better option still you can reverse away with the passenger firing through the windshield.

If a vehicle is immobilized on the X, then you have two options:

1) A rescue vehicle comes back, or forward from the rear, and cross-decks the passengers. With unarmored vehicles and a high rate of fire from the enemy this is a high risk maneuver. In close protection or military with armored vehicles, cross--decking is more viable with the rescue vehicle able to move up into the (protected) side of the immobilized vehicle. Preferably you will have a third vehicle providing fire support during this.

2) The convoy having transited the ambush with the exception of the immobilized vehicle, the surviving vehicles dismount outside of the X and take up a position of fire support while those in the immobilized vehicle dismount and fight back to them using fire and movement.

If you are in a vehicle immobilized on the X, then you have to get out and return fire. Get into the curve of the road, ground away from the enemy fire. Always get out of the car on the opposite side to where the fire is coming from, even though this means scooting across the seats. Then you will have to return fire and try and get off to the side. Popping smoke would be useful to mask movement.

If you just abandoned your vehicle and all your supplies on the road in an ambush, then you have survival priorities. If you could, you should have bugged out from the vehicle carrying 'grab bags' of essential supplies, water, food, medical emergency supplies.

### **Specific threats and TTPs**

**Manned Roadblocks (hostile / illegal)** : The key issue is that depending on the strength of the physical roadblock, you may or may not be blocked from forward movement. Be aware of the use of vehicles to block you in from the rear, closing the trap. This is why keeping a tactical bound between vehicles is essential so your whole convoy is not trapped. If you cannot move forward, you may have to reverse out: and if you cannot avoid driving through a roadblock, then do.

You may also be able to use your vehicle as a weapon and drive at the enemy team members as you do. If the roadblock is made up of light enough vehicles, and your vehicle is fairly powerful, then you can push the block away by slowing down into low gear, aiming for the corners of the vehicles, and pushing your way through. Whether you end up going forwards or rearwards out of the block, whichever vehicles are outside the block should be providing covering fire to those still inside and trying to get out.

If you don't spot the roadblock early enough to totally avoid it and you end up getting too close, try and actually pulling up to the roadblock. It is better to stop a little short, with maybe just the first vehicle a then reverse out. If they open fire then the passenger can shoot back through the windshield as the vehicle reversing. Reversing can also be used as a tactic if you inadvertently pull up to the block. It may be you they seem hostile and there is no way forward. So, reversing will give you some protection from your block and will avoid either splitting your convoy or having the whole convoy have to follow you through block, possibly under fire. Remember that as you take avoiding action, probably stopping short and re out, your CAT vehicle can pull up and provide fire support to suppress the roadblock as you move.

**Unmanned Roadblocks** : Avoid. You don't know if the roadblock/obstruction is actually manned or be trapped, perhaps with a well concealed ambush. An unmanned roadblock will possibly just be abandoned will be there to slow down or stop you to allow an ambush from a concealed position off the road. It is that some form of obstruction will be used in the road to slow you down prior to the enemy initiating the Do the enemy have the capability to initiate an ambush with an IED and thus stop your vehicles with the initiate IEDs once you are stopped by the roadblock?

If you have to transit past an obstruction, use bounding over-watch, observe the area before moving, and find alternative ways around, even as simple as crossing the median to the other roadway (if a dual highway). Think outside the box.

**Ambush - Static** : If an ambush is set right, you won't know you are in it until you are fired upon. You be able to get out alive. However, we rely on friction, the mistakes of others and the limitations of their abilities and resources to find ways through the gaps to survive in a combat situation. Get out of the area return the enemy fire where you can positively identify (PID) the enemy. More will be covered on specific below.

**Ambush - mobile** : It may be that an ambush is not purely static and will incorporate mobile elements, that is just moving vehicles to block you into the killing area. It may also be that has no static ambush element just in the form of vehicle(s) chasing you and trying to run you down. Remember that you can fire out of vehicles, either through the windshield or the rear window. Try not to let the attack turn into a breakneck where you are using speed to get away and risk crashing and losing it all. Move away at a steady pace firepower to attempt to break contact; fire into the cab of the chasing vehicle in order to kill or deter the

The rear CAT vehicle will not allow the pursuing vehicle past and will block them from threatening the vehicles in the center of your convoy. If you are unable to stop them by fire, try to use some useful ground bend in the road to break contact, pull into a likely location, and dismount into fire positions where you can stop the chasing vehicle, perhaps as it comes around a bend. This is where you could use your chase or ambush to stop and set a hasty ambush while the protected vehicles speed away out of the contact area to a safe location.

**Crowd / Mob :** Any situation where there are crowds can be extremely dangerous to your convoy. It is difficult to crowd in a vehicle and when that happens, your options are very limited. You could go kinetic, but if you are truly being mobbed the people may not actually be able to get away from you so although you may have a large number, they may have no option but to tear you apart to save themselves as the ones on the outside try to escape. Again, avoid. If you find yourself in some sort of flash mob that poses a risk, then try and keep the vehicle moving. All doors locked and windows up. There is a fine line between inciting mob violence and getting out of the mob. If the mob is focused on you, is trying to get into or onto the vehicles, then you have no choice but to try and defend and when necessary open fire to get people off or away from your vehicles.

**Trick or Con :** this could take many forms and may be the precursor to some sort of ambush or heist. Think of the old classic fake car accident, or maybe the attractive hitchhiker or distraught mom by the side of the road with even a stroller with or without baby pushed under your wheels as you are moving through. Be aware, assess the situation, try to read people, and ensure you have security.

### **Counter-Ambush Drills :**

Consider the following for vehicle mounted counter ambush drills. The following are proven techniques for various contact situations and outcomes. They can be modified as appropriate to the threat and vehicle type employed. They can be viewed as templates to be adapted as necessary. The following factors need to be considered and planned for as part of vehicle drills. SOPs adapted to your situation will dictate how you conduct these drills:

**Casualties :** Casualty treatment and movement will severely hamper the smoothest of break contact drills. Have a plan for casualties.

**Communications :** Where possible, install some sort of radio communication between vehicles. This can be as simple as VHF radios. You can install a vehicle kit that everyone will hear on load speaker, and/or individual radios carried on personal equipment with earpieces and mikes. The personal radios will go with you

dismounted and also if you have to abandon the vehicles, so there are definite advantages to this approach. **‘Cross-Decking’** : The rapid movement of personnel, casualties and equipment from an immobilized vehicle to a rescue / extraction vehicle. This drill needs to be practiced and ‘grab bags’ prepared to facilitate the nature of cross-decking means that the extraction vehicle will end up overloaded as it leaves the kill zone. However, that can be dealt with and practiced for, and further distribution of personnel can happen at the point out of enemy contact.

The following are some standard vehicle mounted reaction drills to contact:

**Simple Contact, Route Open** : “CONTACT, DRIVE, DRIVE, DRIVE!” In this simple contact situation vehicles are immobilized and the convoy is able to continue to make progress and drive through the kill zone (X). Vehicles should speed up to exit the area rapidly. Fire can be returned if positive identification (PID) is made of the enemy at a firing point or firing at the convoy. It is possible that there may be casualties. If care under fire will be performed by combat lifesavers (CLS) without stopping any vehicles. Once the area is clear of the enemy, a plan can be made to further treat and evacuate the casualty(s). Steps:

- 1) “CONTACT, DRIVE, DRIVE, DRIVE”
- 2) Return fire if possible, PID enemy.
- 3) Initial Contact Report: voice radio.
- 4) Reports from vehicles: “Vehicle 1 OK, Vehicle 2 OK....” or “Vehicle 1 mobile, 1 casualty...” etc.
- 5) CLS treat casualties on the move: tourniquet ‘high & tight’.
- 6) Rally if necessary in secured location.
- 7) Continue mission or make a casualty extraction plan.

Note: this drill could include an obstacle to the front, but the convoy continues forward because they can knock it out of the way or drive around it. The road is therefore not totally blocked to egress forwards and it is easier to continue forwards in vehicles rather than try to turn around.

**Contact, Route Blocked** : “CONTACT, REVERSE, REVERSE, REVERSE!” In this situation, the contact may come from the front, or from any direction, but the egress route to the front is blocked either physically by the weight of enemy contact, or both. In this situation, the way out is the way the convoy came in. Fire will be returned as appropriate and according to enemy PID. All vehicles will reverse until out of contact, or when the vehicle finds a spot to turn around in, whichever is better under the tactical situation and the ground.

The best way to turn around is to do a 'K turn' – this can be done simply on the road if it is wide enough, suitable turn point. Turning around can be difficult, depending on the size of the roads and any banks on each side. The K-Turn is simple: turn the wheel to reverse the vehicle to the verge of the road, and then turn the wheel to the opposite direction. If you have been trained, you could do a 'J' or 'handbrake turn', but considering most people don't know how to do this, it is best to stick with a K turn. Steps:

- 1) "CONTACT, REVERSE, REVERSE, REVERSE!"
- 2) Return fire if possible, PID enemy.
- 3) Initial Contact Report: voice radio.
- 4) "K-TURN, K-TURN, K-TURN"
- 5) Reports from vehicles: "Vehicle 1 OK, Vehicle 2 OK....etc" or "Vehicle 1 mobile, 1 casualty..." etc
- 6) CLS treat casualties on the move: tourniquet 'high & tight'.
- 7) Rally if necessary in secured location.
- 8) Continue mission or make casualty extraction plan.

With armored vehicles the protocol was to reverse until out of contact, or until the integrity of the windows or armored glass was compromised; at which point, K Turn.

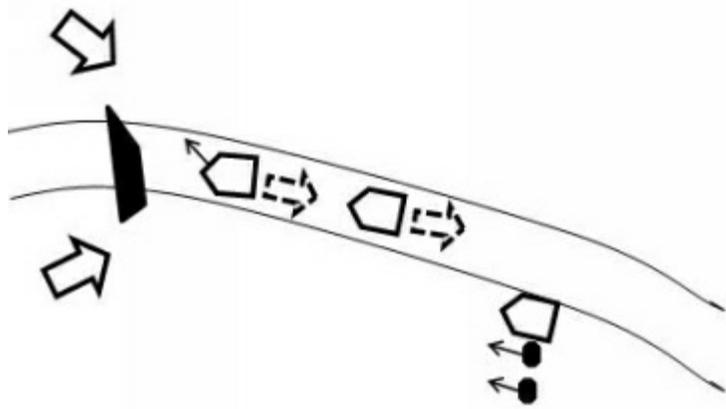


Figure 98: Route Blocked – REVERSE.

Note: The depiction above of the Counter Attack (CAT) or rear chase vehicle dismounting and providing support for the extraction is an option not described in the outline above. It is an option which you may employ depending on the drills you develop.

**Vehicle Immobilized** : In this situation a vehicle in the convoy has sustained damage in a contact and is immobilized in the killing area. For the purposes of this drill the assumption is the worst case: complete immobilization. It would be ideal to have run-flat tires so that if your tires get shot out, you can keep going. With run-flat tires it is possible for a vehicle to sustain significant damage while remaining mobile: in this case, if the vehicle is immobilized out of the killing area, it should keep going so that ideally the convoy can rally at a safer location 'off the road'.

than stopping within the potential complex ambush.

A sense of urgency and fast action is the key to this drill. Ideally, when a vehicle is immobilized, the vehicle in front of it becomes a rescue vehicle. This is faster. If the rear vehicle is immobilized, then the vehicle in front of it has to reverse back to it. Because you may or may not be in armored vehicles, and therefore your rescue vehicle may not be effectively shielded from enemy fire and is very vulnerable, then there are two variants to this drill. One involves a rescue vehicle and the other involves those in the immobilized vehicle fighting out under covering fire. If one of your protected vehicles is immobilized, then the crew will largely be non-combatant and thus you may be limited to using the rescue vehicle approach to go in and get them out.

### **Steps using a rescue vehicle :**

- 1) “CONTACT, DRIVE, DRIVE, DRIVE!”
- 2) Return fire if possible, PID enemy.
- 3) Initial Contact Report: voice radio.
- 4) Reports from vehicles. Example:  
“Vehicle 2 immobilized”  
“Roger, vehicle 3 assist”  
“Vehicle 3 assisting”
- 5) Evacuation vehicle pulls up next to the immobilized vehicle. If contact is initiated mainly to one side, the evacuation vehicle pulls up on the opposite side to gain maximum protection from the immobilized vehicle.
- 6) Other vehicles take up cover positions and return fire to PID enemy, as necessary. Throw smoke as appropriate.
- 7) Evacuation vehicle leaves a space between the two vehicles wide enough for both vehicles to be able to open their doors.
- 8) Evacuation vehicle crew takes up cover positions. Driver remains in the vehicle. One person assists with the evacuation of the immobilized vehicle (can call for more assistance if there are serious casualties).
- 9) Personnel, weapons and equipment rapidly ‘cross decked’ into the evacuation vehicle. Personnel accounted for.
- 10) All vehicles “DRIVE, DRIVE, DRIVE!” An option is to blow vehicle horns as a signal that cross decking is complete, to recall all cover personnel and get everyone mounted up and mobile.
- 11) Evacuation vehicle sends update.
- 12) CLS treat casualties on the move: tourniquet ‘high & tight’.
- 13) Rally if necessary in a secured location. Redistribute casualties and equipment.

14) Team Leader decides on course of action; makes casualty extraction plan.

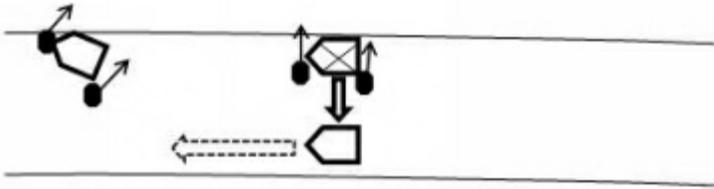


Figure 99: Vehicle Immobilized - Cross Deck

### Steps utilizing fire and movement :

- 1) "CONTACT, DRIVE, DRIVE, DRIVE!"
- 2) Return fire if possible, PID enemy.
- 3) Initial Contact Report: voice radio.
- 4) Reports from vehicles. Example:  
"Vehicle 2 immobilized"  
"Roger, all vehicles go firm, provide covering fire"
- 5) Immobilized vehicle crew get out of the vehicle on the side opposite of the ambush. They take up in positions at the vehicle wheel wells while assisting other team members. Throw smoke as appropriate. Casualties, weapons and equipment 'grab bags' are dragged out of the vehicle. Move into better cover road verge. The only treatment for casualties at this point is tourniquet high and tight as appropriate.
- 6) Other vehicles take up cover positions and return fire to PID enemy, as necessary. Throw smoke as appropriate. Protected vehicles will be moved out of the way to a safe rally point while the fire fight continues.
- 7) Immobilized vehicle crew begins to fight out along the road verge, forward or back depending on where the convoy moved to. Utilize fire and movement techniques and peel out. If you have casualties, you will need to drag them each time you make a bound, or if there are more of you a team can be designated to carry casualties and others can provide cover.
- 8) Upon fighting off the X, the immobilized vehicle crew will mount up in the other vehicles, supporting positions will begin to be collapsed, and the convoy will begin to move out by bounding over-watch/follow movement.
- 9) All vehicles "DRIVE, DRIVE, DRIVE!"
- 10) Evacuation vehicle sends update.

- 11) CLS treat casualties on the move: tourniquet 'high & tight'.
- 12) Rally if necessary in secured location. Redistribute casualties and equipment.
- 13) Team Leader decides on course of action; makes casualty extraction plan.

For an immobilized vehicle, there can be any number of reasons why it is stuck on the X. Maybe the engine shot out, or the tires, maybe an IED knocked it out. It is likely that if an unarmored vehicle is immobilized, there is a high chance of casualties. One of the potential reasons that a vehicle is immobilized is that the driver is wounded or killed. In this case, the vehicle is not truly immobilized and can be driven out. You will need to think about how to do that with the vehicles you have.

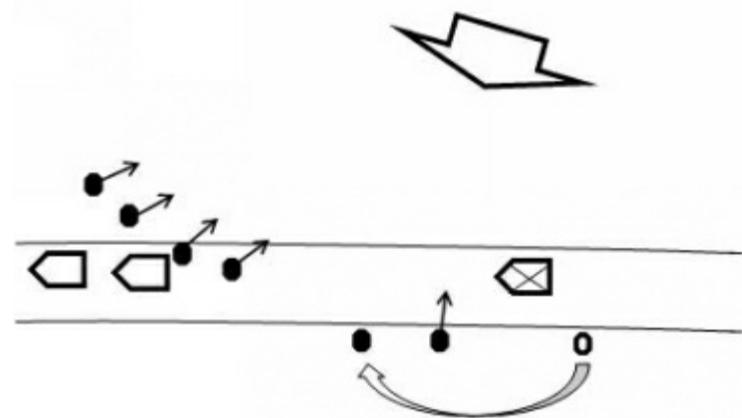


Figure 100: Vehicle Immobilized - Fire & Movement

If the driver is wounded, you can drop the seat back and drag him into the back of the vehicle and take cover. It may be that with an automatic transmission you can simply put your foot on the accelerator pedal and drive away from the passenger seat or similar. It will be harder to get off the X in a manual transmission, and you will likely need the driver to take his place. If you take too long doing all this on the X facing heavy fire, then you are better off leaving the vehicle and taking cover, because the longer you mess about, the more likely you will be shot. The immobilized vehicle will become a magnet for enemy fire.

**All Vehicles Immobilized :** In this situation the convoy sustains significant damage and all vehicles are immobilized, or alternately the situation is such that even though not all vehicles are immobilized, the team must leave the vehicles and extract on foot. As for 'vehicle immobilized' above, the worst case will be that the convoy limps out of contact and becomes immobilized outside of the killing area. However, the assumption here will be for a complex ambush with the vehicles stuck on the X. It is important to remember the principles of fire and movement, over-watch and 360 degree security that are described above. Steps:

- 1) "CONTACT, DRIVE, DRIVE, DRIVE!"

- 2) Return fire if possible, PID enemy.
- 3) Initial Contact Report: voice radio.
- 4) Reports from vehicles. Vehicles are immobilized.
- 5) Take up cover positions as best as possible and return fire to PID enemy, as necessary.
- 6) Team Leader makes the decision to extract on foot. Sends direction to move i.e. “RALLY LEFT 200 METERS” or “RALLY REAR 300 METERS”
- 7) Vehicle crews dismount and take up fire positions around or close to the vehicles. Return fire as necessary. Throw smoke as necessary.
- 8) Casualties, equipment and weapons taken from vehicles: ‘grab bags’. Care under fire for casualties. Tourniquet ‘high and tight’ as required.

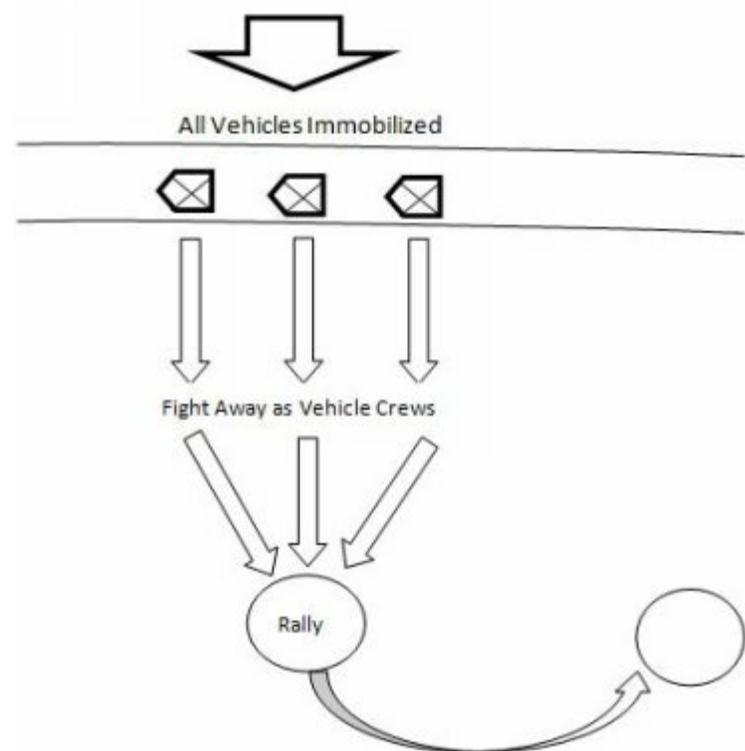


Figure 101: All Vehicles Immobilized

- 9) Crews begin fire and movement away from vehicles to the designated rally point. Shoot, move and communicate. Team leader and crew leaders keep the teams in touch and ensure no team or individual is isolated. Casualty extraction will be a challenge and command and control will have to be established. Teams designate personnel to carry casualties while others provide fire support. Physical fitness and ability to aggress the enemy with rapid accurate fire are valuable commodities at this point.
- 10) At a suitable covered location, preferably once contact is broken: “RALLY, RALLY, RALLY!”
- 11) Teams establish 360 degree security and conduct rapid tactical field care on casualties as necessary.
- 12) The Team Leader decides on an egress route and moves the unit away from the ambush site to an Egress Point.

(Emergency Rally Point), prior to establishing security again and making a rapid plan for further move action or seek a strongpoint location to await QRF. At this point the team should move to a defensible establish security planning for further movement.

