

FM 3-21.8

The Infantry Rifle Platoon and Squad

MARCH 2007

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The Infantry Rifle Platoon and Squad

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Preface

This field manual provides a doctrinal framework on how Infantry rifle platoons and squads fight. It also addresses rifle platoon and squad non-combat operations across the spectrum of conflict. Content discussions include principles, tactics, techniques, procedures, terms, and symbols that apply to small unit operations in the current operational environment (COE). FM 3-21.8 supersedes FM 7-8, *Infantry Rifle Platoon and Squad*, dated 22 April 1992 (with change 1, dated 1 March 2001). It is not intended to be a stand-alone publication. To fully understand operations of the rifle platoon and squad, leaders must have an understanding of FM 3-21.10, *The Infantry Rifle Company*, and FM 3-21.20 (FM 7-20), *The Infantry Battalion*.

The primary audiences for this manual are Infantry rifle platoon leaders, platoon sergeants, and squad and fire team leaders. Secondary audiences include, instructors in U.S. Army Training and Doctrine Command (TRADOC) schools, writers of Infantry training literature, other Infantry leaders and staff officers, and Reserve Officer Training Candidate (ROTC) and military academy instructors.

Infantry leaders must understand this manual before they can train their companies using ARTEP 7-8 *MTP*, and ARTEP 7-8 *Drill*. They should use this manual as a set along with the publications listed in the references.

The Summary of Changes list major changes from the previous edition by chapter and appendix. Although these changes include lessons learned from training and U.S. Army operations all over the world, they are not specific to any particular theater of war. They are intended to apply across the entire spectrum of conflict.

This publication applies to the Active Army, the Army National Guard (ARNG)/Army National Guard of the United States (ARNGUS), and the United States Army Reserve (USAR) unless otherwise stated.

The proponent for this publication is TRADOC. The preparing agency is the U.S. Army Infantry School (USAIS). You may send comments and recommendations for improvement of this manual by U.S. mail, e-mail, fax, or telephone. It is best to use DA Form 2028, *Recommended Changes to Publications and Blank Forms*, but any format is acceptable as long as we can clearly identify and understand your comments. Point of contact information follows:

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Unless otherwise stated, whenever the masculine gender is used, both men and women are implied.

SUMMARY OF CHANGE

FM 7-8, *Infantry Rifle Platoon and Squad*, has been updated and renumbered as FM 3-21.8, *The Infantry Rifle Platoon and Squad*. Following is an overview of the significant changes and updates in this new manual:

- Introduces the concept of the Contemporary Operational Environment (COE).
- Introduces the concept of the Warrior Ethos.
- Introduces the concept of Every Soldier is a Sensor (ES2).
- Updates the discussion of platoon command and control and troop-leading procedures.
- Adds an updated chapter on direct fire control and distribution.
- Updates the fundamentals of tactical operations in the COE.
- Updates the discussion of the construction of fighting positions.
- Adds a section on urban operations.
- Adds a section on convoy and route security operations, check points, and road blocks.
- Adds a chapter on sustainment.
- Updates the Patrolling chapter (now Patrols and Patrolling) by adding definitions and discussions on point reconnaissance, security, tracking, presence patrols, and pre- and post-patrol activities.
- Adds a chapter addressing risk management and fratricide avoidance.
- Updates the examples of platoon and squad warning orders (WARNOs) and operation orders (OPORDs).
- Replaces the term “Combat Service Support (CSS)” with “Sustainment”.
- Updates the room-clearing drill. The platoon attack drill has been eliminated.
- Updates the discussion of range cards and sector sketches.
- Adds an appendix on AT section employment.
- Updates the discussion of armored vehicle employment with Infantry, tanks, and BFVs.
- Updates the discussion on hazards of unexploded ordnance (UXO), improvised explosive devices (IEDs), mines, and suicide bombers.
- Updates the discussion of CBRN defense operations.
- Updates the content on obstacle reduction.
- Adds an appendix on security.
- Adds an appendix on helicopter employment.
- Updates information on fire planning.
- Removes all Infantry Battle Drills.

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Chapter 1

Fundamentals of Tactics

The mission of the Infantry is to close with the enemy by means of fire and maneuver in order to destroy or capture him, or to repel his assault with fire, close combat, and counterattack. The Infantry will engage the enemy with combined arms in all operational environments to bring about his defeat. The close combat fight is not unique to the Infantry.

SECTION I — FUNDAMENTALS OF INFANTRY PLATOON AND SQUAD OPERATIONS

1-1. The Infantry's primary role is close combat, which may occur in any type of mission, in any theater, or environment. Characterized by extreme violence and physiological shock, close combat is callous and unforgiving. Its dimensions are measured in minutes and meters, and its consequences are final. Close combat stresses every aspect of the physical, mental, and spiritual features of the human dimension. To this end, Infantrymen are specially selected, trained, and led.

INFANTRY

1-2. Of all branches in the U.S. Army, the Infantry is unique because its core competency is founded on the individual Soldier—the Infantry rifleman. While other branches tend to focus on weapon systems and platforms to accomplish their mission, the Infantry alone relies almost exclusively on the human dimension of the individual rifleman to close with and destroy the enemy. This Soldier-centric approach fosters an environment that places the highest value on individual discipline, personal initiative, and performance-oriented leadership. The Infantry ethos is encapsulated by its motto: Follow Me!

1-3. Although the battlefield may be entered from a differing range of platforms, all types of Infantry must be able to fight on their feet. To perform this role, each type possesses two distinguishing qualities. First, Infantry are able to move almost anywhere under almost any condition. Second, Infantry can generate a high volume of lethal well-aimed small arms fire for a short time in any direction. Neither movement nor fire are exclusively decisive. However, combined fire and movement win engagements. These two strengths reveal three distinct vulnerabilities to Infantry. First, once committed it is difficult to adjust the Infantry's line of advance due to its limited tactical mobility. Second, determining the Infantryman's load required to accomplish the mission is always in conflict with preserving his physical ability to fight the enemy. Third, Infantry are particularly susceptible to the harsh conditions of combat, the effects of direct and indirect fire, the physical environment, and moral factors.

OFFENSIVE AND DEFENSIVE COMBAT

1-4. Infantry platoons and squads have a distinct position on the battlefield—the point of decision. Their actions take place at the point where all of the plans from higher headquarters meet the enemy in close combat. This role requires leaders at all levels to quickly understand the situation, make decisions, and fight the enemy to accomplish the mission. Offensive close combat has the objective of seizing terrain and destroying the adversary. Defensive close combat denies an area to the adversary and protects friendly forces for future operations. Both types constitute the most difficult and costly sorts of combat operations.

BASIC ACTIONS

1-5. Whether operating on its own or as part of a larger force, the goal of Infantry platoons and squads remains constant: defeat and destroy enemy forces, and seize ground. To achieve this end state, Infantry platoons and squads rely on two truths.

- (1) In combat, Infantrymen who are moving are attacking.
- (2) Infantrymen who are not attacking are preparing to attack.

1-6. These two truths highlight another truth—offensive action and defensive action are reciprocal opposites that are found in all actions.

1-7. At the platoon and squad level it is necessary to make a clear distinction between these two basic actions of attacking and defending, and larger scale offensive and defensive operations. The difference is one of degree, not type. Offensive and defensive operations are types of full spectrum operations that are undertaken by higher-level units.

TACTICAL PRINCIPLES

1-8. To achieve the basic truths of offense or defense, Infantrymen rely on fundamental principles. From these they derive their basic tactics, techniques, and procedures used to conduct operations. The information in Table 1-1 is introductory and forms the basis for the remainder of this chapter.