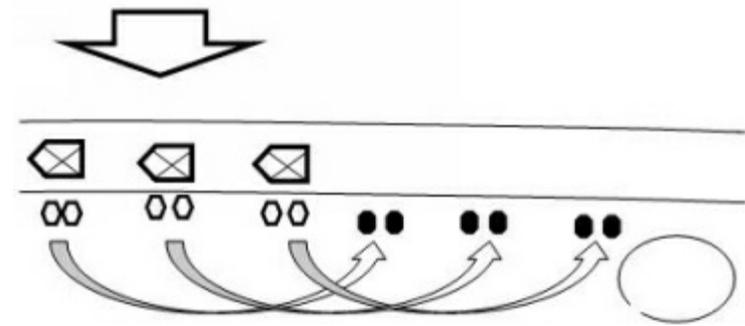


Figure 102: All Vehicles Immobilized - Peel Out

### **Actions on Halts:**

The actions on halts will be largely determined by the nature of the task and the team SOPs developed some basic principles that should be adhered to:

**360 degree security:** All round defense should be achieved. This will include allocated sectors for we ensure continuous coverage and mutual support around the perimeter.

**Vehicle positioning:** Tied in closely with weapon sectors, vehicles must be positioned to provide cover any mounted weapons to cover the perimeter, and allow rapid egress as necessary. Vehicles should be positioned, space dependent, to allow them to physically protect the interior of the position. This could circling the vehicles, or making a box formation. Thus, when the team is conducting tasks or giving or the halt position, the vehicles themselves provide cover from attack.

Vehicles can also be used (see cross decking, above) to provide temporary cover in a contact situation Consideration should be given to using vehicles to move out and physically cover & recover casualtie vehicle, even to some extent an unarmored one, will provide some cover from fire if a team member h and cannot be recovered without sustaining further casualties.

**Use of Ground:** A halt could be a quick stop, a tire change, or an overnight LUP. Best use of ground sh and consideration be given to achieving a dominant position, cover & concealment, coverage of avenu approach and fields of fire.

# DEFENSIVE OPERATIONS

“He who defends everywhere, defends nowhere.”

## The Principles of Defense:

**Offensive Action** , in order to seize or regain the initiative.

**All Round Defense** , in order to anticipate a threat from any direction.

**Depth** , in order to prevent penetration or its effects.

**Mutual Support** , in order to increase the strength and flexibility of a defense.

**Concealment and Deception** , in order to deny the adversary the advantages of understanding.

**Maintenance of a Reserve**

**Administration**

**Offensive Action, in order to seize or regain the initiative** : This is effectively the saying ‘the best defense is attack’. This principle says that you should have an offensive mindset. This would mean that you should proactively take measures to actively defend, and to counterattack the enemy where possible to seize the initiative. This will include an active patrol and surveillance plan.

**All Round Defense, in order to anticipate a threat from any direction** : You cannot simply defend in one direction. Your defense should cover all approaches. If you imagine defending a central key point, then a trench or bunker system surrounding that point would go around that central point in a 360 degree circle. If your defense only points in one direction, then you are not defending against flanking attacks or covert approaches from the other sides of your position. This means that you must have fighting positions that orient 360 degrees around your position.

If you are limited in numbers you may not be able to occupy those positions at all times, but you need 360 degree observation so that if those positions come into play, the observer is able to communicate this to the defenders can be deployed to the right area.

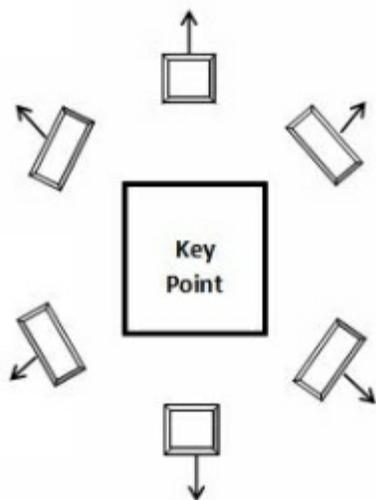


Figure 103: All Round Defense

**Depth, in order to prevent penetration or its effects** : The idea of depth is to ensure that if the enemy gets through the outer line of defenses, then there are more defenses in depth to stop them. Your defenses should absorb an attack, like a sponge, rather than be a brittle line like an egg shell. If we look to the example of an all round defense, with the ring of trenches or bunkers around the central defended point, then to include depth would not just be one outer ring of positions, but a staggered line of inner positions so that if the outer line is overwhelmed, the enemy is not free and clear but still faces further positions to get through.

Think of fall back positions in depth so that in the case of being overrun, we can fall back and have another further kill zones to defend against the overrunning attackers. Depth also means stand-off distances and fields of fire. You cannot really defend a building from inside a building - you are static and the enemy will make you: if you have ground dominating activity (GDA) patrols out, surveillance & observation posts, check points and external fighting positions, then you are creating stand-off and depth to the building(s) themselves. If the outer skin of your defense is the walls of a building, then you will only have the fields of fire available through the windows and once the enemy breaches the walls, you can only create depth by fighting back through the building, which is also a tactic with options but not as good as keeping them away from the house.

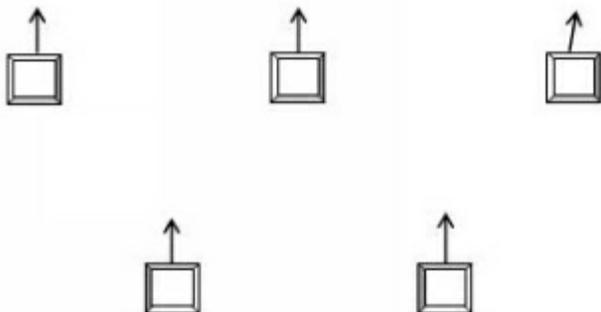


Figure 104: Depth

**Mutual Support, in order to increase the strength and flexibility of a defense** : mutual support requires that fighting positions are able to support each other by fire. This means that a position is not responsible for the fighting of an enemy assault, but that other positions can fire onto enemy attacking that position and vice versa. The implied task from this is that you need the right numbers of defenders to occupy mutually supporting positions tied in with the requirement for defense in depth.

There are two types of mutually supporting sectors of fire:

**Overlapping:** This is where the sectors of fire completely cross over and positions can fire in front of each other. This is the best case.

**Interlocking:** This is where just the edges of the sectors touch, which means that there are no gaps in the coverage, but that there are areas where only the weapons system at one position will cover the area to its front.

Ideally, support weapons systems, such as machine-guns, will have overlapping arcs of fire while individual riflemen will likely be allocated interlocking arcs.

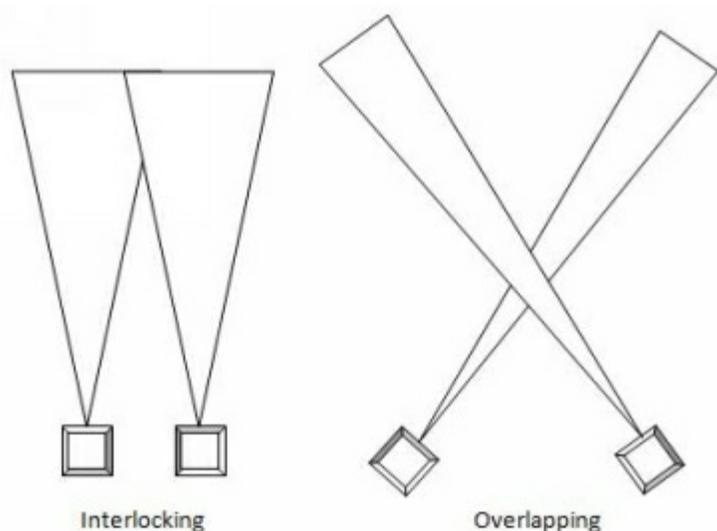


Figure 105: Interlocking and Overlapping Arcs of Fire.

**Concealment and Deception, in order to deny the adversary the advantages of understanding** : For a strong defended location, you may not be trying to hide the location in entirety, and you may also have the strength so that part of your defensive tactic is to portray that strength, but even so you should conceal your positions and deny a reconnoitering enemy the ability to map out your defensive plans.

You will want to consider your cover and concealment. If you are concerned by snipers creeping up on your position, you may also want to consider vision screens. Cover will protect you from enemy fire, but you need to tie that into a concealment plan so, for instance, your guard in the hard bunker is simply not shot while you are in the bunker or walking/running to and from, either to change shifts or to deploy into a stand-to position when you are in contact. Use of natural vegetation can provide concealment, but you can also put up vision screens and items such as cloth or camouflage netting, placed in strategic positions so that troops walking around the perimeter are not in plain sight from an observer or sniper.

**Maintenance of a Reserve** : It is essential to have a Reserve. In pure doctrinal terms, a reserve cannot be allocated any other tasks. Practically, it may well be your Quick Reaction Force (QRF). However, once you have deployed the QRF, you need to stand up another reserve. In purely defensive terms, when there is a breach being overrun, the reserve will be all you have left and you must keep it ready to be used when necessary.

You could deploy your reserve to plug gaps in the defense. However, be wary of committing your reserve to the defense unless it is absolutely necessary, because you may not be able to pull it back out again. Ideally, you should deploy your reserve in a 'firefighting' type role, plug the gap, and then send the personnel back into the rear. Be aware of feints and demonstrations by the enemy that may be designed to distract you and perhaps cause you to deploy all your forces to one side of your perimeter, before the main attack comes in from the other side.

**Administration** : This is a key factor. While you are maintaining your defense you need to look after the welfare of the people, equipment and the site itself. You must maintain a watch system which will be tied in to the QRF, depending on the resources and numbers available to you. Your watch system can be augmented by early warning sensors such as dogs and mechanical or electronic systems. However, day to day you will need to keep the machine running. Tasks will have to be completed, such as food will be prepared, latrines emptied and water collected.

### **Static (Key Point) Defense**

Static or Point defense refers to a situation where you are defending a key point and your defenses are concentrated around that key point in static fighting positions. An example would be defending your vital ground, which will be your main base or strongpoint. Remember that if you decided to go for concealment, you may not have occupied actual vital ground or key terrain in your vicinity, such as being down in a dip with elevated ground overlooking you. In that situation, the hill becomes key terrain and you will need to mount a static defense of it, perhaps by establishing S & O / fighting positions(s) on top of it.

Elevation does provide a marked advantage to a defender, it will make the enemy attack uphill toward you will have the advantages of 'plunging fire' down onto them but you should be careful how you occupy are in open trenches or behind linear cover then you should consider how your heads are sky-lined from perspective of the attacker. Consider moving forward off the crest so that you have the ground behind you as a backdrop. Alternatively, if you are in bunkers with overhead cover and a backdrop, you will have to avoid sky-lining your head less.

If you are in a building window, you need to be back from the window, never protruding your weapon. You should cover the window with some form of tattered curtain or burlap stripping so that you can see out but it darkens and obscures the visibility into the room. Remember that you need hard cover and a stand-off will not provide this, so build some sort of protected fire position inside the room back from the window.

### **Mobile (Area) Defense**

Mobile or Area defense refers to a situation where you are defending an area. To defend this area you simply have a huge amount of static positions because you will not have the resources, hence 'he who is everywhere defends nowhere'. The idea of an area defense is to establish a limited amount of static defense positions around your vital ground and then utilize mobile resources.

This requires sensors, such as S & O positions, which can detect a threat and activate a decision response. S & O will be sited to cover the approaches to your position and will overlook NAIs (named areas of interest). These NAIs will be decision points for approaching enemy forces and also decision points for your mobile defense forces.

Once the S & O positions report back that the enemy is approaching via a certain decision point the mobile forces will be activated to a TAI (target area of interest) and will establish a blocking position. This blocking position would usually take the form of some sort of ambush, locations which will have been scouted and prepared in advance so that they can be rapidly occupied and await the approach of the enemy.

Key to this form of defense is coverage of possible enemy approaches by well sited and concealed S & O positions equipped with surveillance and communication equipment, as well as the necessary stand-off distances to allow deployment of your mobile forces to cover the activated TAI.

### **Static/Mobile Combinations**

In this case you will combine your defensive tactics to create a 'hammer and anvil' approach. The anvil is your static point defense location. The hammer will be a mobile element that may be your QRF. This mobile element will deploy to offensively engage the enemy preferably in the flank or rear while they are engaged at the static defensive location.

The idea is to maintain an offensive spirit, regain the initiative and exploit tactical surprise to unbalance the enemy and cause them to flee or break off the attack. If you are interested in causing casualties, a fleeing enemy is most vulnerable and if you engage in a pursuit you will be able to cause considerable damage.

### **Defensive Operations in Built Up Areas (DOBUA)**

Some of the techniques for defensive fire positions in buildings have already been covered. Remember that much modern housing is relatively flimsily built and will not stand up to a lot of damage, or act as hard targets for high velocity rounds. Thus, consider the construction of the walls and whether they are hard or soft. If you are defending a strongpoint in an urban environment then you will need to consider establishing a stand-off area which is an area of influence that you will control with GDA patrols and outlying defensive positions. Decide on where your strongpoints are going to be and defend them accordingly.

In an urban environment any street and open spaces will become fields of fire and kill zones for weapons. If you are defending your strongpoint then you will site your firing positions and weapons to cover the approaches and open spaces around that strongpoint. To establish an outlying area of influence you will establish S & O positions out to surrounding streets to give you early warning of the approach of the enemy. You can achieve a mobile area defense effect by doing this, with positions set up for urban ambushes.

When defending an area around a strongpoint, don't consider moving in the streets. You should consider alternative areas to move along and create covered routes. Such covered routes could include backyards, sewers and through houses. Such routes are known as 'ratlines' and will allow you to engage the enemy from an outlying position and fall back without being caught in the open. You can establish roadblocks and obstacles both outside on the streets and also in areas inside that you will fall back through, in order to slow the enemy and provide greater opportunities to catch them in your kill zones.

If you are moving back through houses and backyards you can create ratlines by making holes in walls and doors to move through the houses. You can create covert fire positions at various locations, ideally so that two

move back through a series of ratlines while covering the move of the other group and slowing the ene

If you use automatic weapons and snipers to make the streets deathtraps, then you will force the enemy into the cover of the buildings. If they have armored vehicles then you will need obstacles and ideally have anti-armor weapons to use to conduct urban anti-armor ambushes. If they have armored vehicles can only slow them down with obstacles and it will be hard to prevent them from making ‘thunder runs’ down main avenues of approach to your strongpoint, and then demolishing it. If you have to fight Main Battle APCs, then you have to have the right weapons, otherwise you will be outmatched and your defended point turned to rubble around you.

For attacking forces, the doctrinal plan usually follows along the lines of ‘investing’ or surrounding the center, making thrusts or thunder runs down avenues of approach to take key strongpoints, followed by clearance. An alternative approach, perhaps when they don’t have the armored ability to do thunder runs, is to fight systematically through the houses to clear areas and move into position to assault enemy strongpo

If the enemy tries to move conventionally through the buildings to approach the strongpoint or follow you, they will be met by fire from sequentially falling back firing points, obstacles and booby traps. Booby traps and obstacles can be high tech such as trip wires and IEDs, or they can be low tech: think nailing doors shut, filling rooms with furniture or barbed wire, smashing out floors or stairwells, putting down nailed boards or boards to the stairs and oiling them.

When it comes to your strongpoint, this is your main defended location where all forces will fall back when the enemy has been slowed and thinned out on the approach. This is the Alamo, but again hopefully you will not have to fight to the death here and you will leave some escape routes, even if it is into the sewers. The strongpoint is equipped for a siege and will have built up covered fire positions. You can put positions in an attic and cover them with some tiles or roofing material to make an OP and sniper hide.

Make sure you remove as much flammable material as possible and have firefighting equipment to hand. Have as pre-prepared ammunition/magazine dumps at strategic locations. Make sure that all the ground floor windows and doors are inaccessible. You should create alternate ratline routes even within this building by knocking out holes in walls and using ladders through holes in the floor instead of the stairwell. Ladders should be pulled up out of the way of enemy on ground floors.

Create grenade chutes out of gutter piping material so that you can drop grenades, explosives or Mol

cocktails down onto enemy below as they try and fight their way up to you (make sure you don't burn y  
Make sure that fire positions are hardened from fire coming from the floors below!

Fire positions should be protected all round so that even if the enemy gets into the room with you, you  
from the bunker. You can also create grenade 'coffins' which are coffin shaped sandbagged bunkers in  
of the room to allow you to take cover if a grenade is tossed in. When it goes off, the enemy will rush i  
you have the option of tossing your own grenade out or popping up and engaging with small arms or b

You should make the usual routes in the house impassable by creating obstacles such as filling rooms w  
furniture or wire, taking out the stairs or completely blocking them up or nailing oiled boards to them.  
that the enemy cannot get in by the ground floor but if they attempt to get in at a higher floor and fight d  
they cannot easily access upper floor windows. Place obstacles over the windows such as netting, wir  
nail boards across that will prevent entry but allow you to fire out.

If you create a defense like this, it will take an extremely motivated enemy to follow through with an a  
take it off you. They may try and stand-off and use either fire as a weapon or larger caliber weapons li  
or artillery in a direct fire role, or even anti-armor weapons; but if you are against that type of enemy,  
point you are outmatched and will have to withdraw to fight again another day.

You can make your strongpoint harder to set on fire, even dousing it in water beforehand if you have ei  
available, but eventually a building will set on fire unless it is made of concrete, at which point you ha

### **Urban Anti-Armor Ambush**

The aim of the anti-armor ambush is to destroy some or at minimum one advancing enemy armored veh  
escape, not take on the whole enemy column, thus slowing them down and causing harassment and attri

The urban anti-armor (anti-tank) ambush is a specialist drill technique designed for an urban environn  
an environment has, by design, streets, buildings, side streets and alleyways. These side streets or alle  
create natural defilade. They also create multiple decision points for the approaching enemy armor.

The elements of an urban anti-armor ambush are the early warning, kill team, and cover group. The wa  
works is that the early warning team, which is possibly a buddy pair, will wait in an observation posit  
they can see which route the enemy armored vehicles will take. Obstacles could be used to help direct

enemy's course of action better. The early warning team relays the message to the kill and cover teams running or by radio, whichever works.

The kill and cover teams will move into position. The kill team will occupy an alleyway or side street down which the enemy will come. The cover team will be further in depth, in a position to observe the ambush site, which probably means they are in a building further down the street from the ambush site.

The kill team will at minimum consist of the leader and two firers. The firers need to be armed with a weapon that is effective against armor.

There must be two firers, side by side, in case of misfire or miss, and they will both fire at the same time at an armored vehicle. When the enemy vehicle is passing the alleyway mouth, and its weaker side armor is exposed, the leader will order the ambush sprung and the firers will both simultaneously fire their weapons at the vehicle. Then the group will turn and run out of their position as fast as possible, headed for a rally point past the cover team or up or running with the early warning team.

The cover group will immediately open fire to cover their withdrawal. It may be that the cover group does not have anti-armor weapons but this is not a problem, they are aiming to suppress and distract any infantry accompanying the armored column, allowing the ambush team to escape. Hopefully the destroyed vehicle will partially block the street and hinder follow up.

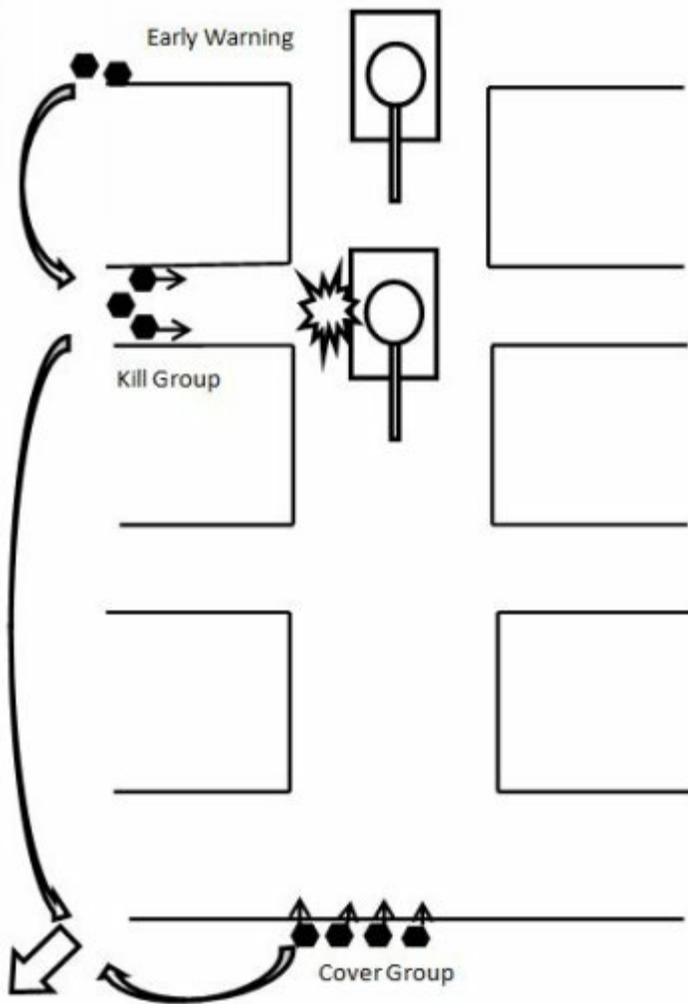


Figure 106: Urban Anti-Armor Ambush

The cover group will then withdraw rapidly and all groups will meet up at the rally point, before moving off to their next fallback position as the attempt to hinder and attrite the advancing enemy armored column is also possible that in a larger city or AO, they could have vehicles cached and ready to extract in to another location.

### Entry Control Points

If you have a defended location then you will want to establish Entry Control Points (ECPs).

An ECP is designed to allow the control of traffic into and out of the location. It is not simply a block, it needs to be able to be closed when it is necessary to seal up the location, perhaps when facing an attacking incoming mob. Note that if you have an ECP, then you will want an alternate egress route, not only to allow patrols to vary their routine, but also to provide an avenue for a counter attack if the main entrance is under attack and also to allow a break out and withdrawal as necessary.

An ECP needs to be able to slow down and stop approaching vehicles, provide standoff, and also catch pedestrians. The components of an ECP will be:

Standoff

Warning signs

A 'chicane' (S-Bend) to slow down approaching vehicles.

Ability to stop vehicles and/or close the ECP

A sentry to check the vehicles for ID, recognition etc.

A close cover person/searcher

A cover fighting position or bunker

A search bay

Search Dogs as appropriate and available.

Reserve or QRF

Somewhere to turn around for those denied entry.

Access to flanks denied.

The warning signs will let approaching vehicles know to slow down and that lethal force will be used if they do not. There will be a physical 'S' type chicane built into the road that they will have to negotiate. They will then slow down and approach the sentry, who will be in the road or at a guard shack. There may be a vehicle acting as a raising barrier, or perhaps caltrops pulled across the road, to deny entry if the vehicle keeps going. If there is trouble the sentry is backed up by the searcher, and if there is bigger trouble the fighting position will be used. The ECP and if necessary the QRF can be called.

An ECP needs to be run like any other rotating position, such as an OP, in order to allow rest. Below is a schematic showing a possible ECP setup:

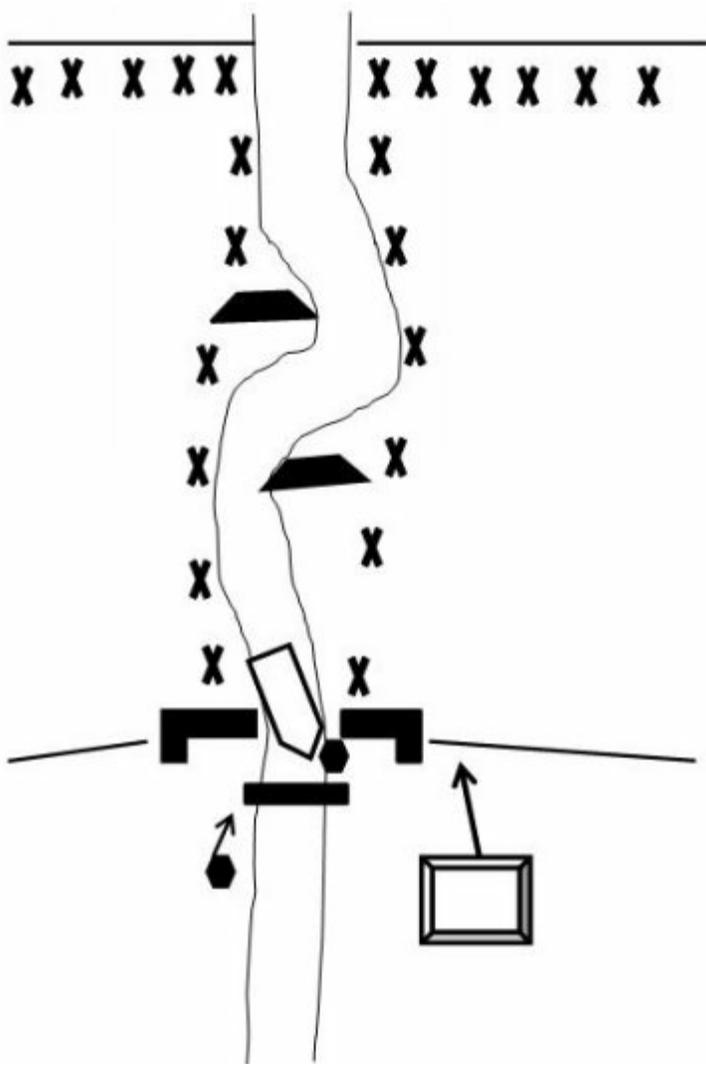


Figure 107: ECP Schematic

### Traffic Control Points (TCPs)

Traffic Control Points (TCPs) are most likely to be conducted as part of Ground Domination Activity and Satellite Patrolling, around your secure base as a form of clearance and extension of your sphere of influence in the surrounding area. There are multiple ways of conducting these but for our purposes here we will cover a couple of methods that can be used for temporary TCPs when patrolling.

When establishing a TCP, you need to consider security, the ability to stop vehicles, and stop groups. It is a little like an ambush, in that vehicles will come into the TCP area and you have stop groups to prevent them from passing. You also need to site your TCP well: it is no good if incoming traffic can see it a long way off and evade you. You want to have some kind of concealment and perhaps site it around a bend in the road, preferably so that the approaching vehicle is past your stop groups before they see the TCP and can evade it.

You can use vehicles to physically block the road for a TCP but if you are trying to maintain a flow of not be ideal. You can use your vehicles to establish a temporary chicane in the road and a good method stopping any escaping traffic is to use caltrops. Caltrops are some form of chain or maybe rope with spikes which can be pulled across the road so that it punctures the tires of an escaping vehicle. Stop groups can use caltrops at each side of the TCP, on the opposite side of the road from them with a piece of paracord across the road; they can then pull the caltrops across on command.

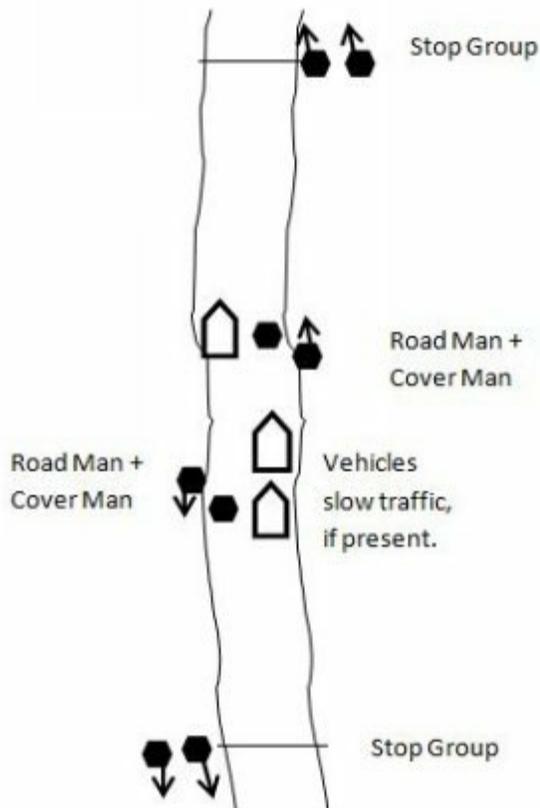


Figure 108: Vehicle Mounted TCP

In a TCP you need a road guy for each side of the road, with cover persons. There needs to be a security perimeter then there will be the cut offs pushed out sufficiently far to provide security. There are two easy methods which you can amend to fit your needs:

**Mounted:** Leave the vehicles in the center of the TCP to form a chicane to slow traffic. Have the TCP in the center where the vehicles are, stopping traffic both ways. Have two separate stop groups each side of the TCP.

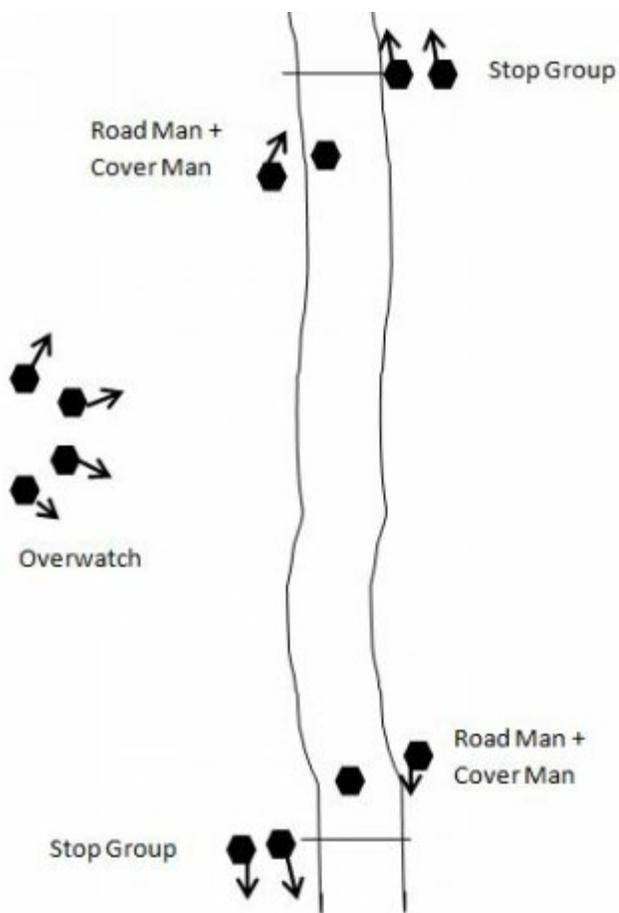


Figure 109: Dismounted Satellite Patrol TCP

Dismounted: if you are conducting a satellite type patrol than a simple way of doing it is to leave one team to watch, preferably on high ground dominating the area of the TCP. The other two teams form their own TCP teams: effectively there is no 'middle' to the TCP, one team checks traffic coming from its side; the other team checks it from the other side. Each team works as a stop for the other team from vehicles speeding past. This is a weaker method in terms of stopping approaching vehicles if they spot the TCP and try and evade it.

### Platoon Defensive Positions

The following is a description of a basic platoon defensive position as it would be laid out for a general scenario. This is to illustrate the principles and provide a basis upon which to amend such a template, for instance if you find yourself with a platoon size team defending a remote location. Under those circumstances it is likely that your position would look more like a FOB (Forward Operating Base) or COP (Combat Outpost) with two or three sentry/gun positions, protected living accommodation, and some form of hardened perimeter.

The following platoon position would usually be part of a larger company position, with other platoons on the flanks. These other flanking forces are absent in the diagram, below, but one of the key points about the

position is that it illustrates the principles of defense in that it is roughly triangular in outline and provides mutual support and all round defense.

Like the patrol bases described under the patrolling chapter, the platoon base is not simply a series of trenches in which the platoon sits until attacked, but rather look upon it almost like a hardened defensive base, but one that is focused not on concealment but rather about defense. From this defensive position and S & O Posts will be deployed forward and out towards the FEOP (Forward edge of enemy position) will provide early warning of enemy approach, identify routes and axes, and allow any mobile forces to be deployed while those in static defensive positions will stand-to and prepare for enemy action.

The digging of a fire trench is a complex and arduous process that can take up to thirty six hours unless you have excavators to dig the hole for you. In a conventional infantry environment you will be issued defensive equipment which will consist of items such as wire, pickets and also the parts to construct a fire team fire trench with overhead protection. This comes in the form of interlocking sections of corrugated iron that when placed inside a dug trench form an arch over which the soil can be backfilled.

A fire team fire trench is dug chest deep and has open firing bays at both ends, for two men each, with each bay consisting of a shelter with overhead protection, into which all four infantrymen have to fit. If you are using readily available materials to construct fighting positions you may decide to build the overhead cover directly over the trench, more in a bunker configuration, or you may decide to use materials such as rocks (i.e. a sandbag) or sandbags and bastions to build upwards, rather than digging down.

With the conventional fire trench, it is actually almost flush with the ground and if you are in a grassed area you will first de-turf a large area, dig the trench, put in the arch, backfill to create overhead cover, and then re-turf to camouflage the digging. You will need at least two sandbags depth to stop enemy fire and for overhead cover you need at least two feet of soil to protect adequately from indirect fire.

With the platoon model, the platoon consists of three squads, each of two four man fire teams. There is also a command element consisting of the platoon leader (PL) and his radio man, and the platoon sergeant (PS) and usually a mortar crew. This will result in two fire trenches for each squad and two fire trenches for platoon headquarters (HQ), a total of eight trenches to be laid out as shown below: “two up, one back”.

In front of the position and to the flanks as necessary you will place concertina wire and any mines or trip flares as appropriate. Concertina wire is strung between 6-foot pickets that are hammered into the ground.

the ground; it is coiled and placed between the pickets, where two coils can be placed, one on top of the other. In fact triple-concertina wire (three rows) is rated to stop tanks and armored vehicles.

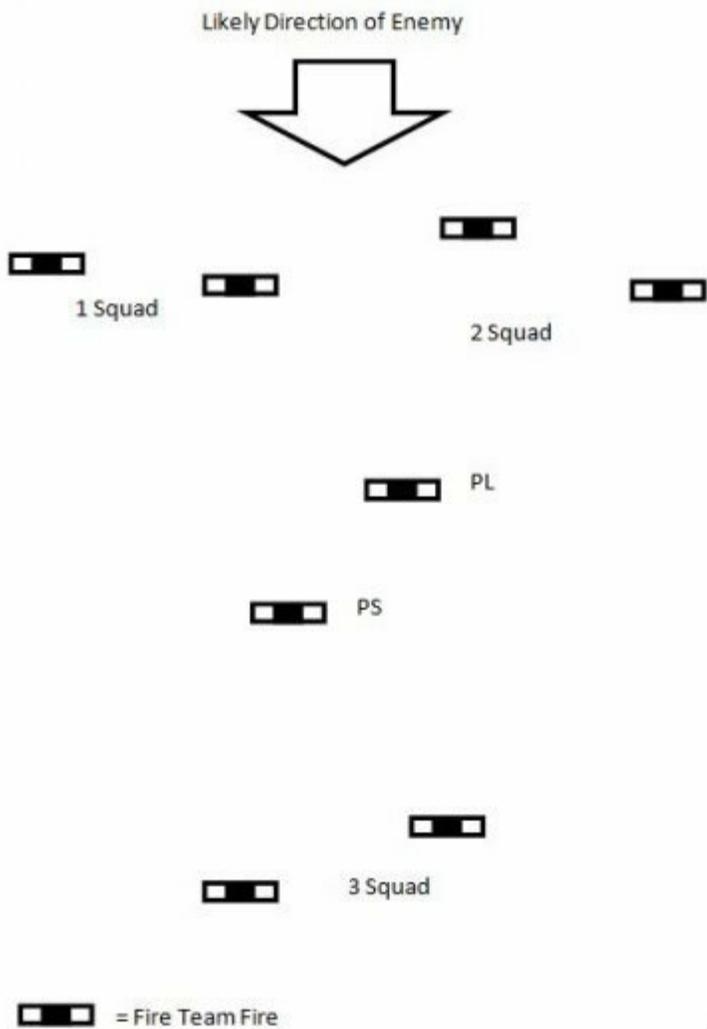


Figure 110: Platoon Conventional Defensive Position

### Range Cards

A range card is a tool used in a defensive position in order to allocate sectors of fire and improve the target indications and fire control orders.

It is a diagram that has at its bottom center the position that it is drawn for, with concentric range rings from that position. These range rings usually cover the 180 degree portion of the circle forwards of the position. On the card, where the range rings are, the various features that are out in front of the position will be drawn in the form of a plan diagram.

The sectors, or arcs, of fire from that position will be drawn as solid lines going out from the position

will usually relate to actual identifiable features on the ground and on the range card, so they can be identified. Failing that, an azimuth will be given for left and right sectors of fire.

The range card will allow features to be named and referred to in order to pass on target identification information in control orders. It also gives the actual ranges and azimuths to objects to aid in estimation of range to targets.

There are official range cards for various countries, for example the US uses DA Form 5517-R which is easily searchable and available on the internet.

A range card should show:

Sectors of fire

Target reference points

Dead ground

Maximum engagement line

Weapons or gunners reference points

Weapons symbol, left and right limits, and north seeking arrow.

STANDARD RANGE CARD					
For use of this form see FM 7-8. The proponent agency is TRADOC					
SOD _____	May be used for all types of direct fire weapons				MAGNETIC NORTH
PLT _____					
CO _____					
POSITION IDENTIFICATION			DATE		
WEAPON		EACH CIRCLE EQUALS _____ METERS			
NO	DIRECTION/DEFLECTION	ELEVATION	RANGE	AMMO	DESCRIPTION
REMARKS					

DA FORM 5517-R, FEB 86

Figure 111: Standard Range Card

# COMBAT DOCTRINE

## **The Principles of War:**

**Selection and Maintenance of the Aim :** A single, unambiguous aim is the keystone of successful combat operations. Selection and maintenance of the aim is regarded as the master principle of war.

**Maintenance of Morale :** Morale is a positive state of mind derived from inspired leadership, a shared sense of purpose and values, well-being, perceptions of worth and group cohesion.

**Offensive Action:** Offensive action is the practical way in which a commander seeks to gain advantage, sustain momentum and seize the initiative.

**Security:** Security is the provision and maintenance of an operating environment that affords the necessary freedom of action, when and where required, to achieve objectives.

**Surprise:** Surprise is the consequence of shock and confusion induced by the deliberate or incidental introduction of the unexpected.

**Concentration of Force:** Concentration of force involves the decisive, synchronized application of sufficient fighting power (conceptual, physical, and moral) to realize intended effects, when and where required.

**Economy of Effort:** Economy of effort is the judicious exploitation of manpower, materiel and time in relation to the achievement of objectives.

**Flexibility:** Flexibility – the ability to change readily to meet new circumstances – comprises agility, responsiveness, resilience, acuity and adaptability.

**Cooperation:** Cooperation entails the incorporation of teamwork and a sharing of dangers, burdens, risks and opportunities in every aspect of warfare.

**Sustainability:** To sustain a force is to generate the means by which its fighting power and freedom of movement are maintained.

### **Success in Operations :**

**Defeat:** to diminish the effectiveness of the enemy, to the extent that he is either unable to participate in the conflict or at least cannot fulfill his intention.

**Success :** achieve end state - terminate or resolve conflict on favorable terms.

**Cohesion :** unity - caused by:

- Selection and maintenance of the aim.
- Concentration of force (application of main effort).
- Morale.

= Operational Integrity.

### **Attack the Enemy's Will :**

- **Pre-empt** : Opportunist Attack. If not possible...
- **Dislocate** : avoid strengths or fix. If not possible...
- **Disrupt** : attack vulnerability in strength.

### **Attack the Enemy's Cohesion :**

- **Tempo** : speed of decision execution and transition from one activity to another to increase probability of...
- **Surprise** : which is enhanced by...

- **Simultaneity** : attacking from different directions, in different ways at the same time by u
- **Firepower** : to destroy, neutralize, suppress and demoralize.

### **Core Functions :**

- **Find:** locating, identifying, assessing.
- **Fix:** deny goals, distract, deprive of freedom of action.
- **Strike** : maneuver to a position of advantage to threaten or apply force. Hit, unexpectedly superior force, at a point selected in order to defeat.

**Fixing:** deny the enemy his goals, surprise, deceive, enemy off balance. Distracting and fixing the ener information, ability to pass orders, inhibit execution of orders. Timing.

### **Operational Level Principles :**

**Concentration of Force:** destroy enemy cohesion.

**Economy of Effort** : pre-empt, dislocate, disrupt to strike critical vulnerability.

Identify decisive elements, concentrate all resources on violent destruction of that part of the enemy fo capability.

### **Operational Design :**

**Center of Gravity** : aspect of enemy overall capability, if attacked and eliminated, will lead to his de

**Decisive Points** : events, successful outcome of which is the preconditions to successful elimination o center of gravity.

**Lines of Operation** : combat power applies in time and space through decisive points on the path to tl center of gravity.

**Sequencing** : arranging of events in campaign most likely to eliminate enemy center of gravity.

**Contingency Planning** : options in case of opportunities or reverses.

**Maneuver** : seek a position of advantage in respect of the enemy from which force can be threatened ( Directed towards a decisive point or directly at the center of gravity.

**Tempo** : rate or rhythm of activities relative to the enemy.

**Deception** : seeks to manipulate perceptions and expectation in order to (IOT) mislead the enemy into a way prejudicial to his interests. Conceal main effort till too late - increase security and surprise.

## **Mission Command**

Mission Command is a command philosophy whereby the leader uses 'mission orders' to enable disciplined initiative, within the commander's intent, to empower agile and adaptive subordinate leaders to succeed in combat.

Junior leaders are required to use judgment and initiative to act decisively in the absence of detailed commands from commanders.

Six principles:

Build cohesive teams through mutual trust.

Create shared understanding.

Provide a clear commander's intent.

Exercise disciplined initiative.

Use mission orders.

Accept prudent risk.

Leading consistently with the philosophy of Mission Command allows units to take advantage of fleeting opportunities to seize, retain, and exploit the initiative in combat.

### **Mission Tactics:**

In mission tactics, the commander gives subordinate leaders a clearly defined goal (the mission), the force needed to accomplish that goal and a time frame within which the goal must be reached. The subordinate leaders then implement the order independently.

For the success of mission tactics it is vital that the subordinate leaders understand the intent of the commander, given proper guidance, and are trained so they can act independently. The success of the doctrine rests

recipient of orders understanding the intent of the issuer and acting to achieve the intent even if their actions violate other guidance or orders they have received.

Leaders must not fear taking responsibility, nor acting in line with their higher commander's intent in a dynamic or flexible situation.

### **Mission Statements:**

In line with Mission Command, mission statements will be accompanied by a statement of intent, and a defined end state, from the commander.

Missions will be stated as a task, or tasks, with a unifying purpose. The unifying purpose is the 'reason' the mission is taking place. Not what, but what and why. This gives cohesion by unity of effort through self-maintenance of the aim, concentration of force.

Example: The unit will ATTACK the farm in order to (IOT) rescue the hostages.

The task is to attack. The reason why is to rescue the hostages. Undisciplined violence of action during the attack may put the hostages at risk, and is thus not in line with the commanders intent.

Intent may be stated as to successfully rescue the hostages.

End state: the hostages recovered to a safe location, safe and secure.

# **PLANNING & DECISION MAKING**

### **Principles of Battle Procedure :**

**C** oncurrent Activity

**A** nticipation at all levels

**K** nowledge of the Grouping System

**E** fficient Drills

= **CAKE**

## **Planning Tool Explanation:**

Troop Leading Procedures (TLPs): this is an eight stage process for launching a mission.

Warning Order (WARNO): notification to your team that an operation is about to take place. Initiates F Procedure (CAKE).

Operations Order (OPORD): a written or verbal order following a set format.

METT-TC: This is a planning tool, or format, that can be used to analyze factors and develop a plan.