Table 1-1. Tactical principles.

| PRINCIPLE |
|--|
| Tactical Maneuver: Fire without movement is indecisive. Exposed movement without fire is disastrous. There must be effective fire combined with skillful movement. A detailed explanation of the supporting concepts is in Chapter 2. |
| Advantage: Seek every opportunity to exploit your strengths while preventing the enemy from exploiting his own strengths. |
| Combinations: The power of combination creates dilemmas that fix the enemy, overwhelming his ability to react while protecting your own internal weaknesses. |
| Tactical Decisionmaking: Close combat demands flexible tactics, quick decisions, and swift maneuvers to create a tempo that overwhelms the enemy. |
| Individual Leadership: Resolute action by a few determined men is often decisive. |
| Combat Power: The ability of a unit to fight. |
| Situation: Every military situation is unique and must be solved on its own merits. |

Tactical Maneuver

1-9. Tactical maneuver is the way in which Infantry platoons and squads apply combat power. Its most basic definition is fire plus movement, and is the Infantry's primary tactic when in close combat. Fire without movement is indecisive. Exposed movement without fire is potentially disastrous. Inherent in tactical maneuver is the concept of protection. The principle of tactical maneuver is more fully explained in Chapter 3, and is further integrated in other sections of this manual.

Advantage

1-10. Leaders and Soldiers must look for every opportunity to gain and maintain an advantage over the enemy. In close combat there is no such thing as a fair fight. As much as possible, leaders must set the conditions of an engagement, confronting the enemy on his terms, while forcing the enemy into unsolvable dilemmas to defeat or destroy him. Important supporting concepts are doctrine and training, individual Infantry skills, and the organization of the Infantry platoon and its squads.

1-11. Surprise means taking the enemy when the enemy is unprepared. Leaders continuously employ security measures to prevent the enemy from surprising them. Infantry platoons and squads should be

especially concerned with their own security. They should expect the unexpected while avoiding patterns. Tactical surprise is rarely gained by resorting to the obvious.

1-12. The ability to generate and apply combat power is a significant advantage of the Infantry platoon and squad. This advantage results from the training of the units' Soldiers; the Soldiers' organization into teams, squads, and platoons; Soldiers' collective training in tasks and drills; and Soldiers' ability to integrate other assets and units into their formations. Through these elements, leaders exploit strengths while mitigating vulnerabilities.

Combination

1-13. Based on the power of force and firepower combinations, combined arms is how Army forces fight. Leaders creatively combine weapons, units, and tactics using the principles of complementary and reinforcing effects to create dilemmas for the enemy. Making effective and efficient combinations puts a premium on technical competence. Leaders must know the characteristics of the weapons and munitions when employing fires. They must understand the inherent capabilities and limitations of their own and other unit formations.

Tactical Decisionmaking

1-14. Tactical decisionmaking is the ability to make decisions during all phases of the operations process (plan, prepare, execute, and assess). Within this framework, Infantry platoon and squad leaders exercise command and control (C2) to be both effective and efficient in accomplishing their mission. Effectiveness entails making accurate assessments and good decisions about how to fight the enemy. Control complements command by using the most efficient means available. Key supporting concepts are troop-leading procedures, actions on contact, and risk management.

Individual Leadership

1-15. Leadership at the Infantry platoon and squad level is comprised of three fundamental concepts: leadership by example, authority, and mission command. Leadership by example is simply and most powerfully expressed by the Infantry's motto: Follow Me! Authority is the power to act. Mission command is the Army's command philosophy that focuses on leaders telling subordinates what must be accomplished and why. Leaving the how to do it up to the subordinate.

WARFIGHTING FUNCTIONS

1-16. A warfighting function is a group of tasks and systems (people, organization, information, and processes) united by a common purpose that commanders use to accomplish missions and training objectives. The warfighting functions are intelligence, movement and maneuver, fire support, protection, sustainment, and command and control. These warfighting functions replace the battlefield operating systems.

1-17. Commanders visualize, describe, direct, and lead operations and training in terms of the warfighting functions. Decisive, shaping, and sustaining operations combine all the warfighting functions. No function is exclusively decisive, shaping, or sustaining. Figure 1-1 illustrates the warfighting elements of combat power.

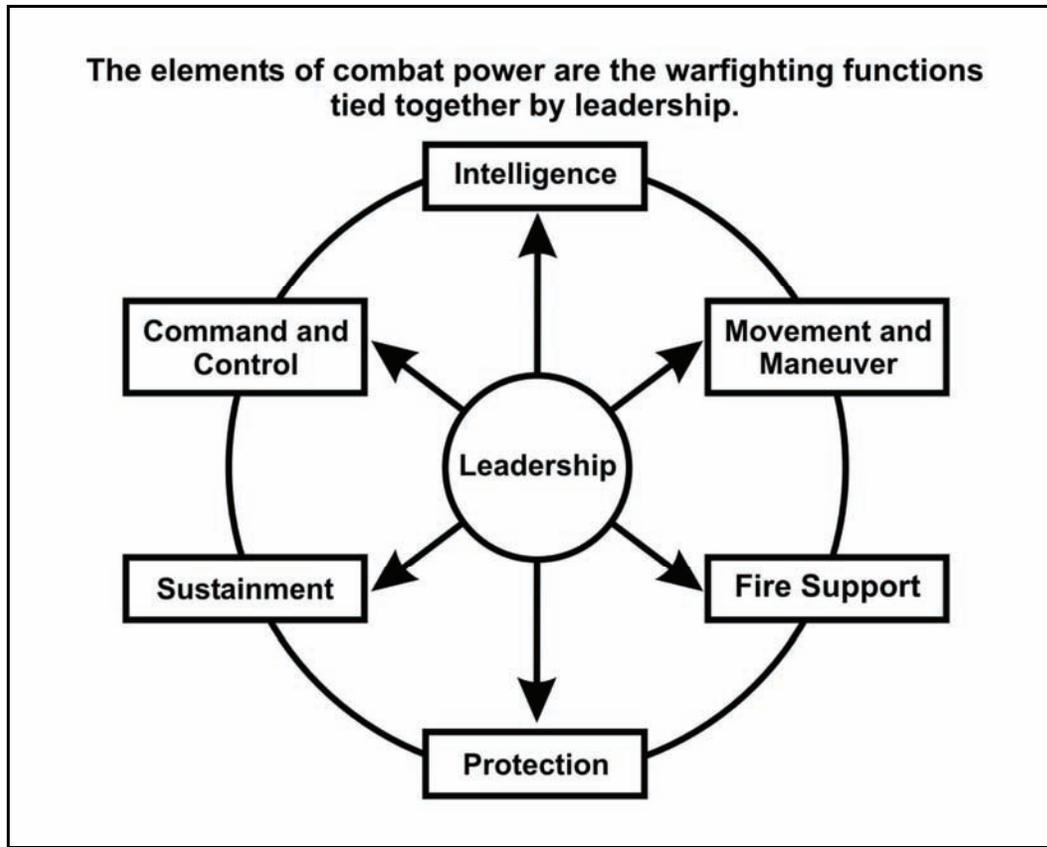


Figure 1-1. Warfighting elements of combat power.

INTELLIGENCE

1-18. The intelligence warfighting function involves the related tasks and systems that facilitate understanding of the enemy, terrain, weather, and civil considerations. It includes those tasks associated with intelligence, surveillance, and reconnaissance. The intelligence warfighting function combines a flexible and adjustable architecture of procedures, personnel, organizations, and equipment to provide commanders with relevant information and products relating to an area's threat, civil populace, and environment.

MOVEMENT AND MANEUVER

1-19. The movement and maneuver warfighting function involves the related tasks and systems that move forces to achieve a position of advantage in relation to the enemy. It includes those tasks associated with employing forces in combination with direct fire or fire potential (maneuver), force projection (movement), and mobility and countermobility. Movement and maneuver are the means through which commanders concentrate combat power to achieve surprise, shock, momentum, and dominance.