Mission Analysis: a procedure for examining the mission and deducing your exact role, including tasks to be accomplished.

Combat Estimate: a comprehensive decision making process, including mission analysis, to aid you in developing courses of action (COA) and ultimately a plan.

## **TROOP LEADING PROCEDURES**

### **Troop Leading Procedures (TLP's):**

1. Receive the Mission
2. Issue a Warning Order (WARNO)
3. Make a Tentative Plan
4. Initiate Necessary Movement
5. Reconnoiter
6. Complete the Plan
7. Issue the Completed Order
8. Supervise, Rehearse & Inspect

TLP's are not rigid. The sequence is modified to meet the mission, situation, and available time. Use C Activity where possible.

## **TLPs IN DETAIL**

## 1. Receive the Mission:

- Receive mission in the form of a WARNO or OPORD from higher command -or-
- Self-generate mission based on circumstances.
- Conduct Mission Analysis.
- Allocate time available for planning & preparation.
- **Time: 1/3 - 2/3 Rule:**

Leaders use only 1/3 of the available planning time for their own planning, leaving the remaining 2/3 for their subordinates, and so on down the chain of command.

## 2. Issue a Warning Order (WARNO):

- Contains as much information as known at that time.
- Do not delay the issue of the WARNO.
- Can be written or verbal.
- Can be updated.

### **WARNING ORDER (WARNO)**

#### **SITUATION:**

including:

- S** - Commander's intents one / two up
- Terrain
- Enemy

#### **PROBABLE MISSION**

- P** - and likely subordinate missions

#### **OWN MAIN EFFORT**

**O** - if known / applicable

## **TIMINGS**

**T**

## **ORDERS GROUP**

**O** - Time and Place

## **COMBAT SERVICE SUPPORT (CSS)**

**C** - essential matters / changes to SOP only

**A**            **ACKNOWLEDGE**

= **SPOTOCA**

### **3. Make a Tentative Plan:**

- Mission Analysis / METT-TC (See below).
- Course of Action (COA) Development (See Combat Estimate).
- Analyze COA: wargame.
- Compare COA and make a decision.
- Often a mental exercise at small unit level.

### **4. Initiate Necessary Movement:**

- To continue mission preparation.
- To position the unit for execution.

- Initiate as soon as enough information shows movement as necessary to the mission.
- Often based on the Tentative Plan.

## **5. Reconnoiter:**

- If time and circumstance allow, conduct a leader recce.
- Initiate recce operations as necessary i.e. recce patrol.
- Identify information requirements for the mission and recce accordingly.
- Recce operations seek to confirm or deny information to support the tentative plan, gather information to allow the plan to be completed.
- Minimum action: map recce, supplemented by imagery, Intel product, local knowledge.

## **6. Complete the Plan:**

- Incorporate reconnaissance results into selected COA.
- Update tentative plan accordingly.

## **7. Issue the Completed Order:**

- Verbal. Usually issued at Patrol Base or other base location.
- Use map board, graphics, sketch, or terrain model (sand table).
- May involve a leaders' confirmatory recce, followed by issue of the completed order at a location.
- 'Pose, pause, nominate' question procedure to confirm individual and team understanding plan and their roles.

## **8. Supervise, Rehearse & Inspect:**

- Leaders monitor throughout TLP.
- Rehearsals are essential following orders.
- Noisy then silent rehearsals.
- Include subordinate leaders briefing their planned actions in sequence.
- Conduct rehearsals on terrain that resembles the actual ground and in similar light conditions.
- Inspections / pre-combat checks prior to departure:

Weapons, ammunition, clothing and equipment.

Mission-essential equipment.

Soldier's understanding of the mission and their specific responsibilities.

Communications.

Rations and water.

Camouflage.

Deficiencies noted during earlier inspections.

## **PLANNING TOOL: METT-TC**

1. Mission
2. Enemy
3. Terrain
4. Troops
5. Time
6. Civilians

**MISSION**: After receiving an essential task and purpose, either in a WARNO or the OPORD, the tactical leader can then begin the analysis of his own mission. Key considerations in the analysis include the following:

- What is my task and purpose for this operation?
- What is the commander's intent?
- What are the specified tasks for the operation (those that the commander stated must be accomplished)
- What are the implied tasks for the operation? These are other tasks, not specifically noted by the commander that must be accomplished during the operation.
- What are the essential tasks for the operation? These are all tasks, both specified and implied, that are absolutely required to ensure mission success.

**ENEMY**: The analysis can focus on the following considerations:

What types of enemy units do you face?

Where are these units?

What is the enemy doing?

How strong is he?

What kind of equipment does he have?

What are his capabilities and weaknesses?

Where is he vulnerable?

Where are his kill zones ?

What are the enemy's intentions, doctrinal objectives, and most probable COA(s)?

What can he do in response to friendly actions?

**TERRAIN & WEATHER**: Analyze the terrain using the factors of **OCOKA** :

**Terrain** :

**Observation and fields of fire** :

Where can the enemy observe and engage my unit?

What are the covered routes or approaches?

Cover from view (concealment) or cover from fire (cover)?

**Cover and concealment** :

What routes within the area of operations offer cover and concealment for my unit or for enemy elements?

**Obstacles** : Analyze the terrain, identify existing and reinforcing obstacles that may limit mobility (aff such features as objectives, avenues of approach, and mobility corridors).

Existing obstacles include, but are not limited to, the following:

Gullies, ravines, gaps, and ditches (size?)

Streams, rivers, and canals (depth?)

Mountains or hills.

Lakes, swamps, and marshes .

Tree stumps and large rocks.

Forest or jungles.

Man-made existing obstacles, including built-up areas such as towns, cities, or railroad embankments.

Reinforcing obstacles include, but are not limited to, the following:

Minefields.

Antitank ditches.

Road craters.

Abatises.

Wire obstacles.

Based on the degree of obstruction posed by obstacles, terrain is further classified in one of the follow categories:

**Unrestricted:** This is terrain that is free of any restriction to movement; no actions are required to enhance mobility. For mechanized vehicles, unrestricted terrain is typically flat or moderately sloped, with sca widely spaced obstacles such as trees or rocks. This type of terrain generally allows wide maneuver & unlimited travel over well-developed road networks.

**Restricted:** This is terrain that hinders movement to some degree. Little effort is needed to enhance mo units may have to zigzag or make frequent detours. They may have difficulty maintaining optimum spee in some types of combat formations, or transitioning from one formation to another. For mechanized ve restricted terrain typically encompasses moderate to steep slopes and/or moderate to dense spacing of obstacles such as trees, rocks, or buildings. Swamps and rugged ground are examples of restricted terri

dismounted infantry forces. Logistical or rear area movement in this type of terrain may be hampered by undeveloped road systems.

**Severely Restricted:** Terrain in this classification severely hinders or slows movement in combat form unless some effort is made to enhance mobility. This could require commitment of engineer forces to improve mobility or deviation from doctrinal tactics, such as using a column rather than a line formation or movement speeds much lower than otherwise preferred. Severely restricted terrain for mechanized vehicles is typically characterized by steep slopes, densely spaced obstacles, and/or the virtual absence of a developed road system.

**Key Terrain :** Key terrain is any location or area whose seizure, retention, or control affords a marked advantage to either combatant. Analysis should include these considerations:

Where is the key terrain?

How can key terrain be used to support the mission?

**Avenues of Approach :** These are areas through which a unit can maneuver. The definition of an avenue of approach is an area that provides sufficient ease of movement and enough width to allow passage of a unit large enough to significantly affect the outcome of the battle. Analysis should include these considerations:

Where are the most favorable mounted and dismounted avenues of approach for enemy and friendly forces?

Where are the best air avenues of approach for enemy forces?

**Weather :** Analyzes weather conditions as part of the evaluation of the terrain:

What are the light conditions (including percentage of night illumination) and visibility?

What are the times for beginning of morning nautical twilight (BMNT), sunrise, sunset, end of evening twilight (EENT), moonrise, and moonset?

How has recent weather affected the area of operations?

Will weather become better or worse during the mission?

How will fog, rain, dust, heat, snow, wind, or blowing sand affect both friendly and enemy troops and equipment during the mission?

**TROOPS :** Analysis of troops available for an operation includes an assessment of vehicles and equipment.

Considerations in the analysis include the following:

What is the present condition of the units, vehicles, and equipment?

What is the supply status of ammunition, fuel, and other necessary items?

What is the state of training of the unit?

What is the state of morale?

How much sleep have the troops had?

How much sleep can they get before and during the operation?

Does the unit need any additional equipment to support or accomplish its mission?

What attachments does the unit have (or require) to accomplish its mission?

**TIME**. Analysis of the time available for an operation begins with the " one-third/two-thirds " rule of and preparation. This principle allows the leader to use one-third of planning and preparation time him- to allocate the remaining two-third to subordinates. Additional considerations in the analysis should include the following:

How much time is available to plan and conduct reconnaissance?

How much time is available for rearming, refueling, and resupply?

How long will it take the unit to move to the line of departure (LD), and/or to the objective?

Is there enough time for rehearsals?

How much time is available to the enemy for the activities listed in the previous items?

How does the potential enemy timeline for planning and preparation compare with that developed for friendly forces?

**CIVIL CONSIDERATIONS**: In the analysis of how the unit will handle situations involving non-combatants, assess the following considerations:

What are the applicable rules of engagement (ROE) and/or rules of interaction (ROI)?

What procedures and guidelines will the unit use in dealing with refugees, prisoners, and other civilians?

Will the unit be working with civilian organizations, such as governmental agencies, private groups, or the media?

**COMBAT ESTIMATE**  
**STAGE 1 – MISSION ANALYSIS**

**QUESTION**

**CONSIDERATION**

**1. INTENT (Why?)**

2 up, 1 up, my role

**2 Up** : Superiors role in his commanders plan  
 Desired end state? Where is his main effort?

**1 Up** : Commanders intent? Concept of operations? How must my action directly support my Commanders intent?

**2. TASKS (What?)**

- **Specified**

- **Implied**

What tasks must I complete to fulfill my mission?  
 What are my implied tasks?

**3. CONSTRAINTS**

**& RESTRAINTS**

**(What not?)**

**(When?)**

What limitations are there on my freedom of action?  
 Control measures? Time? Space? Resources? Rules of engagement  
 Assets? Timelines? Logistics?  
 Political? Strategic? Legal? Law Enforcement?

Has the situation changed since orders were received or the estimate completed?

**4. CHANGED SITUATION**

(Continuous process throughout operation)

**Nothing changed** : no change, mission confirmed

**Minor change** : same mission, same plan

**Significant Change** : same mission, amend plan

**Major change** : possible new mission and new plan. (Refer to superior commander, or if not possible, act in support of his main effort, taking into account his intent).

**5. CONFIRMATORY CHECK**

Clarification Up, if required

**ISSUE INITIAL WARNING ORDER**

**STAGE 2 – EVALUATE FACTORS**

**FACTOR**

**DEDUCTIONS**

**TASKS/ CONSTRAINTS**

**TERRAIN/ENEMY**

Consider Terrain and Enemy together – use (IPB)\*

**TERRAIN / ENVIRONMENT**

Routes/Axes (Enemy and Own)  
 Mobility Corridors: Enemy/Own

*What is deduced from this? Ask ‘So What?’*

*What is deduced from*

Dominating Ground *this? Ask 'So What?'*  
Key Terrain/Vital Ground  
Killing Areas  
Objectives  
Going  
Obstacles  
Choke Points  
Visibility *What tasks or constraints fall out that  
need to be incorporated into the Course  
of Action (COA)?*  
Distances  
Wind (NBC Considerations)

## **ENEMY**

Center of Gravity *What is deduced from  
this? Ask 'So What?'*  
Decisive Points  
Enemy Intentions  
Air/Helicopter Threat  
Known Dispositions and Organizations  
Weapons and Equipment  
NBC Capability/Likelihood Key *Need for  
Reconnaissance?*  
Vulnerabilities  
Morale  
Strengths and Weaknesses  
Logistics and Supply situation

**Likely Enemy Course of Action** *Can you counter it? What is the effect in you and what  
counter-action do you need to take?*

## **Worst Enemy Course of Action**

*Can you counter it? Stay or Go?*

## **FRIENDLY FORCES**

Air & Flanking Forces  
Own Forces Capability

- Organization and  
Equipment

- Dispositions and  
Availability

- Training
- Readiness
- Motivation
- Strengths and Weaknesses
- Combat Service Support (CSS)
- Demand
- Current state of combat supplies

*What is deduced from this? Ask 'So What?'*

#### Replenishment Requirements

- Distance
- Duration
- Availability / Scarcity

### **SURPRISE and SECURITY**

Deception: how can I deceive the enemy?

Surprise: how can I seize and maintain the initiative?

OPSEC (Operational Security): how

can I prevent the enemy discovering my plan?  
*What is deduced from this? Ask 'So What?'*

Protection: how can I protect my own forces and plans?  
Security: Tactics techniques and procedures giveaway? Big picture security?

## **TIME (identify constraints)**

Fixed Timings  
Enemy Timings  
Time required for tasks (e.g. orders, movement etc.)  
Additional time required due to degradation  
Earliest and latest time for H hour

*What is deduced from this? Ask 'So What?'*

*'H-Hour' is the time that an attack or operation will begin.*

## **OTHER RELEVANT FACTORS**

e.g. Political, Strategic, Event Type, Law and Order, Martial Law, Rules of Engagement, Legal etc.

*What is deduced from this? Ask 'So What?'*

## **SUMMARY OF POSSIBLE TASKS**

Essential Tasks? Optional Tasks?

## **TASK COMBAT POWER REQUIRED DEDUCTIONS**

- 1.
- 2.
- 3.
- 4.
- 5.

## **STAGE 3 - CONSIDER COURSES OF ACTION**

### **FORMULATION/CONSIDERATION OF COA**

<b>COA</b>	<b>ADVANTAGES</b>	<b>DISADVANTAGES</b>
------------	-------------------	----------------------

1

2

3

## **STAGE 4 – COMMANDERS DECISION**

### **SELECTION OF COA**

### **ORDERS**

#### **Operations Order (OPORD) Basic Format:**

(Mission specific formats are provided in the relevant TH sections)

#### **PRELIMINARIES**

Seating

Security of the Orders Group

Task Organization

Map Coordinates

Describe the terrain model

Weather / Moon State / first/last light

#### **SITUATION**

##### **Enemy Forces:**

Deductions from

Terrain  
& Enemy in the  
Combat Estimate:

-  
Strengths

-  
Locations

-  
Weapons

**Friendly Forces:**

Higher commanders intent, concept of operations (incl.  
intent and main effort)

**Atts/Dets**

-  
Equipment

-  
Morale

Locations and actions of neighboring forces that may  
affect the operation.

Only if not covered under  
Task Org

-  
Obstacles

Outline fire support plan.

-  
Defensive  
Fires

-  
Air  
Threat

-  
NBC

-  
Future  
Intentions

**MISSION**

**Unit Mission.**

**EXECUTION**

**Concept of Operations**

Unit commander's **Intent.**

**Scheme of Maneuver** : how the unit will achieve its mission.

**Main Effort .**

**Key Timings .**

**Mission Statements :** given to sub-units in turn.

**Coordinating Instructions:**

**Offensive Operations:    Defensive Operations:**

- |                       |                        |
|-----------------------|------------------------|
| - Timings             | - Timings              |
| - Preliminary Move    | - Movement             |
| - Control Measures    | - Control Measures     |
| - Fire Plan           | - Coordination of Fire |
| - Surprise / Security | - Fire Plan            |
| - NBC                 | - Patrols              |
| - Reorg Instructions  | - Deception / Security |
| - Actions On          | - Field Defenses       |
| - PR/Media            | - NBC                  |
|                       | - Counter Attack       |
|                       | - Actions On           |
|                       | - PR/Media             |

**Summary of Execution**

**SERVICE & SUPPORT:**

<b>SOP Variations</b>	<b>Logistic Support</b>	<b>Medical</b>	<b>Vehicles</b>
Dress Equipment	Replenishment Ammunition Rations	Locations CASEVAC Litters	Recovery Plan Locations

Weapons	POL	Med Packs
	Water	Pain Meds

## COMMAND & SIGNAL:

	Comms Plan
Locations	Frequencies
Movement	Codewords
Alternative Command	Nicknames
Hand signals	Synchronize

## Questions

## Summary

## PATROL ORDERS

The following is an example format that can be used for giving patrol orders:

**PRELIMINARIES** Admin: any relevant points

Security of the Orders Group

Task Organization: Appointments, positions, equipment etc.

Ground Orientation: use map/model

## 1. SITUATION

<b>Enemy Forces</b>	<b>Friendly Forces</b>	<b>Attachments / Detachments</b>
Strength		Only if not covered under Task Organization above
Positions		
Weapons		<b>Civilian / Refugees</b>
Equipment	Commanders Mission & Concept of Operations (Incl. intent and main effort)	
Morale		
Obstacles		
Surveillance	Defensive position layout	
	Field defenses	

Devices	Trip Flares
Defensive Fires	Defensive Fires
Patrols	Other Patrols
Routine NBC	Outline fire support plan
Future Intentions	

**2. MISSION:** Task(s) plus unifying purpose. Always repeat twice when giving orders.

### **3. EXECUTION**

1. **Concept of Operations. Patrol Commanders intent. Scheme of Maneuver (How patrol will achieve its mission). Outline Phases.**
2. **Sub-Unit Missions/Tasks. (If Applicable)**
3. **Phases:**

<b>Preparatory Move</b>	<b>Route Out to ORP</b>
Method of Movement	Order of March (OOM)
Load Plan	Navigation
Time of:	Formations
Rehearsal	Check points
Leaving Base	Obstacle / Linear Danger Areas
Out	Action On:
Route to Drop Off Point (DOP)	Enemy
Location of DOP	Prisoner of War
Arcs of Fire (Sectors)	Casualty
Order of March (OOM)	Lost
Action at DOP	Separated
Action on Enemy	Check Points
	Confirmation of ORP

## **ACTION ON ORP**

**Either:**

### **RECCE OF ORP / STOP SHORT**

#### **Recce Group**

Composition

Tasks

Position for Cover Group

Route In

OOM

Formations

Sectors

Signal to Open Fire

Actions On:

Enemy present

ORP Move

Ambush

Remainder located by the enemy

Return to remainder

Near / far recognition signals

#### **Remainder**

Composition

Tasks

Arcs

Signal to open fire

Action On:

Enemy pre-seen

Ambush

Groups not return

Recce group contacted

**Or:**

### **OCCUPY BY FORCE**

#### **Action in ORP:**

Formations

Sectors

Equipment

Groups

Tasks

Actions On: Enemy present, ORP Move.

## **LEADERS RECCE**

**(optional)**

#### **For an Attack / Raid:**

Has a prior recce patrol been conducted?

Did the Leader conduct the recce?

Has the objective been under observation by an S & O team?

If no S & O team, use leader recce for final confirmation of the objective.

If not, consider use of the recce leader to guide the leader.

If no leader recce, consider use of the recce team to guide groups to assault / support by fire positions

#### **Recce Group**

Composition  
 Tasks  
 Timings  
 Position for Cover Group  
 Route In  
 OOM  
 Formations  
 Sectors  
 Signal to Open Fire  
 Actions On:  
   Enemy present  
   Ambush  
   Remainder located by the enemy  
   Return to remainder  
   Near / far recognition signals

**Remainder**

Composition  
 Tasks  
 Arcs  
 Signal to open fire  
 Action On:  
   Enemy pre-seen  
   Ambush  
   Groups not return  
   Recce group contacted

**ACTION ON OBJECTIVE**

**This will vary by type of patrol mission.**

See separate action on objective paragraphs following\*

Insert as appropriate.

**\*ACTION ON OBJECTIVE PARAGRAPHS**

**RECCE PATROL**

**Cover Group**

Composition  
 Task  
 Position  
 Route  
 Formation  
 Sectors  
 Opening Fire  
 Action On:  
   Located by Enemy  
   Separated  
   Recce Group contacted  
   Other Groups located by enemy

**Recce Group**

Composition  
 Task  
 Position  
 Route  
 Formation  
 Action On:  
   Opening Fire  
   Other Groups located by enemy  
   Recce group engaged  
 Separated  
 Prisoners

**ORP Security Group**

Composition  
 Task  
 Sectors  
 Action On:  
   Located by enemy  
   Recce / Assault Group not return  
   Recce Group engaged  
   On return of groups  
   Near / far recognition signals

## COMBAT PATROL: ATTACK / RAID

### Assault Group

#### Support By Fire Group Composition

Task  
Position  
Route  
Formation  
Fire Plan  
Opening Fire  
Action On:  
Fire Group Located by enemy  
Recce group engaged  
On Assault  
Illumination  
PW  
Casualty  
Separated

Composition

Task

Position

Route

Formation

Arcs

Opening Fire

Action On:

Located by Enemy

Separated

#### ORP Protection Group

Composition

Task

Arcs

Action On:

Located by enemy

Recce / Assault Group not return

Recce Group engaged

On return of groups

## SURVEILLANCE / OBSERVATION POST (S & O)

(Consider the following for both OP and Admin Area/Base Groups)

### Occupation

Composition

Route to location

Formations

Routine

Reporting

Arcs  
Work Phase  
  Surface or Sub-Surface  
  Digging  
  Overhead  
  Camouflage  
Tasks  
  Observation Group  
  Sentry  
  Commander  
  Remainder  
Action on Contact

Changeover system  
Tasks  
State of equipment  
Rest  
Feeding  
Latrines  
Trash  
Radios  
Light / noise discipline  
Action on Contact

## COMBAT PATROL: AMBUSH

### Occupation

Formations  
OOM  
Method / direction of entry  
Areas / Groups  
  Assault Group  
  Stop Groups  
  Rear Protection / ORP Group  
Individual positions  
Sectors of Fire  
Work Phase  
  Work Group  
  Work Phase Security  
Laying of:

### Routine

Roster  
Relief system  
State of equipment  
Light / Noise discipline  
Radios  
Rest  
Meals  
Latrines  
Trash

Lights  
Mines / Booby Traps  
Wire  
Comms Cord

Type of Ambush:  
Short / Long Term  
L-shape or Linear  
Area or Point

Time Ambush Set  
Signal Ambush Set  
State of weapons  
Other signals

### **AMBUSH: ACTION ON ENEMY**

Actions before Sprung:

Attacked by Enemy  
Approach of Civilians  
Compromise

Action on Approach of Enemy:

Signal from Stop Groups  
Signal to other Groups  
Means of Initiation / Who?  
Signal to Initiate / Who?

Action on Sprung by Groups:

Assault Group  
Stop Groups  
Rear Protection

Signals after sprung:

Signal for Illumination / Explosives  
Watch and Shoot  
Ceasefire  
Assault or EPW/Searchers Out  
Withdraw

Assault / Search Procedure:

Attack by Fire Only  
Assault the Ambush Area  
Use of EPW Search Teams

Responsibilities:

Stop Groups  
Prior to Initiation  
During Initiation  
During Assault / Search  
Withdrawal

Assault Group(s)  
Prior to Initiation  
During Initiation  
During Assault / Search  
Withdrawal

Rear Protection / ORP Party

Prior to Initiation  
During Initiation  
During Assault / Search  
Withdrawal

EPW / Search Teams

## **ACTION IF AMBUSH NOT SPRUNG**

Signal to abort

Retrieve equipment (nominate)

Action while retrieving equipment by:

Stop Groups

Assault Group

Action On:

Enemy pre-seen

Enemy Ambush/Contact

Civilians

## **PATROL COMPLETION**

**All Patrols - after action on objective**

### **Withdraw to ORP**

Signal to Withdraw

OOM

Action in ORP

Head Check

Exchange of Info

Signal to move out

Action On:

Enemy

Prisoner of War

Non return of group

ORP Move

In ORP

Being surprised

Mission not achieved

Near / far recognition signals

### **Route Back**

Navigation

Formations

RVs

Obstacles

Action On:

En pre-seen

Ambush Casualties

Separated

Lost

At Base

At Pick Up Point (PUP)

Friendly Force Location

Note that during these orders, if you are well trained, rehearsed and experienced together as a team, the headings, such as actions on, can be covered by simply stating “As per SOP.” However, don’t play to this and if there is anyone new or you need to adjust the drills, then cover it in full.

#### d . Coordinating Instructions

	<b>Actions On</b>		<b>Rehearsals Deception</b>	
<b>Timings</b>	Halts		Location	Preparatory Move
Meals	Lights	<b>Fire Plan</b>	Equipment	On Objective
Rest	Flares		Dress	On Withdrawal
Rehearsals	Obstacles	Defensive Fires		
Weapon Test	POW	Illumination		
Inspections	Civilians	Light Mortar		
Times out/in	NBC		<b>Public Info/Media</b>	
Debrief	Lost Comms			
	Contact			

**e. Summary of Execution:** This is a “Put your notebooks and pens down and look in to me please ger moment. To ensure that the plan is understood following the depth of information that has just been rel the time for the Patrol Commander to go over it and tell the story of the patrol as a summary, going ove happen and painting a picture that will be further reinforced during rehearsals.

#### 4. SERVICE SUPPORT

<b>SOP Variations</b>		<b>Medical</b>
		Medic
		Locations
Dress	<b>Equipment</b>	CASEVAC
Weapons	Special Equipment	Stretchers
Ammo		Med Packs
Equipment		IFAKS
		CAT Tourniquets
		Pain Meds

#### 5. COMMAND & SIGNAL

<b>Command</b>	<b>Radio</b>	<b>Debrief</b>
		Location

Location of Patrol Commander	Frequencies	Conducting Officer
Location of HQ	Call-signs	
Chain of Command	Check Comms	

## **Codes**

Codewords  
Nicknames  
Nick Numbers  
Phase Lines

**Password**  
**Synchronize Watches**  
**Questions**

# **TACTICAL MAP EXERCISES (MAPEX)**

## **Tactical Map Task: Problem 1 – Hasty Attack**

This scenario involves a squad hasty attack, and will require you to conduct a combat estimate, analyze the relationship between your position, enemy forces, and the terrain.

This will be a paper training exercise for what would be a mental combat estimate for a hasty attack. In this scenario, you are already under contact and need to work a solution and implement it as an effective plan. As a training exercise you have the luxury of being able to sit down and do a paper estimate, approaching it as a mental training exercise.

What you are looking to do is analyze the factors, the mechanistic relationship between them, in order to develop a plan. The plan is a mechanistic sequence of actions / movement / applied firepower / terrain, that will allow you to achieve the mission, using the assets you have available.

You will analyze:

Mission – in this case to close with and destroy the enemy

Enemy/Terrain and the relationship between them.

Friendly Forces – relative strengths and locations.

Locations for:

Fire Support

Covered approach

Location to launch the assault from (FUP)

Look at approaches – left, center and right. Advantages and disadvantages of each one as it relates to the approach itself and the relationship to the whole, in particular the relation of enemy / friendly position impact on fire support and the assault.

There is no real \*right\* answer, there are the basic principles that will steer you. Here are some:

The principles of attack are as follows:

**Seek surprise.**

**Maintain security.**

**Seize key terrain or targets vital to influencing perceptions.**

**Achieve superiority of fires and other effects.**

**Exploit maneuver.**

**Concentrate the effects of force or the threat of force.**

**Plan to exploit success.**

**Keep it simple.**

The squad hasty attack battle drills are:

## **Preparation**

### **Reaction to effective enemy fire**

### **Locate the enemy**

### **Win the fire fight**

## **The Attack, consisting of:**

### **The approach**

### **The assault**

### **The fight through**

## **Consolidation / Reorganization**

Just remember that although you have the time to analyze and plan this, in the scenario you are under cover are limited in terms of intricate solutions. You are effectively going to be initiating a drill, by giving verbal QBOs (Quick Battle orders). There is no real time for a huddle and squad brief. The best you could do is a huddle, in cover, of team leaders, to give QBOs. At their briefest, QBOs consist of a series of shouted orders: who is giving covering fire, who is moving, left or right flanking etc.

Thus, the nuance is that although you will sit down and work through a combat estimate to come up with a plan, the plan should not be too complex, nothing that could not be implemented on the fly, on the ground.

---

## **Scenario – Convoy Ambush/Hasty Attack**



Figure 112: Enemy View (vegetation flattened in Google Earth ground view)

Location: 32 ° 38'46.12"N 116 ° 47'8.01"W. Location can be found on Google Earth. Real Position United States is not relevant to the exercise.

**Situation :**

**General :** During cross border hostilities with insurgent forces in the country of Blueland, you are the border protection team, trained as light infantry troops. Your role is to protect the area from hostile incursions. Redland insurgent forces, seeking to expand their influence into the area and destabilize the region.

**Specific :** It is 1000hrs on a clear day, good weather and blue skies. Responding to a call for assistance at a farm under attack, you and your team are driving east. You are a three vehicle convoy in unarmored SUVs. One vehicle containing one of your four-man teams. You come under heavy small arms and RPG fire from a position some 200 yards south of the road. Your posture and ROE are aggressive, and your team immediately dismounts the vehicles, and begins to engage the enemy. At this point, none of your people are wounded. Two of your vehicles are destroyed. A couple of inbound RPGs miss their targets, one overshooting and another detonating short. Your vehicles stopped in the roadway are now 'bullet-magnets' and are taking multiple hits. Your team has exited the vehicles and is in cover along the roadside verge. Enemy fire is reasonably accurate. The first thing you must do is win the firefight to gain the initiative. You try to call in the contact via VHF but request QRF and air support, but there is no response. You are in a communications dead spot in the region. You are on your own. As the squad leader, you must make the next move.

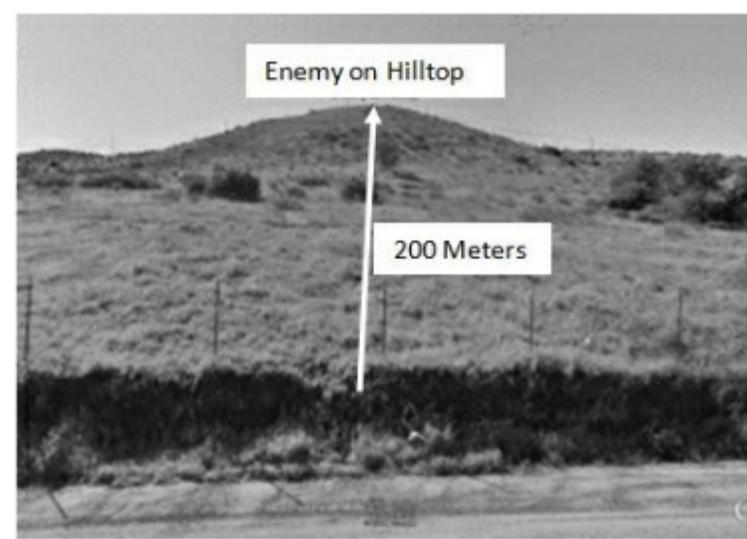


Figure 113: View from the contact point

**Enemy Forces :** You estimate the enemy at around six personnel hidden in the rocks and scrub of the hilltop. You have not observed fire from any other location and it appears to be an isolated group. There is at least one machine-gun. The usual profile of the insurgents is to be equipped with similar weapons to your forces, and you suspect you are facing a SAW (5.56 belt fed automatic weapon), AR/M4's, and at least one rocket launcher. The enemy are usually well equipped with adequate ammunition and military training.

**Friendly Forces :** You are a 12 man squad, organized into three teams of 4 men, corresponding to the three platoons.

Team Alpha 1: Squad leader (You), 3 x riflemen.

Team Alpha 2: Team leader, 3 x riflemen.

Team Alpha 3: Team leader, 2 x riflemen, 1 x SAW gunner.

**Weapons:** you have standard AR15 style 5.56mm semi-automatic battle rifles, firing M855 green tip. Company has a SAW 5.56 mm belt-fed MG.

**Smoke:** you have 2 x signal smoke canisters per team, one white, one red.

**Pen flares:** each team has a pack of green pen flares, which can be seen in daylight.

**Intra-Squad Radios:** none.



□ Figure 114: Birds Eye View

Mission: Conduct a hasty attack on the identified enemy position in order to kill or capture the enemy.

Tasks:

1) Conduct a combat estimate in order to identify an assault plan.

2) Identify:

Fire support location and asset(s) to be used.

Covered/concealed approach route – cover from view, cover from fire – advantages & disadvantages of the various options.

Any flank protection or additional fire support positions.

Forming up position (FUP).

Assault route.

Any sequencing you need to do to get your force onto the objective to destroy the enemy.

Note: this exercise is about identifying routes / locations on the ground and sequencing the assault – tactical. Do not over-complicate it, it is not a trick question. Note on vehicles: these are not really supposed to be used, just a scenario to get you on the ground, to do a dismounted hasty attack.

Just remember, you will only be able to see what you can see from your position, and what you can infer from the map. When you are looking at this for this training purpose, you have the luxury of going into Google Earth to look at aerial views, and even ‘running’ the ground in the ground view option (minus vegetation).

**Tactical MAPEX: Problem 1 – Hasty Attack**  
**Example Solutions**

In the scenario you are already dismounted from the vehicles and you are under fire – ‘On the X.’ You conduct a hasty attack. This is how hasty attacks work: you come under fire and have to fire and maneuver to destroy the enemy. You are also told that your team is well trained in light infantry tactics, which means you can assume that they can carry out the hasty attack drill. You were also given the squad hasty attack battle drill, which is also contained in detail in this TM.

In the scenario, you have already reacted to effective enemy fire and you have located the enemy. The point here is that you must win the firefight before you can move into the attack. You won't attack if you can't gain a positional superiority. That's the beauty of the drills. Similarly, if you did push to a flank and then come under fire from a depth / mutually supporting position, then that may change the game. If at any point you can't gain fire superiority in order to suppress the enemy enough to allow maneuver, then you may decide to break contact. That's the idea of fighting off the X.

That is why we have the drills. However, it is important to note that although the hasty attack drill is a drill, it does not happen automatically. It requires leadership input, which is what we are simulating here. The squad members decide on its own to go left or right flanking, or how to sequence, or who is doing support by fire. So in the scenario, as far as everyone knows how it plays out and what to do when told to go left flanking etc., but it requires a leader's direction to implement.

In the reality of the scenario, there are rounds cracking by and you need to ACT.

The point here, for the training benefit, is to give you time to work through this exercise to train up your decision-making skills for such a situation. It gives you an opportunity to analyze terrain and the relationship with the enemy elements assaulting / supporting elements. In actuality, on the ground, you would have to rapidly assess the situation, make a plan, implementing it aggressively. In such a situation, you need to decide on an approach, right or left, which turns out to be less than optimal, that's the nature of combat. The important thing is to make a decision and implement it: go left, go right, but make a decision.

That's not to say that you are totally inflexible. If you came across a showstopper, then that may be a tactical decision to break contact, or call for support.

The use of a three-team squad allows you flexibility to use the assault cycle of assault-fire support-reserve. The squad can decide, with the reserve team, if they will be used as additional fire support or flank protection/battle position.

go 'two-up' in the attack. In an echelon style attack, most often one team would provide fire support (as teams had been used to initially suppress the enemy and conduct any preparatory maneuver), one team assault, and then the reserve team would be fired through to assault any depth objectives. But that is where terrain/sequencing is all about.

### Example Solutions:

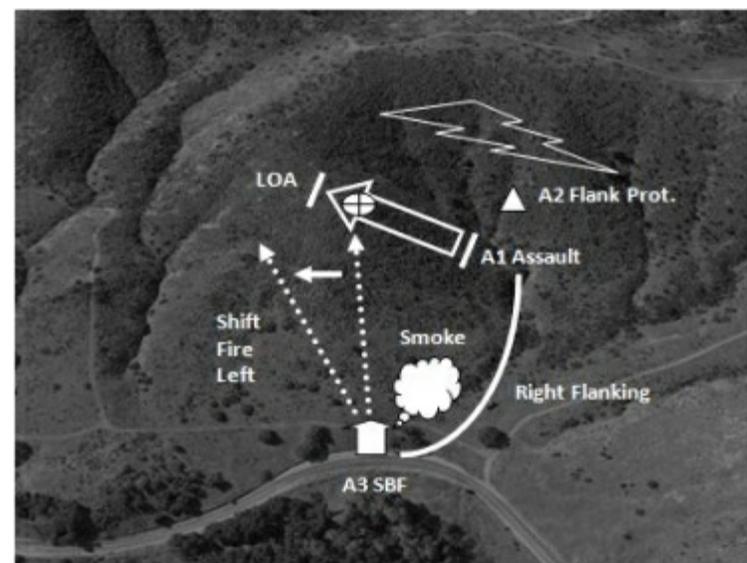


Figure 115: Example 1, Basic Scenario

### Right Flanking.

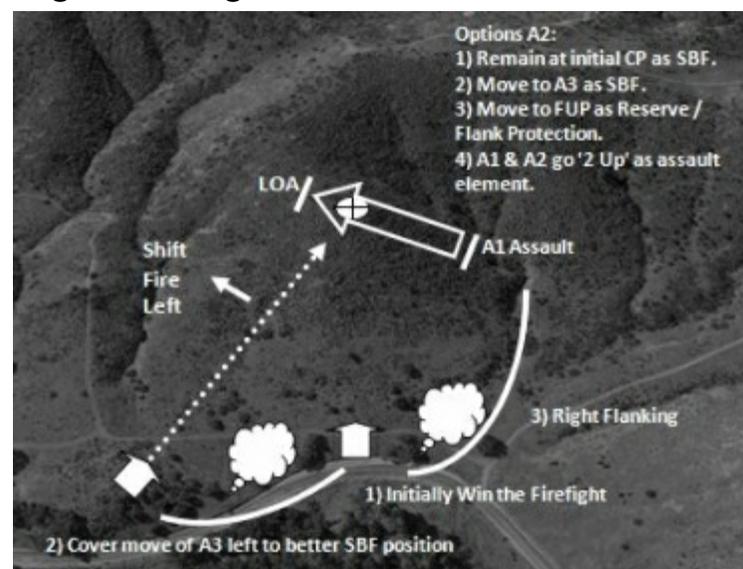


Figure 116: Example 2, Initial move of FS, Right Flanking.

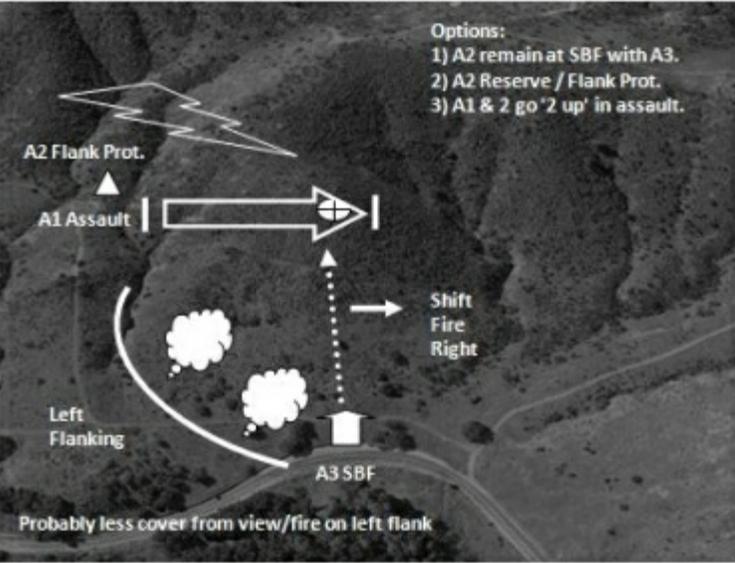


Figure 117: Example 3, Near Left Option, Left Flanking.

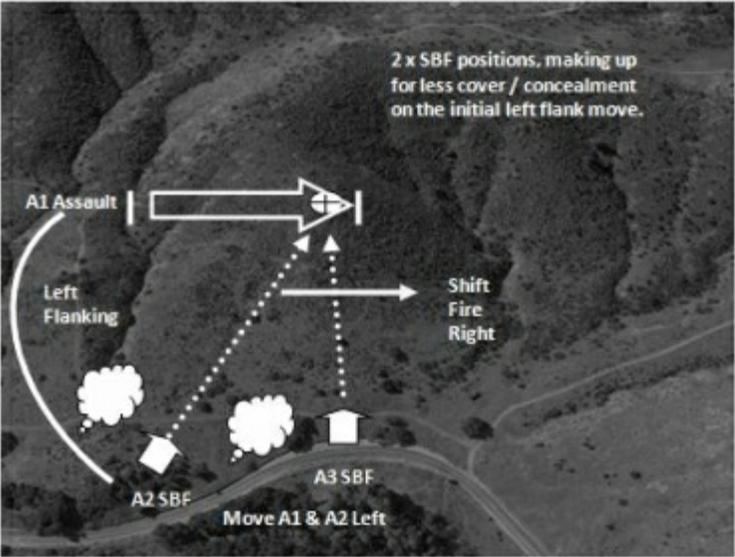


Figure 118: Example 4, Far Left Option, Left Flanking.

**Tactical MAPEX: Problem 2 – The Dilemma**

This new planning task follows directly from the previous planning task problem 1, Squad Hasty Attac

This new task is described as a series of slides. The assumption is that you decided to go left flanking.

series of slides a sequence of maneuver is shown, a way that you could have achieved that. It involves maneuvering to the flank by peeling your teams. Follow through the slides and they should be self-expl

Then an 'enemy view' slide and a 'dilemma slide' are shown. These show you a snapshot of what has with a description. The idea is to decide what to do next. Remember that as the squad leader you are i. However, you can rely on the training and drills of your other teams/team leaders.

A point to take away from this is the reason why we use flank protection/reserve, and why it is a good depending on your situation, to take an element with you as flank protection, insurance against enemy c mutually supporting positions. You can put everyone in the support by fire and assault elements, but the be swinging in the breeze as you penetrate deeper into that enemy position.

There is only so much the a squad plus can take on, and there is a fine line when it becomes too much.