FIRE SUPPORT

1-20. The fire support warfighting function involves the related tasks and systems that provide collective and coordinated use of Army indirect fires, joint fires, and offensive information operations. It includes those tasks associated with integrating and synchronizing the effects of these types of fires with the other warfighting functions to accomplish operational and tactical objectives.

PROTECTION

1-21. The protection warfighting function involves the related tasks and systems that preserve the force so the commander can apply maximum combat power. Preserving the force includes protecting personnel (combatant and noncombatant), physical assets, and information of the United States and multinational partners. The following tasks are included in the protection warfighting function:

- Safety.
- Fratricide avoidance.
- Survivability.
- Air and missile defense.
- Antiterrorism.
- Counterproliferation and consequence management actions associated with chemical, biological, radiological, nuclear, and high-yield explosive weapons.
- Defensive information operations.
- Force health protection.

SUSTAINMENT

1-22. The sustainment warfighting function involves the related tasks and systems that provide support and services to ensure freedom of action, extend operational reach, and prolong endurance. Sustainment includes those tasks associated with—

- Maintenance.
- Transportation.
- Supply.
- Field services.
- Explosive ordnance disposal.
- Human resources support.
- Financial management.
- Health service support.
- Religious support.
- Band support.
- Related general engineering.

1-23. Sustainment allows uninterrupted operations through adequate and continuous logistical support such as supply systems, maintenance, and other services.

COMMAND AND CONTROL

1-24. The command and control warfighting function involves the related tasks and systems that support commanders in exercising authority and direction. It includes the tasks of acquiring friendly information, managing relevant information, and directing and leading subordinates.

1-25. Command and control has two parts: the commander; and the command and control system. Information systems—including communications systems, intelligence-support systems, and computer networks—back the command and control systems. They let the commander lead from anywhere in their area of operations (AO). Through command and control, the commander initiates and integrates all warfighting functions.

Combat Power

1-26. Combat power is a unit's ability to fight. The primary challenge of leadership at the tactical level is mastering the art of generating and applying combat power at a decisive point to accomplish a mission.

Leaders use the operations process (plan, prepare, execute, and assess) to generate combat power. They conduct operations following the Find, Fix, Finish, and Follow-through model to apply combat power.

1-27. At the core of a unit's ability to fight are three time-tested components of close combat:

- (1) Firepower.
- (2) Mobility.
- (3) Protection/Security.

1-28. These components appear throughout military history under various names as the central elements required to fight and win against the enemy. Firepower consists of the weapons used to inflict casualties upon the enemy. Firepower alone is indecisive without movement. Mobility is the ability to move on the battlefield, dictating the speed, tempo, and tactical positioning of forces. Inherent in both firepower and mobility is the need for protection from the enemy's firepower and mobility. Leaders employ protection and security measures to preserve their unit's ability to fight. They deny the enemy protection through creative combinations of unit firepower and mobility.

Situation

1-29. Every combat situation is unique. Leaders do their best to accurately assess the situation and make good decisions about employing their units. The environment of combat, the application of military principles, and the desired end state of Army operations culminate with the close fight of Infantry platoons and squads. The leader should understand the larger military purpose and how his actions and decisions might affect the outcome of the larger operation.

CHARACTERISTICS OF CLOSE COMBAT

1-30. Close combat is characterized by danger, physical exertion and suffering, uncertainty, and chance. To combat these characteristics, Soldiers must have courage, physical and mental toughness, mental stamina, and flexibility.

COURAGE

1-31. Courage is the quality Soldiers must possess to face and overcome danger. Hazards, real or potential, are an ever-present aspect of the battlefield. Physical courage is necessary to deal with combat hazards. Physical courage results from two sources: mental conditioning that comes from demanding training; and motives such as personal pride, enthusiasm, and patriotism. Moral courage is necessary to face responsibilities and do what is necessary and right.

PHYSICAL AND MENTAL TOUGHNESS

“The first quality of the Soldier is fortitude in enduring fatigue and privation; valor is only the second. Poverty, privation, and misery are the school of the good Soldier.”

Napoleon, Maxim LVIII

1-32. Physical and mental toughness are the qualities Soldiers must have to combat physical exertion and suffering. Physical toughness enables the Soldier to endure hardship and perform his rigorous duties. Mental toughness enables the Soldier to put the harshness of the environment and his duties into proper perspective. Mentally tough Soldiers can do what needs to be done to accomplish the mission.

MENTAL STAMINA

1-33. The individual's awareness during combat is never complete. There is no such thing as perfect awareness or understanding of the situation. Mental stamina is the quality Soldiers must have to combat this uncertainty. Mental stamina provides the ability to assess the situation based on whatever facts are at hand, to intuitively make reasonable assumptions about what is not known, and to make logical decisions based on that information.

FLEXIBILITY

1-34. Chance is luck, opportunity, and fortune, and happens to both sides in close combat. It is not predictable. However, it must be dealt with in that Soldiers must be flexible, resolute, and able to continuously look forward.

SECTION II — DOCTRINE AND TRAINING**INFANTRY DOCTRINE**

1-35. Doctrine contains the fundamental principles by which the military forces or elements guide their actions in support of national objectives. It is authoritative, but requires judgment in application (FM 1-02, *Operational Terms and Graphics*). Infantry doctrine expresses the concise expression of how Infantry forces fight. It is comprised of principles; tactics, techniques, and procedures (TTP); and terms and symbols.

1-36. Infantry doctrine is based on hard-fought lessons from generations of combat Infantry Soldiers engaged in numerous conflicts. Doctrine is always evolving and adapting, yet its fundamental principles are as true today as they were generations ago.

1-37. Infantry doctrine facilitates communication among Infantry Soldiers regardless of where they serve, contributes to a shared professional culture, and serves as the basis for training and instruction. Infantry doctrine provides a common language and a common understanding of how Infantry forces conduct tasks and operations. To be useful, doctrine must be well known and commonly understood.

PRINCIPLES

1-38. Principles are fundamental concepts and facts underlying the conduct of tasks and operations. Principles are usually general, flexible, and apply across a broad spectrum. Because they are broad, they apply at the Infantry platoon and squad levels as well as at the higher levels with relatively the same meaning. Therefore, leaders at all levels need to remain aware of both the generic and specific aspects of doctrinal terms.

TACTICS, TECHNIQUES, AND PROCEDURES

1-39. One of the defining characteristics of war is chaos. TTP are the counterweight to this chaos. From the moment combat begins, plans often become obsolete, communications fail, Soldiers become casualties, and units fragment. Military tactics are the practical means armies use to achieve battlefield objectives. From this, “tactics” came to imply the deliberate control of military formation, movement and fire, and the attempt to impose order where there is disorder to defeat the enemy.

1-40. TTP are those generally-accepted practices used to conduct operations. “Generally accepted” means that the doctrine described is applicable to most operations, most of the time, and that there is widespread consensus about their value and usefulness. “Generally accepted” does not mean that doctrine should be applied uniformly on all missions. Leaders use their own standing operating procedures (SOPs) and judgment to determine what is appropriate based on the specific mission, enemy, terrain, troops-time, civil (METT-TC) conditions.

Tactics

1-41. Tactics are: (1) The employment of units in combat. (2) The ordered arrangement and maneuver of units in relation to each other or to the enemy to utilize their full potential (FM 1-02). Tactics are the ways that we engage in combat with an enemy force.

Techniques

1-42. Techniques are the general and detailed methods used by troops or commanders to perform assigned missions and functions, specifically the methods of using equipment and personnel. Techniques are the

general methods used by the leader and his subordinates to perform the tactic. Techniques describe a way, not the only way (FM 1-02).