The left flanking scenario:

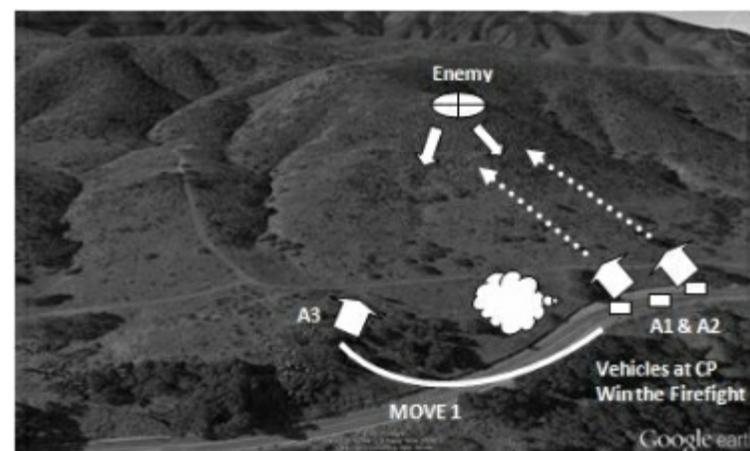


Figure 119: Teams dismounted from the vehicles, win the firefight. Move 1 is A3 to a SBF position ha

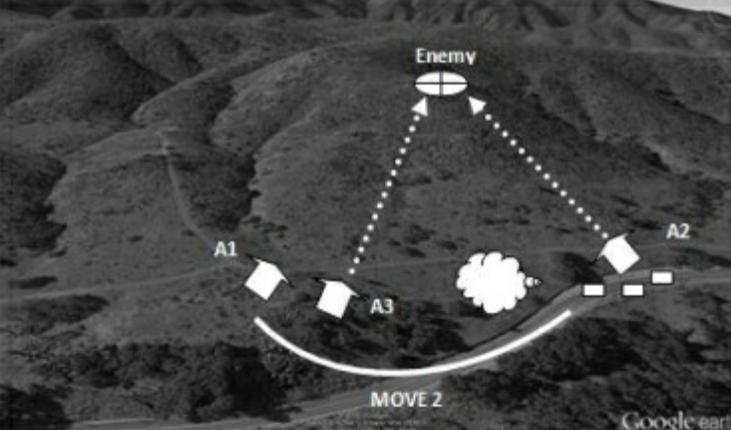


Figure 120: Move 2 is to also move A1 out to the left flank

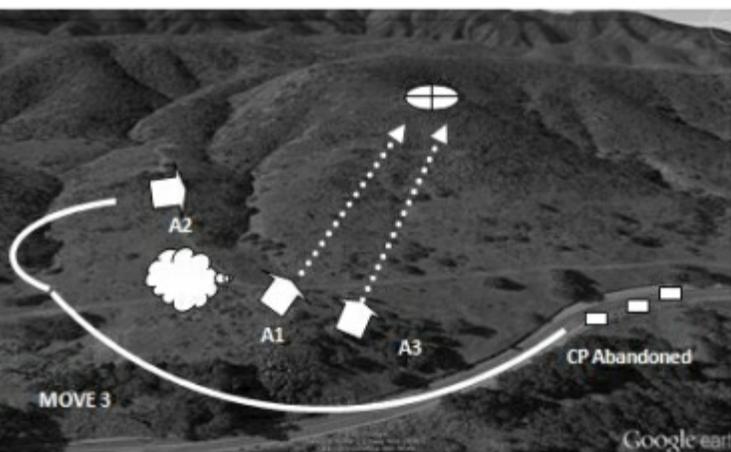


Figure 121: Move 3 is to abandon the original CP / Vehicles and move A2 out to the left flank, via the approach.

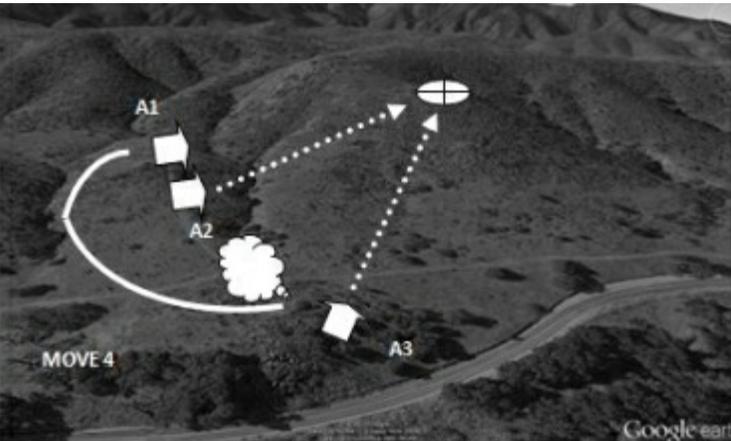


Figure 122: Move 4 puts A1 out on the left flank ready to assault.

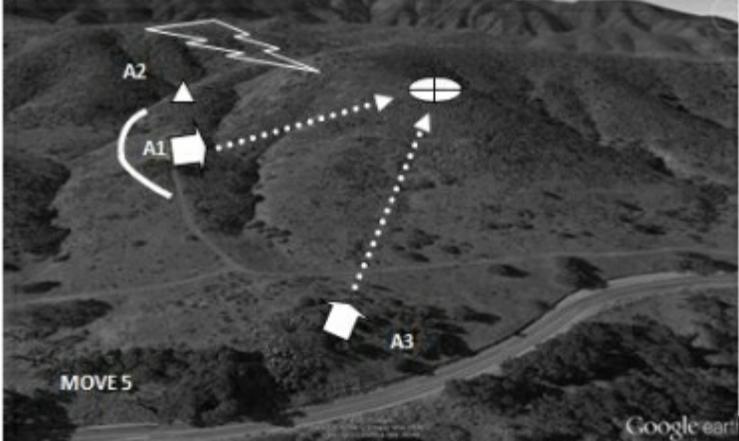


Figure 123: Move 5 puts A2 out on the flank as flank protection:

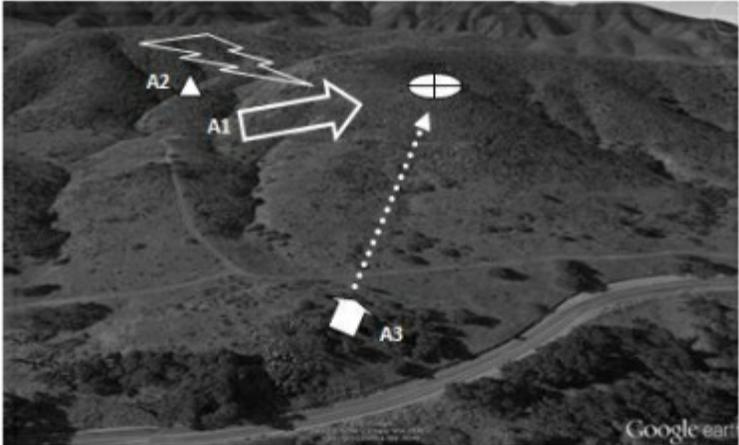


Figure 124: A1 assaults, A3 SBF, A2 flank protection.

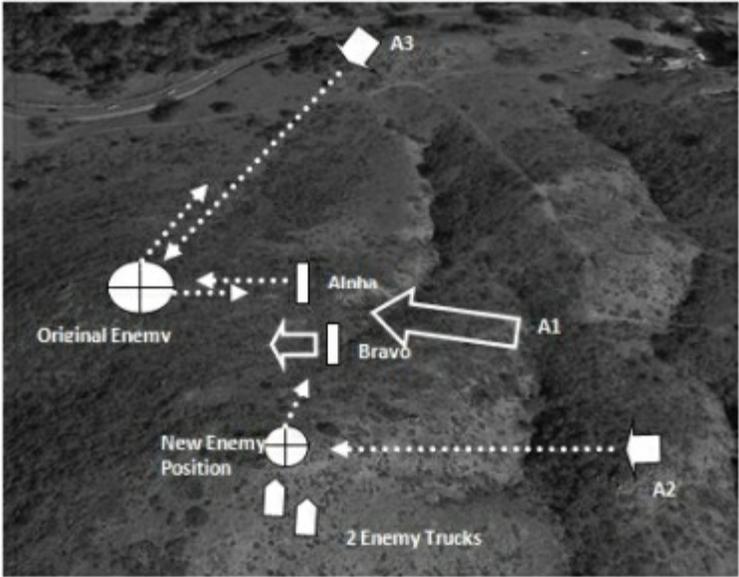


Figure 125: the enemy situation as your assault goes in:

- 1) A1 Has begun to assault from the LD to the enemy position. They are halfway fighting in their two b
- 2) Two enemy trucks roar up from the ridge to the rear. 3 enemy dismount and move to the rocks to eng their left flank.
- 3) A1 is pinned down. A2 reacts from their overwatch position by bringing the new enemy position un

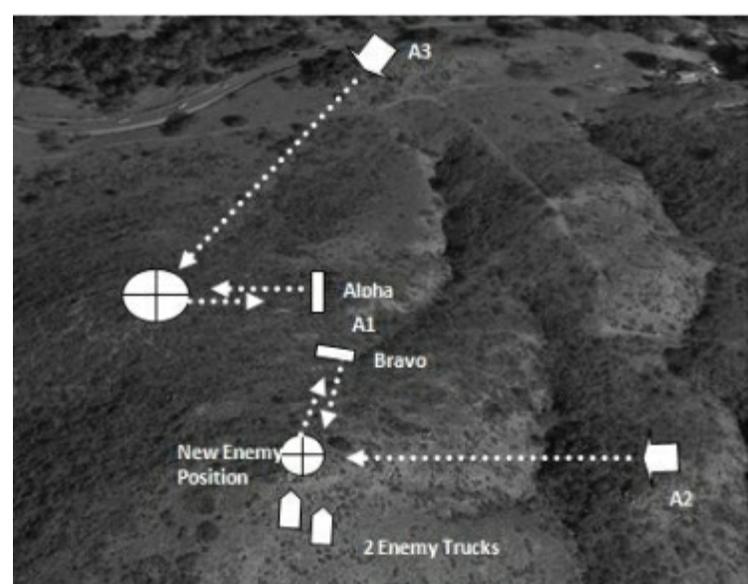


Figure 126: The dilemma: Assault Stalled:

- 1) Estimated 2-3 enemy continue to return fire from their original position. A3 is doing a good job of s them.
- 2) 3 enemy at the new position near the trucks.
- 3) A1 is in a cross-fire. Taking cover in the rocks and scrub, the assault is stalled.

**WHAT DO YOU DO NOW?**

### **Tactical MAPEX Problem 3**

#### **Surveillance & Observation Patrol: Objective Wasp**

The purpose of this planning exercise is for you to conduct patrol planning for a surveillance and observe & O) patrol against an enemy location. The information contained below should consist of enough of a guide for you to complete this exercise.

You were given the following Warning Order (WARNO):

SITUATION:

Objective location: Objective Wasp: Location 38 ° 21'52.38"N 78 ° 57'34.66"W (Google Earth).

Weather: Hot/humid: it is June. Chance of thunderstorms and heavy rain.

Enemy Forces: Redland forces have moved in force into the Shenandoah Valley. They have moved a few Hind attack helicopters into the location of Objective Wasp. These attack helicopters pose a serious threat to Blueland operations in the valley and surrounding areas. Local agents have reported that the Airpark has been fortified with a HESCO bastion perimeter and bunker-style machine-gun positions. A guard force of infantry troops of minimum platoon size is occupying and guarding the base. Hind flights are ongoing from within Objective Wasp, conducting hunter-killer and support missions to Redland forces in the valley. Resistance Agents were unable to gather information on ground patrolling activity from the base, although Traffic Control Points (TCPs) have been routinely established on surrounding

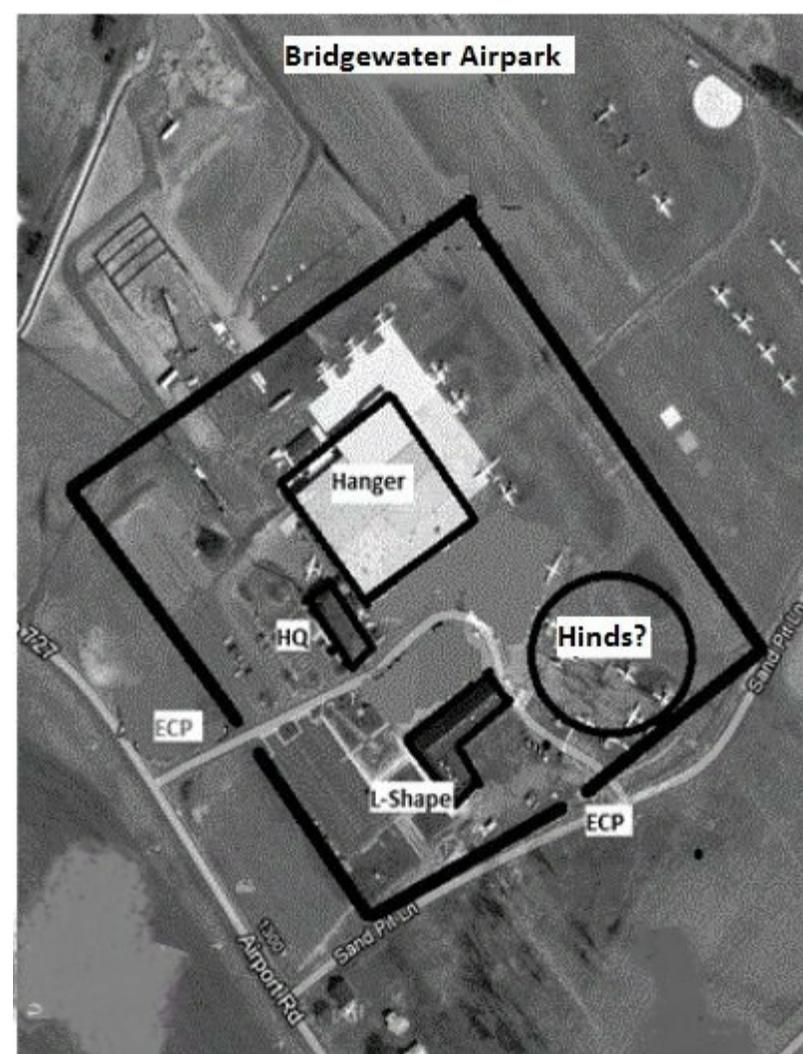


Figure 127: Diagram showing the HESCO barrier around the Airpark, as it appears in the scenario.

roads. These TCPs are preventing any further drive-bys or Intel gathering by local agents.

The Redland infantry are equipped with a mix of [BTR-90](#) and [BMP-2](#) armored vehicles. They have been known to conduct dismounted foot patrols. The enemy is also known to have night vision capability down to individual soldier level, and thermal surveillance (FLIR) capability mounted on vehicles and rotary wing aircraft. When dismounted, the infantry carry AK-74 rifles, 7.62 PKM machine-guns at squad level, and ballistic plates within their assault vests. They dress in distinctive Spetznaz-style camouflage overalls.

**Friendly Forces:** You will conduct the patrol with your 4 man team. You are the team leader (TL). You have a covert support team to support your infil/exfil.

**Infiltration:** The covert four man team from the local Resistance network will pick you up in civilian vehicles from an RV (to be determined) in the George Washington National Forest, and drop you at a Drop Point (DOP) of your choice as part of your infil. This will be a daytime drop to avoid movement on the roads during the night curfew (1800-0600 hrs). The team will use two vehicles:

1) An advance vehicle, two agents, with no weapons and all required identification papers, carrying a concealed radio. This vehicle will advance the route and check for Traffic Control Points (TCPs) and patrols. If they hit a threat, they will pass through and radio back.

2) A covert 'builders van' with space in the back for the 4 man patrol to be moved to the DOP (Drop Point) and concealed.

Quick Reaction Force Support: The four man team will remain on task in a safe house in proximity to the Wasp (within radio range), and act as your QRF (Quick Reaction Force) extraction team in case of contact on the objective. You will have no other immediate support. The QRF team will maintain a listening watch on the VHF radio.

Exfil: The support team will pick you up from a designated RV at a designated time post-mission. You need a secondary RV. At the designated pick up time they will wait two hours at the primary RV before moving to the secondary for a further two hours. These RVs also be used in case of contact/compromise, at which time the OP team will break radio silence to call for QRF and move to the primary or secondary RV for extraction.

Coordination: The TOC (Tactical Operations Center) requires your 'Orders Group' time and location to have the QRF team attend for a face to face meeting and coordination conference. They will require your DOP and PUP/rally point locations. Coordination and planning with the support team will nail down all extraneous details, signals, procedures, passwords etc.

Civilians: Although the local population in the valley is broadly patriotic and anti-Redland, the Redland forces have a policy of harsh reprisals against any civilians considered to be aiding and abetting Resistance activity. There is also a system of rewards, paid in food and supplies, for information on Resistance activity. This has created a real risk that civilians will inform to the Redland forces about any Resistance sightings. They do this both for the reward and also to avoid reprisals. Villages have been wiped out by Redland in response to Resistance attacks. As such, all civilians must be avoided and considered a potential risk of compromise or hostile.

Although many of the houses and subdivisions in the valley were evacuated, or the occupants killed, due to the violence and die-off post-invasion, you can expect that residency occupancy will vary between 30% and 50%. Thus, be wary of built up areas and sub-divisions. Some houses have been re-occupied or taken over by the Redland forces.

from the cities. Redland forces, on invading and finding the refugee camps overflowing, have also relocated some of the population back into sub-division housing, feeding them at centralized neighborhood soup kitchens.



Figure 128: Bridgewater Airpark, Objective Wasp.

## MISSION:

Conduct S & O patrol on Objective Wasp in order to gather information to enable a Resistance attack.

Commanders CCIR's (Commanders Critical Information Requirements):

- 1) Pattern of life over a 72 hour period: routines and patterns.
- 2) Enemy strength and organization.
- 3) Patrol activity/patterns & other defensive activity.
- 4) Locations and layout of the objective.
- 5) Helicopter activity: numbers, patterns.
- 6) Equipment and weapons on the objective – type and location.
- 7) Resupply/convoy activity.
- 8) Obstacles, fields of fire and avenues of approach.

## EXECUTION:

You will conduct a S & O patrol onto Objective Wasp. The OP must be in place for a minimum of 72 h

to gather pattern of life information. Due to enemy Electronic Warfare (EW) capability, there will be no communication except in an emergency. Thus, you will log all information and return to base with you for the Intel Cell to collate and analyze with other sources.

(The detailed planning of the mission is the purpose of this planning exercise).

Constraints:

1) Rules of engagement:

Uniformed enemy forces: weapons free. However: the mission is the priority, over and above opportunistic engagements.

Hostile use of force by other actors: act proportionately in self defense, extract.

2) Priorities:

First: Remain undetected/do not become compromised.

Second: Gather the information required by the CCIR's.

3) Close Target Recce (CTR): not authorized. Gather the information from as safe a distance as you can.

4) PW (Prisoners of War): not authorized.

5) Civilian contact: not authorized. The environment is non-permissive.

SERVICE SUPPORT:

You have the following equipment/supplies available (assume you have all the normal gear for a tactical patrol):

AR15 rifles and ammunition. ACOG x 4 optics.

MRE rations as required.

High powered sniper spotting scope, plus tripod, with thermal (FLIR) attachment (exact make and spec important – it will do the job out to 2000 meters).

PVS14/IR weapon mounted laser per man.

Canteens & water purification tablets/filters.

VHF radios – for use if needing to call the QRF (who will be in range).

Chicken wire – as required

Burlap & Camo netting – as required

Entrenching tools x 1 per man

Thermal shield tarps x 1 per man.

Sandbags – as required

IFAK per man.

AT4 x 2 (anti-tank missile with a 300 meter effective range).

White Phosphorous smoke grenades x 4.

Signal smoke x 4. 2 x white, 2 x red.

Pen flare packs x 2. 1 x red, 1 x green.

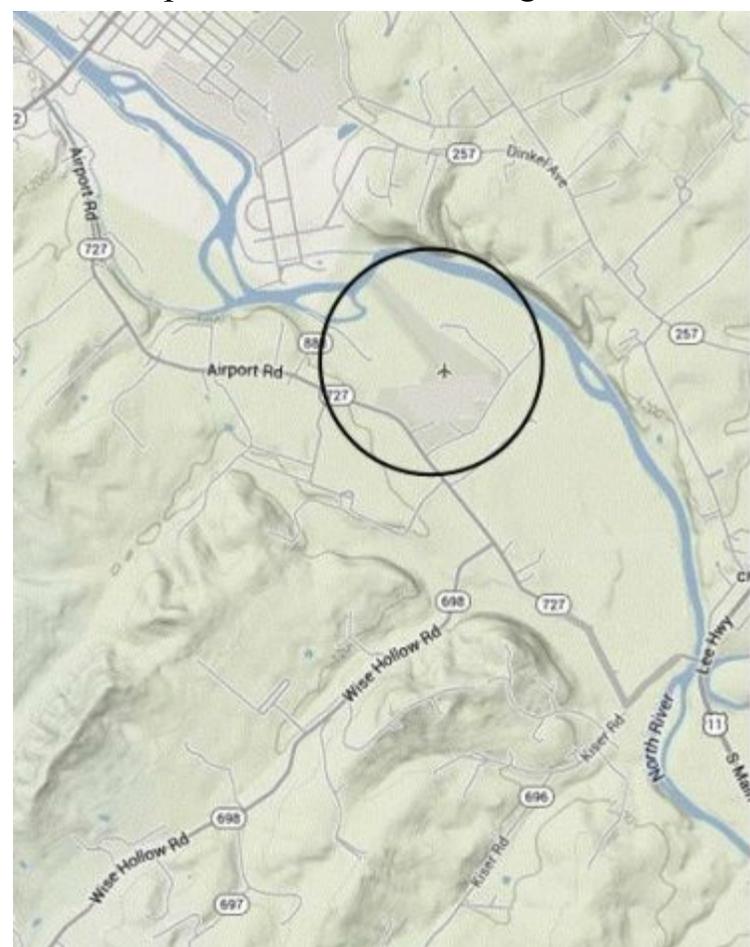


Figure 129: Bridgewater Airpark, Objective Wasp.

## PLANNING REQUIREMENTS

For this exercise, you will need to do the following:

Detailed map study. Terrain, routes, RVs, inter-visibility, vegetation (season). Your task is simplified by Google Earth, with map/ground view and satellite imagery.

Consider, based on your map study and planning as per the notes below:

Locations of DOP/PUP/Emergency RVs (primary and secondary).

Actions On

Routes for infil and exfil/movement/day/night

OP Location and alternate

Equipment

Profile

Procedures

Refer to the S & O tactical check notes in this manual, as well as the S & O patrol orders, for planning

### **Tactical MAPEX: Problem 4**

#### **S & O / CTR Patrol: Objective Titan**

The purpose of this planning exercise is for you to conduct patrol planning for a S & O / CTR patrol at an enemy location.