Procedures

1-43. Procedures are standard methods used by the leader and his subordinates to perform and accomplish a task or a portion of a task. For example, when the unit sustains a casualty, the leader or a radiotelephone operator (RTO) might use the 9-line medical evacuation (MEDEVAC) procedure to call for medical assistance.

Terms and Symbols

1-44. Doctrine provides a common language that professionals use to communicate with one another. Terms with commonly understood definitions are a major component of the language. Symbols are its graphical representation. Establishing and using words and symbols of common military meaning enhances communications among military professionals in all environments, and makes a common understanding of doctrine possible. (See FM 1-02.)

INDIVIDUAL INFANTRY SKILLS

1-45. Every Infantryman, from the private enlisted Soldier, to the general officer, is first a rifleman. As such, he must be a master of his basic skills: shoot, move, communicate, survive, and sustain. These basic skills provide the Soldier's ability to fight. When collectively applied by the fire team, squad, and platoon, these skills translate into combat power.

SHOOT

1-46. Infantrymen must be able to accurately engage the enemy with all available weapons. Soldiers and their leaders must therefore be able to determine the best weapon-ammunition combination to achieve the desired effect. The best combination will expend a minimum of ammunition expenditure and unintended damage. To make this choice, they must know the characteristics, capabilities, and vulnerabilities of their organic and supporting assets. This means understanding the fundamental characteristics of the weapon's lay (direct or indirect), ammunition (high explosive [HE], penetrating, or special purpose), trajectory (high or low), and enemy targets (point or area). Properly applying these variables requires an understanding of the nature of targets, terrain, and effects.

MOVE

1-47. Tactical movement is inherent in all Infantry operations. Movement is multifaceted, ranging from dismounted, to mounted, to aerial modes, and is conducted in varying physical environments, including the urban environment. For the individual, movement is comprised of the individual movement techniques (IMT) of high crawl, low crawl, and 3-5 second rush; for the unit it is comprised of movement formations, movement techniques, and maneuver (fire and movement). Mastering the many aspects of tactical movement is fundamental. More importantly, Infantrymen must be thoroughly trained in the critical transition from tactical movement to maneuver.

1-48. Understanding the terrain is critical to applying the fundamental of the particulars of shoot and move. There are four basic terrain-related skills. First, the leader must know how to land navigate, mounted and dismounted, day and night, using the latest technology (global positioning systems [GPS], Falcon View). Second, leaders need to understand the basics of how to analyze the military aspects of terrain, Observation and fields of fire, Avenues of approach, Key and decisive terrain, Obstacles, Cover and concealment. (OAKOC). Third, once they understand how to look at the terrain in detail, leaders must understand how to integrate the aspects of fire (direct and indirect) and tactical movement to fit the terrain. Fourth, leaders must understand how to apply generic tactics and techniques to the unique terrain they are in, because understanding and appreciating terrain is an essential leader skill.

COMMUNICATE

1-49. Soldiers communicate to provide accurate and timely information to those who need it. Information is necessary to successfully execute combat operations. It enables leaders to achieve situational understanding, make decisions, and give orders. There are two aspects of communication: the technical means used to communicate; and the procedures used for reporting and disseminating information. The Soldier's and leader's ability to use information to assess the situation, make decisions, and direct necessary actions are also significant aspects in the communication process.

SURVIVE

1-50. To fully contribute to the mission, Soldiers must be able to survive. There are three aspects to surviving: the enemy; the environment; and the Soldier's body. Survival is both a personal responsibility and a unit responsibility. These aspects require Soldiers to discipline themselves in routine matters such as maintaining local security, maintaining field sanitation, caring for their bodies, and caring for their equipment. It also requires Soldiers to know how to respond to extraordinary circumstances such as dealing with casualties or functioning in a contaminated environment. Soldiers must know about the protective properties of their personal gear and combat vehicles, the effects of weapon systems and munitions, and how to build survivability positions. In short, Soldiers must do everything possible for the security and protection of themselves, their equipment, and their fellow Soldiers. In the same way, leaders must do everything possible to ensure the security and protection of their units.

SUSTAIN

1-51. Sustainment is an inherent feature in all operations. In order to shoot, ammunition is needed. Fuel and repair parts are needed for movement, and batteries are needed to communicate. To survive, the Soldier needs food and water. Soldiers and leaders need to forecast requirements before they need them, while at the same time managing the Soldier's load.

WARRIOR ETHOS AND ARMY VALUES

1-52. Warrior Ethos refers to the professional attitudes and beliefs that will characterize you. Developed through discipline, commitment to Army Values and knowledge of the Army's proud heritage, Warrior Ethos notes military service as much more than just a "job" — it is a profession with the enduring purpose to win wars and destroy our nation's enemies. Figure 1-2 displays the Warrior Ethos definition as embedded within the current Soldier's Creed:

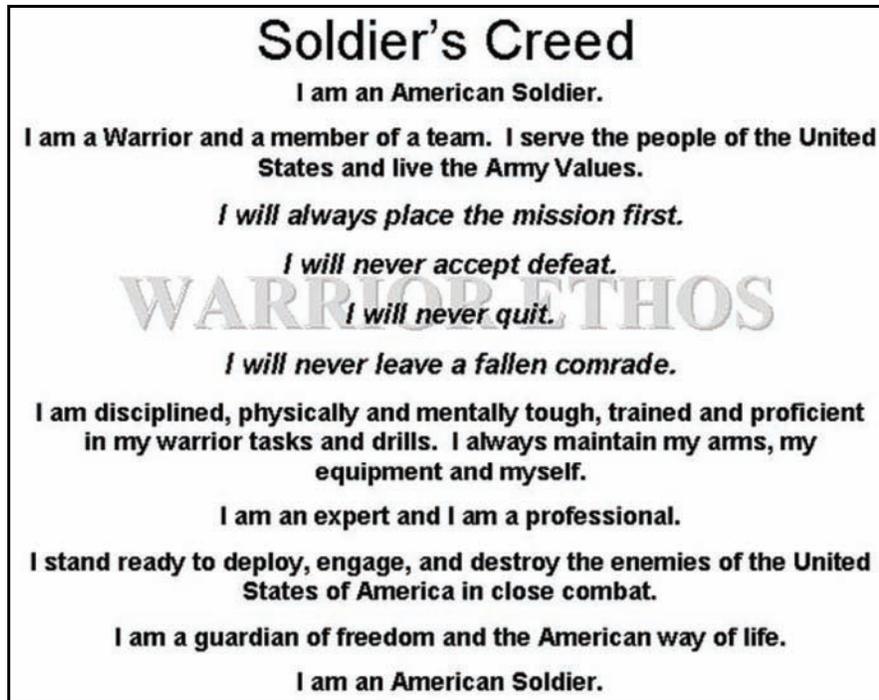


Figure 1-2. The Soldier's Creed.

1-53. Warrior Ethos is the foundation for your commitment to victory in times of peace and war. While always exemplifying the tenets of Warrior Ethos — place the mission first, refuse to accept defeat, and never quit or leave a fallen comrade behind. You must have absolute faith in yourself. And you must have complete faith in your team, because they are trained and equipped to destroy the enemy in close combat.

1-54. The Army Values consist of the principles, standards, and qualities considered essential for successful Army leaders. They firmly bind all Army members into a fellowship dedicated to serve the Nation and the Army. Figure 1-3 lists the seven Army Values. It is not a coincidence that when reading the first letters of the Army Values in sequence they form the acronym “LDRSHIP”.



Figure 1-3. The Army Values.

EVERY SOLDIER IS A SENSOR (ES2)

1-55. Soldiers must be trained to actively observe details related to the commander's critical information requirements (CCIR) in an AO. They must also be competent in reporting their experience, perception, and judgment in a concise, accurate manner. Leaders who understand how to optimize the collection, processing, and dissemination of information in their organization enable the generation of timely intelligence. To accommodate this, leaders must create a climate that allows all Infantryman to feel free to report what they see and learn on a mission.

1-56. ES2 trains Soldiers and leaders to see intelligence development as everyone's responsibility. All must fight for knowledge to gain and maintain greater situational understanding. At the heart of the concept is the art of combat (tactical) collection. This process involves leaders directing and maximizing the collection of combat intelligence by patrols, and Soldiers who understand their vital role as collectors of combat information.

TACTICAL QUESTIONING

1-57. Tactical questioning involves the expedient initial questioning of an AO's local population to gather information of immediate value. Because tactical questioning applies to interaction with the local population, it is more "conversational" than "questioning" in nature. The Infantry Soldier conducts tactical questioning based on the unit's standing operating procedures, rules of engagement, and the order for that mission.

SITE EXPLOITATION

1-58. Site exploitation is defined as the search of a specific location or area to gain items of intelligence value. Locations may include apartments, buildings, multiple structures, compounds, or fields. Once a site has been cleared of enemy personnel, Infantry platoons will search for items of interest. Search items may include:

- Maps.
- Propaganda material.
- Phone or computer records.
- Photos.
- Weapons.

DEBRIEFING AND REPORTING

1-59. Once the platoon returns from the objective or site, a detailed debrief should begin. Everyone on the mission has a role to play in a debrief. A practical method for debriefing is to review all patrol actions chronologically. Leaders should not consider the mission complete or the personnel released until the debriefings and reporting are done.

1-60. All information collected by platoons in contact with the local population is reported through the chain of command. Upon return from the mission, photos should be downloaded. All material taken from the objective should be laid out.

1-61. Finally, as detailed a sketch as possible should be made for visual reference of debriefed patrol areas. For detailed information on debriefing, reporting, and tactical questions see FMI 2-91.4, *Intelligence Support to Operations in the Urban Environment*.

SECTION III — ORGANIZATION

INFANTRY PLATOON

1-62. The Infantry platoon is organized with three Infantry squads, a weapons squad, and a platoon headquarters. The headquarters section provides C2 of the squads and any attachments, and serves as the

interface with the fire support and sustainment systems. Although all Infantry platoons use the same basic doctrinal principles in combat, application of those principles differs based on assigned organization or task organization (Figure 1-4).

1-63. One of the inherent strengths of the Infantry platoon is the ability to task organize. The Infantry platoon headquarters must expect to receive other Soldiers and units in command relationships, and direct other arms in support relationships.

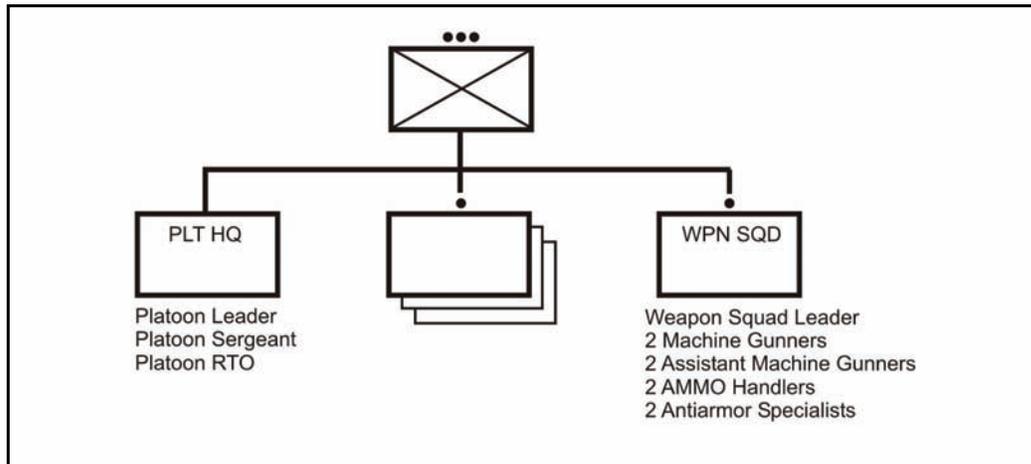


Figure 1-4. Infantry platoon.

PLATOON HEADQUARTERS

1-64. The platoon headquarters has three permanently assigned members: the platoon leader, the platoon sergeant, and the radiotelephone operator (RTO). Depending on task organization, the platoon headquarters may receive augmentation. Two traditionally-attached assets are the fire support team, and the platoon medic.

PLATOON LEADER

1-65. The platoon leader leads his subordinates by personal example. The platoon leader exercises authority over his subordinates and overall responsibility for those subordinates' actions. This centralized authority enables the platoon leader to act decisively while maintaining troop discipline and unity. Under the fluid conditions of close combat, even in the course of carefully-planned actions, the platoon leader must accomplish assigned missions using initiative without constant guidance from above.

Responsibilities

1-66. The platoon leader is responsible for all the platoon does or fails to do. In the conduct of his duties he consults the platoon sergeant in all matters related to the platoon. He must know his Soldiers and how to employ the platoon and its organic and supporting weapons. During operations, the platoon leader—

- Leads the platoon in supporting the higher headquarters missions. He bases his actions on his assigned mission and the intent and concept of his higher commanders.
- Maneuvers squads and fighting elements.
- Synchronizes the efforts of squads.
- Looks ahead to the next “move” for the platoon.
- Requests and controls supporting assets.
- Employs C2 systems available to the squads and platoon.
- Ensures 360-degree, three-dimensional security is maintained.

- Controls the emplacement of key weapon systems.
- Issues accurate and timely reports.
- Places himself where he is most needed to accomplish the mission.
- Assigns clear tasks and purposes to his squads.
- Understands the mission and commanders intent two levels up (the company and battalion).

Situational Understanding

1-67. The platoon leader works to develop and maintain situational understanding (SU). SU is a product of four elements. First, the platoon leader attempts to know what is happening in the present in terms of friendly, enemy, neutral, and terrain situations. Second, the platoon leader must know the end state that represents mission accomplishment. Third, the platoon leader determines the critical actions and events that must occur to move his unit from the present to the end state. Finally, the platoon leader must be able to assess the risk throughout.

PLATOON SERGEANT

1-68. The platoon sergeant (PSG) is the senior NCO in the platoon and second in command. He sets the example in everything. He is a tactical expert in Infantry platoon and squad operations, which include maneuver of the platoon-sized elements, and employment of all organic and supporting weapons. The platoon sergeant advises the platoon leader in all administrative, logistical, and tactical matters. The platoon sergeant is responsible for the care of the men, weapons, and equipment of the platoon. Because the platoon sergeant is the second in command, he has no formal assigned duties except those assigned by the platoon leader. However, the platoon sergeant traditionally—

- Ensures the platoon is prepared to accomplish its mission, to include supervising precombat checks and inspections.
- Prepares to assume the role and responsibilities of platoon leader.
- Acts where best needed to help C2 the engagement (either in the base of fire or with the assault element).
- Receives squad leaders' administrative, logistical, and maintenance reports, and requests for rations, water, fuel, and ammunition.
- Coordinates with the higher headquarters to request logistical support (usually the company's first sergeant or executive officer).
- Manages the unit's combat load prior to operations, and monitors logistical status during operations.
- Establishes and operates the unit's casualty collection point (CCP) to include directing the platoon medic and aid/litter teams in moving casualties; maintains platoon strength levels information; consolidates and forwards the platoon's casualty reports; and receives and orients replacements.
- Employs digital C2 systems available to the squads and platoon.
- Understands the mission and commanders intent two levels up (the company and battalion).