#### **SCENARIO:**

You are the squad leader of Alpha Squad, an 8 man squad of Blueland light infantry. You are conducting operations against an enemy group in the hills to the west of the town of Romney, WV. You have established a small squad patrol base in the hills at location 39 ° 19'24.07"N 78 ° 50'55.09"W. Your intent is to conduct further operations from the patrol base in order to find, fix and strike enemy forces in the area of operations. Another squad of 12 (Charlie Squad) is operating independently in a separate area of operations to you with the same intent.

Intel has indicated that enemy elements have been infiltrating the surrounding area. The enemy consists of groups up to squad size (~8-12), sometimes platoon size (~20), who are conducting terror and reprisal operations against small rural communities and isolated farmsteads. It is believed that these groups are primarily composed of members of the criminal gang NT14, which is a violent organized crime gang, whose members have prior military experience and/or a violent gang background. Intel indicates that these groups are supported by enemy forces as irregular forces, conducting terror and cleansing operations. Their incursions into rural areas are conducted as softening operations, followed by occupation by Redland Forces. There is believed to be at least one enemy group, of approximately 14 – 18 members, operating in the Romney area.

This morning, you collected this WARNO from a dead drop in proximity to your patrol base, left there of the local Resistance network. You will take a fire team of 4 men with you on this mission, leaving the squad to secure the Patrol Base.

You are a 4 man patrol equipped with AR15 rifles, ballistic plate carriers, rucks/patrol packs and sufficient combat supplies for your patrol base operations. You are all equipped with PVS14 night vision goggles mounted, and DBAL IR aiming lasers on your rifles. You have a sniper spotting scope with tripod, equipped with a thermal device, allowing observation effectively out to 2000 meters day and night.

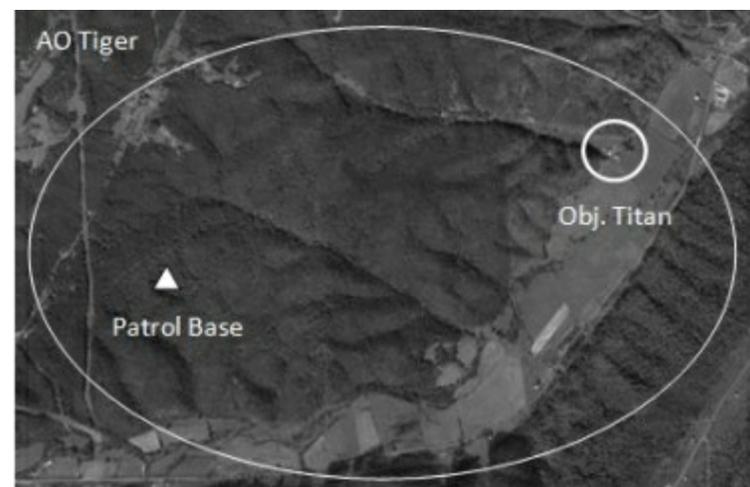


Figure 140: AO Tiger.

WARNING ORDER (WARNO):

Objective location: Objective Titan: Location  $39^{\circ} 19' 46.77''\text{N}$   $78^{\circ} 49' 13.86''\text{W}$  (Google Earth).

Area of Operations: 'Ops Box Tiger': approx. 5 miles to the west of Romney, West Virginia.

Weather: Hot/humid: it is June. Chance of thunderstorms and heavy rain.



Figure 141: Objective Titan.

## SITUATION

### 1. General:

Following a raid on a local homestead by the NT14 group, they killed the men and elderly relatives from an extended family that was in residence, burning the home. The group is believed to have taken three women hostage, a mother and her two teenage daughters, and moved them to where the force has established its forward operating base, located in the farm complex at Objective Titan. It is expected that the women will be tortured and then sold. There are likely to be other captives at Objective Titan from previous raids. We have first-hand information based on the normal enemy schedule, before the collection convoy normally arrives to take captives to the market.

### 2. Enemy Forces:

Objective Titan is assessed to be the forward operating base for a group of NT14. There is believed to be one enemy group, of approximately 14 – 18 members, operating within AO Tiger. Objective Titan, with several farm outbuildings, is assessed to be their base location, where they keep captives before moving them off for sale.

Enemy forces have been equipped by the government of Redland with military grade equipment. They have received paramilitary training. They wear green BDU uniforms, plate carriers with ballistic plates and carrying pouches, and are equipped with AK-74 rifles, RPK & PKM machine-guns, and night vision goggles. They have handheld thermal capability down to individual and squad level, respectively. They use surplus military Humvee vehicles, unarmored, for movement, as well as stolen pick-up trucks and SUVs.

They have high morale and effective, if brutal, leadership. However, they have shown poor discipline and are often engaging in drunken parties in their base locations. They are often lax at light discipline at night, using

and fires in their base locations. They can be expected to respond rapidly and aggressively to any contact. Resistance fighters.

### 3. Friendly Forces:

Alpha Squad (you) will conduct the OP/recce mission and continue to secure the patrol base.

Charlie Squad will move to link up at your patrol base, in order to plan and execute a follow on raid on Objective Titan, based on the information you gather from the patrol, involving the combined 2 squad force group (Alpha and Charlie). The intent of the raid will be to rescue the hostages.

The local Resistance network are supporting with intelligence and coordination. They will coordinate the move of Charlie Squad to the patrol base location and coordinate resupply via the local auxiliary.

### 4. Civilians:

The local population is considered broadly friendly although they may avoid contact and consider you an intruder if you get onto their property.

## MISSION

5. Recce: conduct a short term observation post (OP) patrol on Objective Titan in order to gather information for a follow on hostage rescue raid.

## EXECUTION

6. This will be a short term, recce/OP patrol. You will go out this afternoon, establish an OP overlooking Objective Titan, and return the following night.

7. CCIRs (Commanders Critical Information Requirements):

- a) Pattern of life: routines and patterns.
- b) Enemy strength and organization.
- c) Patrol activity/patterns & other defensive activity.
- d) Locations and layout of the objective.
- e) Location(s) and routine of the hostages. Guards and guard rotations.
- f) Equipment and weapons on the objective – type and location.
- g) Any Resupply/convoy activity.

h) Obstacles, fields of fire and avenues of approach.

8. Timings: (it is currently 0900 hrs Day 1, on receipt of the WARNO))

Day 1 (today): Eyes on target by 2359 hrs.

Day 2: Eyes on target until 2359 hrs (total 24 hours).

Day 3: Exfil not before 0100hrs. Return to patrol base.

Day 3: Planning for the hostage rescue raid, based on information gathered.

9. There is no QRF for this mission. Actions on enemy contact should include breaking contact and ret the patrol base. Link up there and coordinate any casualty evacuation with the network.

#### SERVICE SUPPORT

You have the following equipment/supplies available (assume you have all the normal gear for a tactic patrol/class):

AR15 rifles and ammunition. ACOG x 4 optics.

MRE rations as required.

High powered sniper spotting scope, plus tripod, with thermal (FLIR) attachment (exact make and sp important – it will do the job out to 2000 meters).

PVS14/IR weapon mounted laser per man.

Canteens & water purification tablets/filters.

Chicken wire – as required

Burlap & Camo netting – as required

Entrenching tools x 1 per man

Thermal shield tarps x 1 per man.

Sandbags – as required

IFAK per man.

White Phosphorous smoke grenades x 4

Signal smoke x 4. 2 x white, 2 x red.

Pen flare packs x 2. 1 x red, 1 x green.

Collapsible litter.

#### COMMAND & SIGNAL

You are the squad leader, and the leader of this recce team.

You have no radios.

Coordination will be conducted by dead drop and rally points. The patrol base is the overall rally point for the operation.

Control Measures:

1) Rules of engagement:

Uniformed enemy forces/NT14 groups: weapons free. However: the mission is the priority, over and above any opportunistic engagements.

Hostile use of force by other actors: act proportionately in self defense, extract.

2) Priorities:

First: Remain undetected/do not become compromised

Second: Gather the information required by the CCIR's.

3) PW (Prisoners of War): not authorized.

4) Civilian contact: not authorized.

## PLANNING REQUIREMENTS

For this exercise, you will need to do the following:

Detailed map study. Terrain, routes, rally points, inter-visibility, vegetation (season). Your task is simple: using Google Earth, with map/ground view and satellite imagery.

Consider, based on your map study and planning as per the notes below:

Patrol routes, out and back, from the Patrol Base to the Objective.

Locations of Rally Points and the Objective Rally Point (ORP).

Actions On

OP Location and alternate

Equipment

Planning/Procedures

# **ANNEX A: TACTICAL COMBAT CASUALTY CARE (TC3)**

Casualty actions and procedures are comprehensively covered under Army Tactical Combat Casualty (TC3) Procedures. A summary will be given here. The summary involves techniques that involve training will give you an idea, but you need to collect the right equipment and train to be able to do it.

The three main preventable causes of death on the battlefield are: extremity bleeding, airway obstruction 'sucking chest wounds' (pneumo or hemo-thorax, or combinations). Combat Lifesavers are trained and equipped to cope with these problems at a basic level. Casualties will need to be seen by the Team Medic and rapidly evacuated for more complicated procedures. Some combat wounds are simply not survivable and do not respond to medical attention i.e. severe internal bleeding or visible brain matter etc.

The combat protocol for trauma situations is M-A-R-C-H, which puts Massive Hemorrhage before Airway, but it is indicated, but still includes circulation for less serious bleeds and IVs. Tourniquets used to be a tool of last resort. Now they are considered a tool of first resort in a combat environment. The following is a summary.

Combat lifesaver (CLS) training should be given a high priority to ensure that casualties who would have a chance of being saved at the point of wounding are given the immediate care that they require. Individual First Aid Kits (IFAK) should be maintained, stocked and carried as per your team SOP. The IFAK can be in a variety of forms from how it would arrive as issued by the US Army and additional medical supplies should be placed as per guidelines from the Team Medic. Additional easily accessible tourniquets can be carried on the person as per agreed SOP. The IFAK should be inspected prior to every mission as part of PCC/PCI procedures and should be carried in a standardized place on your gear and it will be the resource that the CLS will use.

when you are reached. CLS will not treat from their own IFAK.

Suggestions for the IFAK:

Tourniquet x 2 (one carried in pants pocket).

Needle decompression kit (pen case style).

Occlusive dressing.

Israeli pressure bandage.

Kerlix or preferably:

Combat Gauze (commercially available as Quick Clot brand)

ACE bandage (for wrapping up Kerlix or combat gauze wound packing)

Tape

Gloves

Detailed list for IFAK items and purchasing options are given on the MVT Forum.

CLS should not expose themselves to danger in order to recover a casualty. It is the job of the tactical to make and execute a rapid plan, including gaining fire superiority, to recover any casualties if the tactical situation allows it. It may not. The situation may not allow immediate casualty extraction and treatment. Consideration can be given to ways of reaching and treating a casualty that minimize risk i.e. use of vehicles mentioned later etc.

### **Care Under Fire**

In this phase the casualty is 'on the X' at the point of wounding. This is the point of greatest danger for assessment should be made for signs of life (i.e. is the casualty obviously dead). Cover fire should be fire superiority achieved. The casualty should be told, if conscious, to either return fire, apply self-aid cover or lay still (don't tell them to "Play dead"). Once it becomes possible to reach the casualty, the treatment given in the care under fire phase, if required, is a hasty tourniquet 'high and tight' on a limb to prevent extremity bleeding. The casualty should be rapidly moved to cover (drag them). Be aware of cover secondary devices and 'come-on' type attacks.

Tourniquet application: 'high and tight' means right up at the top of the leg or arm, right in the groin (in armpit (axial) region. The tourniquet needs to be cinched down tight to stop the bleeding.

When applying tourniquets, they need to be tight enough to stop the distal pulse i.e. the pulse in the foot

the limb has not been traumatically amputated. You will not be able to check this pulse at this phase, so get the tourniquet on tight and check the distal pulse as part of the next phase, tactical field care.

Traumatic amputation: get the tourniquet on high and tight and tighten it until the bleeding stops. Note: in some circumstances there will be pulsating arterial bleeding and severe venous bleeding, but other times it is possible that there may be less bleeding initially as the body reacts in shock and 'shuts down' the extremity. Bleeding will resume when the body relaxes. So get that tourniquet on tight.

Compartment Syndrome: you don't want to be feeling sorry for the casualty and trying to cinch the tourniquet down 'only just enough'. Tighten it to stop the distal pulse. If you don't, the continuing small amount of circulation into the limb can cause compartment syndrome, which is a build-up of toxins: when the tourniquet is removed, these toxins flood into the body and can seriously harm the casualty.

Tourniquets used to be considered a tool of last resort. Now they are considered a tool of first resort. For an improvised tourniquet, make sure the strap is no less than 2 inches wide, to prevent it cutting into the limb.

## **Tactical Field Care**

Once the casualty is no longer 'on the X', CLS can move into the Tactical Field Care phase. This may be behind cover, or as the convoy speeds away from the kill zone, possibly at a rally point, or subsequent to the convoy speeds back to a safe haven. On the battlefield, CPR is not appropriate: a casualty needs to have a pulse and be breathing for further treatment to occur (CPR may be appropriate, for example, if the injuries occur in a safe location, from some sort of accident). This is where the CLS conducts the assessment of the casualty and treats the wounds as best as possible according to the **M-A-R-C-H** protocol:

### **Massive Hemorrhage**

#### **Airway**

#### **Respiration**

#### **Circulation**

#### **Hypothermia**

**Massive Hemorrhage** : During the Tactical Field care phase, any serious extremity bleeding (arterial or serious venous) on a limb, including traumatic amputation, is treated with a deliberate tourniquet high on the limb. Axial (armpit), inguinal (groin) and neck wounds are treated by packing with Kerlix or combat gauze.

wrapping up with ACE bandage.

Once you have dragged the casualty to cover, you will conduct a blood sweep of the neck, axial region, inguinal region and legs. This can be done as a pat down, a 'feel' or 'claw', or simply ripping your hands over the limbs. Conduct the blood sweep and look at your hands at each stage to see if you have found blood. If blood is found, check for exit wounds. Ignore minor bleeds at this stage: you are concerned about pulsating arterial bleeds and any kind of serious bleed where you can see the blood rapidly running out of the body.

**Airway:** CLS can aid the airway by positioning (i.e. head tilt/chin lift to open the airway) and use of tongue depressor. NPA should be used for any casualty who is unconscious or who otherwise has an altered mental status.

Consider use of an OPA/NPA and suction. Again, you need to be trained on these items.

Combat medics are trained to carry out a cricothyroidotomy (cric pron. 'cricke') to place a breathing tube into the front of the airway. This is an effective way of quickly opening the airway on the battlefield. If you do not have the equipment you can use patent airways that insert into the mouth and are of the types that paramedics are trained to use: Combi-tubes and King Airways.

**Respiration :** Occlusive dressings (airtight i.e. plastic) are used to close any open chest wounds. Check for chest wounds! Check the integrity of the chest: ribs and breast bone. You will have to open body armor to do this. If a pneumo/hemo-thorax develops (progressive respiratory distress, late stages would be a deviated trachea (windpipe) in the neck as a result of the whole lung and heart being pushed to one side by the pressure build up in the chest cavity) then needle chest decompression can be performed (NCD).

If you don't have a specific occlusive dressing, use something like plastic (or the pressure dressing pad) and tape it down. The Old school method was to tape three sides to let air escape, current thinking is to tape all four sides down to seal the wound.

NCD involves placing a 14 gauge needle, at least 3.25 inches long, into the second intercostal rib space (between the second and third rib) in the mid-clavicular line (nipple line). This is basically a little below the collar bone, in the midline between the nipple and the midline. The needle is withdrawn and the cannula is left open to air (tape it in place). An immediate rush of air out of the chest indicates the presence of a tension pneumothorax. The maneuver effectively converts a tension pneumothorax into a simple pneumothorax.

**Circulation 1 :** At this time, hasty tourniquets from the care under fire phase, if not adjusted already, can be used.

converted to either deliberate - still high and tight but check the application - or if no longer necessary dressing or packed with kerlix/combat gauze. Any other less serious wounds are dressed at this point with pressure dressings or gauze.

**Circulation 2** : If no distal (wrist or foot) pulse is present then give fluids: 500cc Hextend wide open. If pulse is present, then administer a saline lock in case fluids or medications are required later. Check a few minutes later and if the radial pulse is not present, give the second 500cc Hextend bag.

**Hypothermia**: wrap the casualty in a casualty / thermal blanket or other suitable warming method in order to prevent hyperthermia. Loss of blood by the casualty will make it hard to regulate body temperature, and hypothermia is a risk even if you think it is a warm day.

**Assessment** : Once M-A-R-C-H is taken care of, consider pain medication if you have it. Be aware that medication such as morphine can suppress respiration and therefore may be dangerous depending on the injury. You also don't need to give pain medication to an unconscious or altered mental status casualty if circumstances permit you will then go into a full head to toe assessment of the casualty, looking for further injuries and treating as you come across them. This is where you would take a more considered look at the casualty to ensure you have found all the injuries, and treat other injuries such as breaks, non-life threatening bleeds, lacerations and burns.

Use splinting to reduce pain from injuries such as breaks, burns and other suitable wounds. Burns are treated with dry dressings, not wet. The reason for this is hypothermia: burns reduce the skin's ability to regulate heat and treating a wounded and shocked casualty with wet dressings can bring on hypothermia. Be aware that circumferential burns i.e. all the way around the limb can act as a tourniquet on the limb. Burns to the chest can interfere with breathing and an escharotomy is a surgical procedure to cut around the skin on the chest to relieve the constriction of full thickness burns.

Once you have treated M-A-R-C-H you will continue to monitor the casualty and perform interventions as necessary both prior to and during the evacuation.

### **Casualty Movement / Evacuation:**

Casualty movement is one of the greatest challenges in the treatment and evacuation of wounded personnel. Manual drags and carries work over short distances but cannot be sustained. Suitable litters, such as the SKED II and the SKED, should be carried on vehicles for use on both vehicle and foot extractions from contaminated areas. The greatest aid to casualty movement and extraction will be the vehicles themselves.

A vehicle, particularly if up-armored, can be used to cover, conceal, extract and evacuate a casualty. Soldiers can be tight inside vehicles, but it is possible to treat a casualty while evacuating them and thus lessening the need for definitive care at a treatment facility. For significant trauma that may be beyond the scope of the CLS, rapid evacuation with the best possible CLS/combat medic care on route will be the greatest lifesaver.

The classic Fireman's carry has largely gone out of favor, mainly due to the weight of casualties today and the body weight due to increasing obesity and also the weight disparities between soldiers, such as a small female and a large male, but also because these differences are increased when the weight of body armor and equipment is added to that of the individual. The most effective short distance movement is the drag.

The Hawes Carry has replaced the Fireman's carry: the casualty is behind the rescuer, laying down the casualty with the rescuer with arms around the neck/shoulders. This carry is easiest with some level of consciousness in the casualty. The rescuer holds the arms around their chest and leans forward to take the casualty's weight back. The casualty's feet will drag or scoot along the ground. The Hawes carry allows the rescuer to still operate a firearm as they are moving. If you have the fitness and a decent weight relative to the casualty, you can still do the Fireman's carry, which allows you to run.

## Tactical Combat Casualty Care Worksheet

Identify / treat all life threatening injuries in the correct order within the first 5 minutes.  
Complete entire assessment, identify all injuries, initiate evacuation.

### CARE UNDER FIRE PHASE

Return fire to suppress the enemy/gain fire superiority.

Direct the casualty to return fire, move to cover, and apply self aid, if possible.

Direct security team to provide security for casualty, move to casualty once security team is in place and ready for medic to move forward.

**MASSIVE HEMORRHAGE** : major life-threatening extremity hemorrhage: **HASTY TOURNIQUET(S) (TQ)\***

\* Apply **HASTY tourniquet(s)** high on limb over clothing, to control obvious extremity hemorrhage, then move casualty to cover. **HIGH & TIGHT.**

### TACTICAL FIELD CARE PHASE

**Primary Assessment: M-A-R-C-H**

#### 1. MASSIVE HEMORRHAGE

If the tactical situation permits, take body substance isolation (BSI) precautions.

If not completed previously, assess **RESPONSIVENESS** and **CHIEF COMPLAINT**.  
(If unresponsive, assess for presence of carotid pulse and respirations. If absent, respond IAW tactical environment).

Perform **BLOOD SWEEP** of neck, axillary, inguinal, and extremity areas. Assess effectiveness of previously placed **HASTY** tourniquets.

- rapidly apply **DELIBERATE** tourniquet(s) to extremities for new wounds. **HIGH & TIGHT**.
- rapidly apply hemostatic agent (hold pressure for 3 minutes) to neck, axillary, inguinal wounds discovered.

## 2. AIRWAY

Open (head tilt, chin lift) and assess airway (look, listen and feel).

Insert appropriate adjunct as indicated.  NPA  
 Surgical Cricoid (  Patent Airway)

NPA: Unconscious or Gurgling/Snoring or < 2 breaths per 15 seconds.  
Position casualty to maintain an open airway.

## 3. RESPIRATIONS

Expose and assess torso. Remove casualty's equipment (IBA) if injuries are present.

Assess **BREATHING** for equal rise and fall of chest, spontaneous respiratory effort.

Adequate Spontaneous Respirations (12-20 p/m)  Manual Ventilations Necessary

Inspect and palpate for DCAP BLS and TIC in chest (shoulder girdle, sternum and rib cage) and axilla.

Manage penetrating chest wound(s), if present.  **Occlusive Dressing** (Check for EXIT wounds)

Monitor casualty's respiratory effort.

Progressive respiratory distress + torso trauma = **Needle Chest Decompression (NCD)**  
(Identify 2nd ICS MCL. Insert 14 ga 3.25" needle catheter over third rib to the hub. Remove needle. catheter to chest wall. Reassess respiratory effort.)