PLATOON RADIOTELEPHONE OPERATOR

1-69. The platoon radiotelephone operator (RTO) is primarily responsible for the platoon's communication with its controlling HQ (usually the company). During operations, the RTO will—

- Have communications at all times. If communication with the platoon's next higher element is lost, the RTO immediately informs the platoon leader or platoon sergeant.
- Conduct radio checks with higher (in accordance with unit SOPs) when in a static position. If the RTO cannot make successful radio contact as required, he will inform the platoon sergeant or platoon leader.
- Be an expert in radio procedures and report formats such as call for indirect fire or MEDEVAC, and all types of field expedient antennas.

- Have the frequencies and call signs on his person in a location known to all Soldiers in the platoon.
- Assist the platoon leader with information management.
- Assist the platoon leader and platoon sergeant employing digital C2 systems available to the squads and platoon.
- Determine his combat load prior to operations and manage his batteries during operations.

FORWARD OBSERVER

1-70. The forward observer (FO), along with a fire support RTO, is the unit's SME on indirect fire planning and execution. The FO is the primary observer for all fire support (FS) assets to include company mortars (if assigned), battalion mortars, field artillery, and any other allocated FS assets. He is responsible for locating targets and calling and adjusting indirect fires. He must know the mission and the concept of operation, specifically the platoon's scheme of maneuver and concept of fires. He works directly for the platoon leader and interacts with the next higher headquarters' fire support representative. The FO must also—

- Inform the FIST headquarters of the platoon situation, location, and fire support requirements.
- Prepare and use maps, overlays, and terrain sketches.
- Call for and adjust indirect fires.
- Operate as a team with the fire support RTO.
- Select targets to support the platoon's mission.
- Select observation post(s) (OP) and movement routes to and from selected targets.
- Operate digital message devices and maintain communication with the battalion and company fire support officer (FSO).
- Maintain grid coordinates of his location.
- Be prepared to back up the platoon leader's radio on the higher headquarters net if needed.
- Be prepared to employ close air support assets.

PLATOON MEDIC

1-71. The platoon medic is assigned to the battalion medical platoon and is attached upon order. His primary function is force health protection. As such, he is the unit's SME on treatment and evacuation of casualties. He works directly for the platoon sergeant. However, he also interacts heavily with the company's senior medic. During operations the medic—

- Treats casualties and assists the aid and litter teams with their evacuation.
- Advises the platoon leader and platoon sergeant on all force health protection matters, and personally checks the health and physical condition of platoon members.
- Reports all medical situations and his actions taken to the platoon sergeant.
- Requests Class VIII (medical) supplies for the platoon through the company medic.
- Provides training and guidance to combat lifesavers.

INFANTRY FIRE TEAM

1-72. The Infantry fire team is designed to fight as a team and is the fighting element within the Infantry platoon. Infantry platoons and squads succeed or fail based on the actions of their fire teams.

1-73. The Infantry fire team is designed as a self-contained team (Figure 1-5). The automatic rifleman (AR) provides an internal base of fire with the ability to deliver sustained suppressive small arms fire on area targets. The rifleman provides accurate lethal direct fire for point targets. The grenadier provides high explosive (HE) indirect fires for both point and area targets. A team leader (TL) who provides C2 through leadership by example ("Do as I do") leads this team.

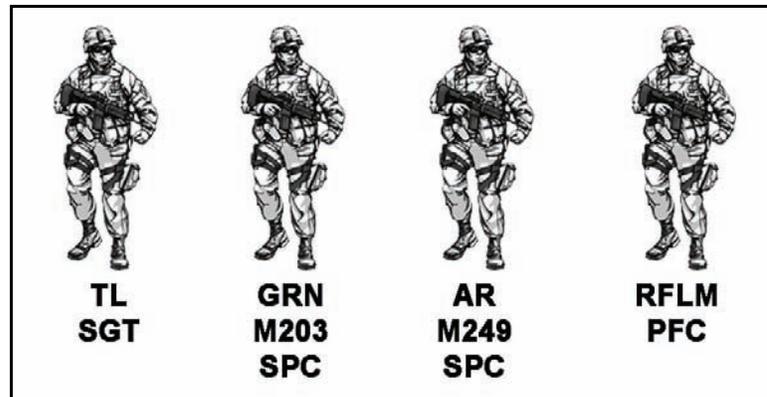


Figure 1-5. Infantry fire team.

RIFLEMAN

1-74. The rifleman provides the baseline standard for all Infantrymen and is an integral part of the fire team. He must be an expert in handling and employing his weapon. Placing well-aimed, effective fire on the enemy is his primary capability. Additionally, the rifleman must—

- Be an expert on his weapon system—his rifle, its optics, and its laser aiming device. He must be effective with his weapon system day or night. He must be capable of engaging all targets with well-aimed shots.
- Be able to employ all weapons of the squad, as well as common munitions.
- Be able to construct and occupy a hasty firing position and know how to fire from it. He must know how to quickly occupy covered and concealed positions in all environments and what protection they will provide for him from direct fire weapons. He must be competent in the performance of these tasks while using night vision devices.
- Be able to fight as part of his unit, which includes being proficient in his individual tasks and drills, being able to fight alongside any member of the unit, and knowing the duties of his teammates and be prepared to fill in with their weapons if needed.
- Be able to contribute as a member of special teams to include wire/mine breach teams, EPW search, aid/litter, and demolitions.
- Be able to inform his team leader of everything he hears and sees when in a tactical situation.
- Be able to perform Soldier-level preventive medicine measures (PMM). (See Chapter 6.)
- Be able to administer buddy aid as required.
- Be able to manage his food, water, and ammunition during operations.
- Be prepared to assume the duties of the automatic rifleman and team leader.
- Understand the mission two levels up (squad and platoon).

GRENADIER

1-75. The grenadier is currently equipped with an M203 weapon system consisting of an M16/M4 rifle and an attached 40-mm grenade launcher. The grenadier provides the fire team with a high trajectory, high explosive capability out to 350 meters. His fire enables the fire team to achieve complementary effects with high trajectory, high explosive munitions, and the flat trajectory ball ammunition of the team's other weapons. The grenade launcher allows the grenadier to perform three functions: suppress and destroy enemy Infantry and lightly-armored vehicles with HE or high explosive dual purpose; provide smoke to screen and cover his squad's fire and movement; and employ illumination rounds to increase his squad's visibility and mark enemy positions. The grenadier must—

- Be able to accomplish all of the tasks of the rifleman.
- Be able to engage targets with appropriate type of rounds both day and night.

- Identify 40-mm rounds by shape and color. He must know how to employ each type of round and know its minimum safety constraints.
- Know the maximum ranges for each type of target for the grenade launcher.
- Know the leaf sight increments without seeing the markings.
- Know how to make an adjustment from the first round fired so he can attain a second-round hit.
- Load the grenade launcher quickly in all firing positions and while running.
- Be prepared to assume the duties of the automatic weapons gunner and the team leader.
- Understand the mission two levels up (squad and platoon).

AUTOMATIC RIFLEMAN

1-76. The AR's primary weapon is currently the 5.56-mm M249 machine gun. The M249 provides the unit with a high volume of sustained suppressive and lethal fires for area targets. The automatic rifleman employs the M249 machine gun to suppress enemy Infantry and bunkers, destroy enemy automatic rifle and antitank teams, and enable the movement of other teams and squads. He is normally the senior Soldier of the fire team. The AR must—

- Be able to accomplish all of the tasks of the rifleman and the grenadier.
- Be prepared to assume the duties of the team leader and squad leader.
- Be able to engage groups of enemy personnel, thin-skinned vehicles, bunker doors or apertures, and suspected enemy locations with automatic fire. He provides suppressive fire on these targets so his teammates can close with and destroy the enemy.
- Be familiar with field expedient firing aids to enhance the effectiveness of his weapon (for example, aiming stakes).
- Be able to engage targets from the prone, kneeling, and standing positions with and without night observation devices. Also understands the mission two levels up (the squad and platoon).