If other injuries permit, position casualty to facilitate respiratory effort (position of comfort)

## 4. CIRCULATION

**4-A.** Treat significant non-pulsatile hemorrhage with a packing (as necessary) and pressure bandage. Check for EXIT Wounds. Pack/wrap wounds below TQs.

For wounds treated with a **HASTY** tourniquet during Care Under Fire: Expose and assess for continued need:

- Consider **TQ Reduction** to a **Pressure Dressing/Combat Gauze**, if the wound, time, and tactical situation allow.

**TQ Reduction**: After 2 hours. Pack & Wrap wound. Turn windlass 1/4 turn per 10 seconds while a wound.

- 4-B.** Need for vascular access (casualty with significant trauma)  Yes  No  
Check radial pulses, if absent, check for carotid pulse.  
 Radial Pulse Present  Radial Pulse Absent  
 Significant injuries, present radial pulse, normal mental status = Saline Lock.  
 Significant injuries, absent radial pulse, altered mental status = Direct IV cannulation and fluid resuscitation.  
 Initiate 500 ml Hextend wide open.

## 5. HYPOTHERMIA

- Prevent HYPOTHERMIA with a casualty blanket.  
 Treat for Shock. Raise legs if appropriate. Warmth, rest, reassurance.  
 Notify the tactical leader for casualty evacuation. Include casualty status: injuries + litter/walk
6. Continue Combat Casualty Assessment: **Reassess** prior interventions ( **M-A-R-C-H** )

7. Administer appropriate pain management.  
 Check for specific drug allergy before administration

## DETAILED PHYSICAL EXAM - Secondary Assessment (as time permits)

### 8. HEAD

- Inspect and Palpate for DCAP BLS and TIC.  
 Inspect eyes for PERRL.  
 Inspect mouth, nose and ears.  
 Manage any injuries appropriately.

### 9. NECK

- Inspect for DCAP BLS.  
 Palpate Cervical Spine for TIC.  
 Check position of trachea.  
 Check jugular veins.  
 Manage any injuries appropriately.

### 10. CHEST

- Inspect and Palpate for DCAP BLS and TIC in chest (shoulder girdle, sternum and rib cage) and  
 Auscultate bilaterally for presence or absence of lung sounds.  Manage any injuries app

### 11. ABDOMEN / PELVIS

- Inspect and palpate abdomen for DCAP BLS and TRD-P.  Assess pelvis for TIC.  
 Assess genitalia and perineum.  Manage any injuries appropriately.

### 12. LOWER EXTREMITIES

- Inspect for DCAP BLS.  
 Palpate for TIC.  
 Assess motor, sensory and circulatory function

\_\_\_\_\_ Consider splinting extremity.

\_\_\_\_\_ **Consider alternate hemorrhage control measure and tourniquet reduction if evacuation tin hours**

\_\_\_\_\_ Manage any injuries appropriately

### 13. UPPER EXTREMITIES

\_\_\_\_\_ Inspect for DCAP BLS.

\_\_\_\_\_ Palpate for TIC.

\_\_\_\_\_ Assess motor, sensory and circulatory function

\_\_\_\_\_ Consider splinting extremity.

\_\_\_\_\_ **Consider alternate hemorrhage control measure and tourniquet reduction if evacuation tin hours**

\_\_\_\_\_ Manage any injuries appropriately

### 14. POSTERIOR THORAX, LUMBAR & BUTTOCKS

\_\_\_\_\_ Inspect for DCAP BLS.

\_\_\_\_\_ Palpate for TIC along spine.

\_\_\_\_\_ Manage any injuries appropriately

15. Prepare casualty to prevent **HYPOTHERMIA** and place on evacuation device.

16. Reassess casualty.

17. Baseline vital signs, casualty history, complete casualty card.

18. If evacuation to surgical care is delayed > 3 hours, administer appropriate antibiotic (penetrating

19. Secure patient to an evacuation device and prepare for transport.

20. Continue reassuring and reassessing casualty until or during CASEVAC.

**DCAP BLS** : deformities, contusions, abrasions, punctures/penetrations/paradox ical motion, burns, lacerations, swelling.

**TIC** : Tenderness, Instability, Crepitus.

**BUDS** : bleeding, urination, defecation, secretions.

**PMS** : pulse, motor, sensory.

**PERRL** : pupils equal round, regular size, reactive to light.

**TRD-P** : *tenderness, rigidity, distension & pulsating masses.*

# ANNEX B: TRAINING CLASSES & PROGRESSION

Max Velocity Tactical (MVT) offers a progression of combat marksmanship and team tactical training. The outline of these classes will be described below. Professional training is essential to competence in tactical skills. This tactical handbook is designed as a companion to your training, and a reference guide for your training and potential operational activities.

MVT provides training to both responsible citizens, and to US Special Operations Forces at the Velocity Training Center (VTC) in Romney, WV. Training delivery to US SOF comprises delivery of standard MVT classes, and use of the training facility by SOF Teams to complete their training objectives.

Max Velocity Tactical insists on a basic standard of personal physical fitness before attendance at any class. Physical fitness prerequisites are specified. Physical fitness is essential to competence at tactical operations. As such, fitness prerequisites are a basic standard and should be seen as the minimum.

Physical fitness, skill at arms, tactical knowledge, teamwork, leadership, communication skills, integrity, and a warrior mindset are key ingredients in your practical ability to conduct tactical training and operations. These should be considered essential qualities of a modern warrior, and basics for every responsible citizen.

## **Training Classes**

The information in this TH will support skills taught on MVT classes. The classes are organized as follows:

### **1. Hostile Environment Marksmanship (HEMS):**

HEMS is a two day class, taking place on the flat range. This class is either standalone or forms the first part of the Hostile Environment Advanced Tactics 1 (HEAT 1) class.

HEMS Outline Curriculum:

- Safety:
  - Range Safety
  - Safety Lever Manipulation
  - Muzzle Awareness / Carry Positions
- Weapon Function and Operation (AR15 centric)
- Marksmanship Fundamentals

- Grouping & Zeroing
- Weapon Manipulation:
  - Combat Reload
  - Tactical Reload
  - Stoppages / Malfunctions
- Shooting positions:
  - Prone
  - Kneeling
  - Barricades
  - Standing
- Combat Shooting
- Use of cover.
- Controlled Pairs, Hammer Pairs, Stream Fire
- Combat mindset and stress effects.
- Support side shooting.
- Facing movements / 'ready ups'
- Reaction to Contact: 'RTR.'
- Scanning / observation.
- Shooting on the move / assault through drills.
- Basic buddy rushes.

This class is primarily focused on increasing individual weapon handling / shooting skills and competence. The better at weapon manipulation you are, the more able you are to 'keep your head out of your weapon' on the tactical ranges, and thus both your performance and your awareness will be increased.

## **2. Hostile Environment Advanced Tactics 1 (HEAT 1):**

HEAT 1 is a 4 day class, and is inclusive of the HEMS class for the first two days. The second two days are spent on tactical ranges where a mix of electronic pop-up targets are used along with manikins in order to provide a realistic training effect.

In addition to the HEMS curriculum, the HEAT 1 class outline includes:

- Reaction to Contact Drills: RTR
- Shoot on the move / assault through drills
- Intro to Patrol Movement
- Use of Cover
- Taking & Breaking Cover
- Observation & Target Identification
- Buddy Team Fire & Movement
- Bounding Overwatch
- Pairs & Team Assault Drills
- Pairs & Team Break Contact Drills
- Combat Inoculation

This two day portion focuses on buddy and four man team tactical operations, and is where we put together the practical application of shoot, move and communicate. One of the primary benefits of this class, on top

practical skills and TTP's (Tactics, Techniques and Procedures) learned, is the benefit to students' awareness and ability to both observe the environment during stressful exercises, and communicate with their team members. These skills are essential in combat.

### **3. Hostile Environment Advanced Tactics - Night (HEAT NIGHT):**

HEAT NIGHT is an optional class taking place during one night of the HEAT 1 class, designed to introduce students to their night vision, weapon and laser aiming devices. Students will learn how to integrate different systems to allow them to effectively use their weapon at night. Students will also be shown combat procedures for night time operations.

Outline:

- NOD capabilities and limitations
- Introduction to night operations
- Equipment selection and set up
- Movement
- Tactics, techniques and procedures for NOD usage
- Understanding common countermeasures
- Night firing: flat range and a simple tactical exercise - night raid

### **4. Hostile Environment Advanced Tactics 2 (HEAT 2):**

HEAT 2 is a four day class which moves beyond the HEAT 1 class, covering essential tactics, techniques and procedures (TTP's) to allow you to detect, assess and reduce hostile threats in an unconventional kinetic environment. It will give you the knowledge and training that you will need to not only defend your host but also to know what techniques hostile forces may use against you.

It is a requirement to have attended HEAT 1 prior to HEAT 2. This class involves tactical movement, communication, and weapon use.

contact including break contact drills, ambush, raid and reconnaissance patrols. This is a live fire class  
Outline:

### Day 1 'Basics:'

- Patrol Theory: Principles and mechanics of planning and organizing a patrol.
- Patrol Movement/Security.
- Live Fire Revision from HEAT 1.
- Assault Drills.
- Team Break Contact Drills.

### Day 2 'Reconnaissance':

- Patrol Movement/Security.
- Reconnaissance Patrol: Close Target Recce.
- Patrol 'Actions On.'
- PM: Live Fire: This follows on as a progression from the drills learned on HEAT 1:
- Night: Practical Reconnaissance Patrol Exercise.

### Day 3 'Ambush':

- AM: Ambush theory & Rehearsals.
- AM: Live Fire Ambush Patrol
- PM: Live Fire Ambush Patrol

## Day 4 'Attack Day':

- Hasty Attack - live fire.
- Raid (Deliberate Attack) – live fire.

### **5. Hostile Environment Advanced Tactics - Force on Force (HEAT FOF):**

MVT offers two Day HEAT FOF training events. These are immersive scenario based training events: Ultimate Training Munitions (UTM) Man Marker Rounds (MMR). The HEAT FOF classes involve the practical application of team based Hostile Environment Tactics (HET) in controlled training scenarios.

Force on Force events are an excellent training opportunity as part of the MVT training progression - these events fill a vital role in developing your tactical effectiveness, with a focus on teamwork, leadership, communication along with effective tactical application.

These events are also an excellent way to introduce people to tactical training. The events incorporate individual element as well as the team tactical competition. New students will get 'on the job' training at the event from experienced alumni and MVT cadre.

### **6. Hostile Environment Advanced Tactics - Close Quarter Battle (HEAT CQB):**

In any high threat situation you are likely to encounter structures that will require a tactical solution, you need to understand how to deal with structure entry and clearance. Whether operating alone, with a partner or with a tactical team, this class is essential.

The MVT Hostile Environment Advanced Tactics - CQB class (HEAT CQB) is a full spectrum training program over 3 days, designed to take the student from the basic fundamentals through advanced structure entry and clearance techniques that are taught, trained and utilized by elite military units. Situational training exercises immerse the student into real world scenarios that provide essential feedback through the use of Universal Training Munitions (UTM), while keeping each and every student in a safe and controlled environment.

Upon completion of the course students will know how to properly execute:

- Movement to an objective
- Move, secure and clear hallways
- Single room entries
- Pairs (2 man) entry and clearance
- Team (4 man) entry and clearance
- Multiple room structures
- Multiple building objectives

The class involves live fire individual skills in a flat range setting, and UTM rounds for force on target force on force training and scenarios.

#### **7. Hostile Environment Advanced Tactics - Team Leader (HEAT TL):**

This is a combat leader class designed to teach you leadership, decision making, and the planning and execution of missions at the team and squad level, via immersion in a simulated combat environment. There are no training prerequisites for those coming from alternative tactical training backgrounds. This is not a class, and runs utilizing UTM Man Marker Rounds.

Class runs Sunday – Sunday. First Sunday is reception (1500 hrs) / lecture.

Monday AM is lecture / practical planning exercises.

Monday PM first Mission.

Each subsequent day has a morning and afternoon tactical mission.

Nominated Squad Leaders will be given their missions the night before, to allow planning time.

Students rotate through command appointments, with each leadership student getting the minimum of one rotation as squad leader. Each scenario will allow time for those nominated as leaders to conduct full procedure:

- Receive Mission.
- Battle Procedure: planning, mission brief, rehearsals.
- Execute Mission: UTM force on force battle exercise.
- Debrief / lessons learned.

The mission planning tools included in this TH are utilized in the planning and conduct of missions on class.

## ANNEX C: THE WARRIOR MINDSET

“Out of every one hundred men, ten shouldn't even be there, eighty are just targets, nine are the real fighters and they are lucky to have them, for they make the battle. Ah, but the one, one is a warrior, and he will bring the rest back.”— [\*Heraclitus\*](#)

This section concerns developing and maintaining the right warrior mindset, and how to action that in

Warrior Mindset concerns more than aggressiveness and determination; it is about overcoming challenge and adversity. It's about possessing, understanding, and being able to utilize a set of psychological and physical skills that allow someone to be effective, adaptive, and persistent. It also allows someone to use optimal decision-making, psychological techniques, physical and tactical skills learned in training and by experience.

The goal of the Warrior Mindset is to integrate the psychological with physical and tactical training dimension that is often overlooked, but necessary to achieve maximal performance of a skill. If you only focus on about mental toughness, but don't actively train it, you haven't developed into a complete warrior....regardless of what physical skills you have developed. You'll find, with proper training, that you can possess the power to overcome any obstacle and change your outcomes if you train yourself mentally to the point in which you will truly bring out the Warrior Mindset within yourself.

If you consider yourself a self-reliant and capable individual, then you need to action the warrior mind your thoughts, actions, training and capabilities, you are working to become an embodiment of the warrior mindset. This is not something that you need to be concerned about only if you are in a martial profession. In the great American tradition of individual self-reliance, we should all be capable self-reliant individuals. Thus, you are a protector of yourself, your family and your children. However, what is mostly missed is that the utility of developing the warrior mindset and associated tactical skills, is not simply tactical combat. In fact, development of an effective warrior mindset is a positive character building process and will spread across and benefit all areas of your professional and personal life.

If we dedicate ourselves to the pursuit of tactical training in order to develop a warrior mindset, then we are directly concerned with developing:

- Physical Fitness and Strength.
- Hand to Hand Self-Defense Skills.
- Skill at Arms.
- Tactical Skills & Knowledge.
- Physical & Moral Courage.

What is often missed, but is essential to a true warrior mindset:

- Problem Solving & Decision Making Ability.
- Performance Under Stress.
- Psychological Resilience.
- 'Will to Win.'
- Teamwork.
- Leadership Qualities.

- Situational Awareness.
- Communication Skills.

These are the character building qualities that are essential to a warrior mindset and which will bleed your personal and professional life.

You need to be actively pursuing these skills, training and qualities in order to invest in yourself. Those who have developed these qualities by joining the military and serving had to do so by hard work. There are other professions that will also develop these qualities, perhaps in a less directly tactical method. Those of the most relevant professions may have been pushed to develop these qualities, but we will not maintain the mindset without continued hard work. No one can rest on their laurels. All we can offer you is training, hard work and continual striving to do better by yourself and your family. Anything less than a commitment to that, and you are wasting your time.

If you wish to progress to a full warrior mindset you must see firearms manipulation as simply a progression to more complex tactical range training. In essence, many are stuck in a training zone that is going to be defined by them, and also does not allow them to develop the skills and qualities mentioned as part of the warrior mindset.

At MVT we have a cadre of returning alumni who train not only to be prepared for that rainy day, but also to ensure that it is part of their character, they have a warrior mindset, and they are truly investing in themselves. These are the ten that Heraclitus refers to, the nine fighters and one warrior.

It is due to misunderstandings of the nature of the warrior mindset, its development, the true tactical training progression, that we developed the training classes and concepts here at MVT. The primary misunderstanding among those that 'shoot' is not realizing that the ability to 'shoot' is necessary but not sufficient to develop the warrior mindset and real tactical ability; it imparts no tactical competence in and of itself. Shooting in itself is not how you teach or learn; you can spend a lifetime getting better, but it does not take long to teach it well enough to be competent. In very simple terms, what is really needed is to be able to shoot, move and communicate in a live fire environment. Those are very simple words to write, but they describe in essence the complexity of tactical training. When we put you in a live fire environment and have you shoot, move and communicate, it is not what you do at first. When we put you in a force on force environment with UTM rounds zipping past, it is also not what you do at first. That is why this training develops those qualities referred to above. To be able to even execute these skills effectively at a very basic level, with others, requires training and practice. The more, the better. It is not what you do at first.

## **MVT Forum**

Max Velocity Tactical operates a Forum. The Forum maintains a high quality of tactical discussion and is partially a result of the \$25 per year annual subscription.

<https://forum.maxvelocitytactical.com/>

The MVT Forum is an excellent resource for discussion and questions concerning the content of this T. Additional MAPEXs are also posted.

## **Training Tip**

Regarding conducting MAPEXs, or attempting to learn the techniques in this manual with your team, an exercise would be first to create a terrain model (sand table) either of terrain you have access to, or no terrain. Use plastic 'army men' models and sit around the terrain model walking through the various tactics described in the manual, and the alternatives. An example would be occupying an ambush, mounting a satellite patrol reacting to contact.

This could also form initial learning / rehearsals before rehearsing with your team and then going out to the operation.

# **Glossary Of Abbreviations**

AAO - Action on the Objective

AAR - After Action Review

ARF - Airborne Reaction Force

ATV - All Terrain Vehicle

Basha - Poncho used as a shelter tarp  
Belt-Fed - Machine-gun  
Bounds - Short rushes, breaking and taking cover  
CC - Criss-Cross  
CLAP - Mnemonic for how to give an FCO  
CLS - Combat Life Saver  
COA - Course of Action  
COP - Combat Outpost  
CPR - Cardio Pulmonary Resuscitation  
CQB - Close Quarter Battle  
CWIED - Command Wire Improvised Explosive Device  
DOBUA - Defensive Operations in Built Up Areas  
DOP - Drop Off Point  
DS - Diminishing Sectors  
Echelon - In series i.e. attack one element at a time  
ECP - Entry Control Point  
EFP - Explosively Formed Penetrator  
EOF - Escalation of Force  
EPW - Enemy Prisoner of War  
ERV - Emergency Rendezvous  
F & M - Fire and Movement  
FBID - Mnemonic for Types of FCO.  
FCO - Fire Control Order  
FEED - Forward Edge of Enemy Position  
FIBUA - Fighting in Built Up Areas  
FIWAF - Fighting In Woods And Forests  
FLIR - Forward Looking Infra-Red i.e. Thermal  
FOB - Forward Operating Base  
FUP - Form Up Point – prior to an assault onto an  
GDA - Ground Domination Activity  
GPS - Global Positioning System  
GRIT - Mnemonic for Fire Control Order  
GWOT - Global War On Terror  
HESCO - Fortification Bastion

Imager

enemy position

HESH - High Explosive Squash Head – Tank Round  
HMG - Heavy Machine Gun  
HQ - Headquarters  
IAD - Immediate Action Drills  
IED - Improvised Explosive Device  
IFAK - Individual First Aid Kit  
IR - Infra-Red  
ITCP - Illegal Traffic Control Point  
LACE - Liquids, Ammo, Casualties, Equipment  
LD - Line of Departure (Start Line)  
LDA - Linear Danger Area  
LOA - Limit of Advance, same as LOE  
LOE - Limit Of Exploitation  
LUP - Lay Up Position  
MAPEX - Map Exercise  
METT-TC - Mission, Enemy, Terrain, Troops, Time, Civil  
MGRS - Military Grid Reference System  
MOUT - Military Operations in Urban Terrain  
MSG - Maneuver Support Group  
MSS - Mission Support Site  
MVT - Max Velocity Tactical  
NOD - Night Observation Device  
NVG - Night Vision Goggles  
OBUA - Operations in Built Up Areas  
OCOKA - Observation, Cover, Obstacles, Key, Avenues  
OOM - Order Of March  
OP - Observation Post / Point  
Op Order - Operations Order  
OPORD - Operations Order  
OPSEC - Operational Security  
ORP - Objective Rally Point  
POD - Points of Domination  
PUP - Pick Up Point  
PVS-14 - Night Vision Monocular

PW - Prisoner of War  
POW - Prisoner of War  
QBO - Quick Battle Orders  
QRF - Quick Reaction Force  
Rally Point - Place to regroup  
RCIED - Radio Controlled IED  
Recce - Reconnaissance  
ROE - Rules of Engagement  
RPG - Rocket Propelled Grenade  
RTR - Return Fire, Take Cover, Return App. Fire  
Ruck - Rucksack  
Rush - Short moves under fire  
RV - Rendezvous  
Sanger - Bunker position, originally from rocks. Slang.  
SAW - Squad Automatic Weapon  
SAWPERSO - Mnemonic for battle preparation  
SBF - Support by Fire  
SC - Step Center  
SF Role - Sustained Fire Role  
Scrape - Shallow foxhole, lay prone  
SITREP - Situation Report  
SLLS - Stop, Look, Listen, Smell  
SOF - Special Operations Forces  
SPOTOCA - Mnemonic for a Warning Order contents.  
SOP - Standard Operating Procedure  
SUT - Small Unit Tactics  
SVBIED - Suicide Vehicle Borne IED  
TCP - Traffic Control Point  
TC3 - Tactical Combat Casualty Care  
TI - Thermal Imaging  
TLP - Troop Leading Procedure  
TM - Tactical Manual  
TOC - Tactical Operations Center  
TR - Take Cover, Return App. Fire

TTP - Tactics, Techniques & Procedures

UAV - Unmanned Aerial Vehicle (Drone)

VBIED - Vehicle Borne Improvised Explosive Device

VOIED - Victim Operated IED

WARNO - Warning Order

X - Contact Point

.240 - 7.62 x 51mm belt-fed machine-gun

3 D's - Distance, Direction, Description.