TEAM LEADER

1-77. The team leader leads his team members by personal example. He has authority over his subordinates and overall responsibility for their actions. Centralized authority enables the TL to maintain troop discipline and unity and to act decisively. Under the fluid conditions of close combat, the team leader must accomplish assigned missions using initiative without needing constant guidance from above.

1-78. The team leader's position on the battlefield requires immediacy and accuracy in all of his actions. He is a fighting leader who leads his team by example. The team leader is responsible for all his team does or fails to do. He is responsible for the care of his team's men, weapons, and equipment. During operations, the team leader—

- Is the SME on all of the team's weapons and duty positions and all squad battle drills.
- Leads his team in fire and movement.
- Controls the movement of his team and its rate and distribution of fire.
- Employs digital C2 systems available to the squad and platoon.
- Ensures security of his team's sector.
- Assists the squad leader as required.
- Is prepared to assume the duties of the squad leader and platoon sergeant.
- Enforces field discipline and PMM.
- Determines his team's combat load and manages its available classes of supply as required.
- Understands the mission two levels up (squad and platoon).

1-79. When maneuvering the team, the team fights using one of three techniques:

- (1) Individual movement techniques (IMT, the lowest level of movement).
- (2) Buddy team fire and movement.
- (3) Fire team fire and movement (maneuver).

1-80. Determining a suitable technique is based on the effectiveness of the enemy's fire and available cover and concealment. The more effective the enemy's fire, the lower the level of movement. Because the team leader leads his team, he is able to make this assessment firsthand. Other leaders must be sensitive to the team leader's decision on movement.

INFANTRY SQUAD

1-81. There are several variations of Infantry, but there is currently only one type of Infantry squad (Figure 1-6). Its primary role is a maneuver or base-of-fire element. While the platoon's task organization may change, the organization of the Infantry squad generally remains standard.

1-82. The Infantry squad is a model for all tactical task organizations. It is comprised of two fire teams and a squad leader. It is capable of establishing a base of fire, providing security for another element, or conducting fire and movement with one team providing a base of fire, while the other team moves to the next position of advantage or onto an objective. The squad leader has two subordinate leaders to lead the two teams, freeing him to control the entire squad.

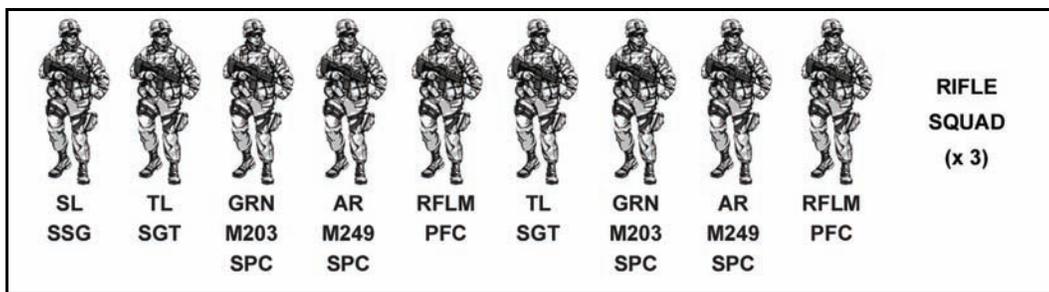


Figure 1-6. Infantry squad.

SQUAD LEADER

1-83. The squad leader (SL) directs his team leaders and leads by personal example. The SL has authority over his subordinates and overall responsibility for those subordinates' actions. Centralized authority enables the SL to act decisively while maintaining troop discipline and unity. Under the fluid conditions of close combat, even in the course of carefully-planned actions, the SL must accomplish assigned missions on his own initiative without constant guidance from above.

1-84. The squad leader is the senior Infantryman in the squad and is responsible for all the squad does or fails to do. The squad leader is responsible for the care of his squad's men, weapons, and equipment. He leads his squad through two team leaders. During operations, the squad leader—

- Is the SME on all battle drills and individual drills.
- Is the SME in the squad's organic weapons employment and the employment of supporting assets.
- Knows weapon effects, surface danger zone(s) (SDZ), and risk estimate distance(s) (RED) for all munitions.
- Effectively uses control measures for direct fire, indirect fire, and tactical movement.
- Controls the movement of his squad and its rate and distribution of fire (including call for and adjust fire).
- Fights the close fight by fire and movement with two fire teams and available supporting weapons.
- Selects the fire team's general location and sector in the defense.
- Communicates timely and accurate spot reports (SPOTREPs) and status reports, including—
 - Size, activity, location, unit, time, and equipment (SALUTE) SPOTREPs.
 - Status to the platoon leader (including squad location and progress, enemy situation, enemy killed in action [KIA], and security posture).
 - Status of ammunition, casualties, and equipment to the platoon sergeant.

- Employs digital C2 systems available to the squad and platoon.
- Operates in any environment to include the urban environment.
- Conducts troop-leading procedures (TLP).
- Assumes duties as the platoon sergeant or platoon leader as required.
- Understands the mission and commander's intent two levels up (the platoon and company).

SQUAD DESIGNATED MARKSMAN

1-85. Squad designated marksmen are not squad snipers. They are fully integrated members of the rifle squad who provide an improved capability for the rifle squad. They do not operate as semi-autonomous elements on the battlefield as snipers, nor do they routinely engage targets at the extreme ranges common to snipers. The designated marksman employs an optically-enhanced general-purpose weapon. He also receives training available within the unit's resources to improve the squad's precision engagement capabilities at short and medium ranges.

1-86. A rifleman may be assigned as the squad designated marksman (SDM). The SDM is chosen for his demonstrated shooting ability, maturity, reliability, good judgment, and experience. The SDM must be able to execute the entire range of individual and collective rifleman tasks within the squad (see FM 3-22.9, *Rifle Marksmanship M16A1, M16A2/3, M16A4, and M4 Carbine.*)

1-87. The designated marksman employs an optically-enhanced, general-purpose weapon and receives training available within the unit's resources to improve the squad's precision engagement capabilities at short and medium ranges. In contrast, snipers use specialized rifles and match ammunition, and are specially selected and trained to provide precision fire at medium and long ranges (normally from stationary positions).

1-88. The squad marksman engages visible point targets with target priorities of enemy leaders, personnel with radios, automatic weapons crews, enemy soldiers with rocket launchers or sniper rifles, or others as directed by his squad and platoon leaders. He is particularly effective against targets that are only partially exposed or exposed for only brief periods of time. A designated marksman delivers effective fire against very small targets such as loopholes or firing slits, bunker apertures, partially obscured and prone enemy snipers, crew-served weapons teams at close to medium ranges, and rapidly moving targets. He must be able to detect and engage targets rapidly from awkward or nonstandard firing positions while he, the target, or both are moving.

1-89. One designated marksman per fire team creates two highly flexible balanced teams with a squad automatic weapon, grenade launcher, and precision-fire rifleman in each. This combines increased situational awareness and target acquisition with precision point and area suppression. Integration of a designated marksman within each fire team allows the squad to suppress enemy individuals, support weapons, or small units while maneuvering to a position of advantage.

Equipment

1-90. The designated marksman uses an assigned weapon, normally an M16 or M4 equipped with optical sights. Optical sight magnification and wide field of view allow him to observe, detect, identify, range, and engage targets an iron sight or naked eye cannot. This provides the squad with improved situational awareness as well as increased lethality. The telescopic sight dramatically improves the probability of first-round hits on targets at unknown distances and greatly increases target identification capability for shadowed targets and during low light conditions.

Training

1-91. The designated marksman requires additional training on his new role and on the operation and maintenance of the optical sights. Additional training includes—

- Zeroing techniques.
- Target detection.
- Range, wind, and moving target estimation.

- Hold-off determination.
- Alternate and nonstandard shooting positions.
- Known distance field fire to 600 meters.
- Close combat firing techniques.
- Transition fire engagements.
- Rapid target identification and engagement.
- Night fire with and without additional night observation or aiming devices.
- Shooting while moving forward, sideways, and back.
- Shooting from vehicles.

Employment in Combat

1-92. The designated marksman moves and fights in combat as an integral part of the Infantry squad. He provides precision support fire in the offense during the assault and engages targets to the maximum effective range of his weapon in offensive, defensive, and retrograde operations. His ability to deliver lethal, precise, and discriminating fire during stability operations forms the basis of counterinsurgency combat. He enhances the squad's effectiveness and its ability to maneuver and accomplish its mission. When employed tactically, designated marksmen provide precision direct fire as directed by the squad leader. This fire limits fratricide, collateral damage, and noncombatant casualties.

1-93. The designated marksman is employed most effectively in combat situations where precision fire versus a volume of fires is required. Types of operations in which designated marksmen are most useful include:

- Situations in which the squad requires precision fires in an urban area containing an enemy mixed with multiple noncombatants or in those where the applicable ROE restricts the use of area-fire weapons.
- Close range engagements that have an immediate, critical need for precision rifle fire.
- Situations in which the unit is facing an enemy with trained marksmen or armed irregulars being used as snipers that must be countered.
- Civil disturbances involving armed rioters mixed with noncombatants.
- Vehicle and personnel checkpoint operations in which the squad needs an element in armed overwatch.
- Attacking specific targets identified by the platoon or squad leader.
- Covering the approach and entry of the assault element to the objective.
- Eliminating unexpected threats in and around the objective that appear and disappear suddenly and without warning.
- Covering specific avenues of approach into the unit's position and searching the area for signs of a counterattack.
- Isolating the objective area by fire.
- Providing diversionary fire for an assault element.
- Covering obstacles or other key installations with precision fire.
- Situations that require precision fire on apertures, exposed personnel, muzzle flashes, or other designated point targets.
- Situations with friendly troops on or near the objective when mortars, machine guns, and grenade launchers must cease or shift their fires to prevent fratricide. The designated marksman may be able to continue to fire in support of the assault.

INFANTRY WEAPONS SQUAD

1-94. The Infantry weapons squad provides the primary base of fire for the platoon's maneuver. It is comprised of two medium machine gun teams, two medium close combat missile (CCM) teams, and a weapons squad leader (Figure 1-7).

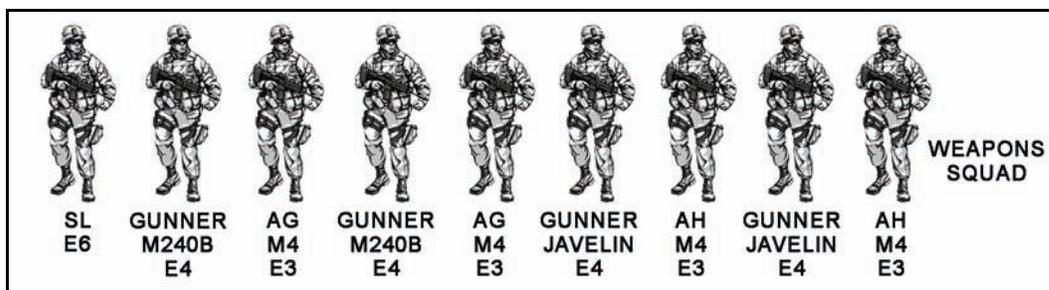


Figure 1-7. Infantry weapons squad.

MEDIUM MACHINE GUN TEAM

1-95. The two-man medium machine gun team is comprised of a gunner and an assistant gunner (AG). The weapons squad has two machine gun teams. These teams provide the platoon with medium-range area suppression at ranges up to 1,000 meters during day, night, and adverse weather conditions.

Gunner

- 1-96. The gunner is normally the senior member of the team. During operations, the gunner—
- Is responsible for his assistant gunner and all the gun equipment.
 - Is responsible for putting the gun in and out of action.
 - Is the SME for the information contained in FM 3-22.68, *Crew-Served Machine Guns, 5-56-mm and 7.62-mm*.
 - When attached to a rifle squad, is the SME on employment of the medium machine gun. He advises the rifle squad leader of the best way to employ the machine gun.
 - Enforces field discipline while the gun team is employed tactically.
 - Knows the ballistic effects of the weapon on all types of targets.
 - Assists the weapons squad leader and is prepared to assume his responsibilities.
 - Understand the mission two levels up (the squad and platoon).

Assistant Gunner

- 1-97. The assistant gunner is the second member of the gun team. He is prepared to assume the gunner's role in any situation. During operations, the assistant gunner will—
- Constantly update the weapon squad leader on the round count and serviceability of the machine gun.
 - Watch for Soldiers to the flanks of the target area or between the gun and the target.
 - Report round counts of ammunition in accordance with the unit standard operating procedure.
 - Obtain ammunition from other Soldiers who are carrying machine gun ammunition.
 - Provide a supply of ammunition to the gun when employed.
 - Spot rounds and report recommended corrections to the gunner.
 - Immediately assume the role of gunner if the gunner is unable to continue his duties.
 - Understand the mission two levels up (squad and platoon).

CLOSE COMBAT MISSILE TEAM

1-98. The two-man close combat missile team is comprised of a gunner and an ammunition handler. Currently, the team uses the Javelin missile system. The weapons squad has two close combat missile teams. This system provides the platoon with an extremely lethal fire-and-forget, man-portable, direct- and top-attack capability to defeat enemy armored vehicles and destroy fortified positions at ranges up to 2,000 meters. The Javelin has proven effective during day, night, and adverse weather conditions.

WEAPONS SQUAD LEADER

1-99. The weapons squad leader leads his teams by personal example. He has complete authority over his subordinates and overall responsibility for those subordinates' actions. This centralized authority enables the weapons squad leader to act decisively while maintaining troop discipline and unity and. Under the fluid conditions of modern warfare, even in the course of carefully-planned actions, the weapons squad leader must accomplish assigned missions using initiative without needing constant guidance from above.

1-100. The weapons squad leader is normally the senior squad leader, second only to the platoon sergeant. He performs all of the duties of the rifle squad leader. In addition, the weapons squad leader—

- Controls fires and establishes fire control measures.
- Recommends machine gun employment to the platoon leader.
- Coordinates directly with the platoon leader for machine gun base-of-fire effects and plans accordingly.
- Monitors ammunition expenditure.
- Coordinates directly with the platoon leader in placement of the Javelin close Combat Missile System (CCMS) to best cover armored avenues of approach in the defense and overwatch positions in the attack.
- Employs C2 systems available to the squad and platoon.
- Performs the role of the platoon sergeant as required.
- Understands the mission two levels up (platoon and company).

SECTION IV — COMBINATIONS

1-101. The Army's preferred method of fighting is combined arms. Combined arms warfare is based on the concept of strengths and weaknesses. All weapons, branches, and tactics have strengths and weaknesses, advantages, and disadvantages. Understanding this, leaders use the power of combinations to protect their weaknesses while using their strengths to create dilemmas for the enemy. There are two principles that guide leaders in fighting combined arms: complementary effects; and reinforcing effects. These two principles are separate and distinct, but are present in most situations.

COMPLEMENTARY EFFECTS

1-102. Leaders create complementary effects when they arrange elements with different characteristics together (Figure 1-8). Complementary effects enable leaders to protect friendly vulnerabilities or enhance effects on the enemy. For example, leaders can combine the effects of their direct fire weapons with those of mortars or artillery to produce an overall greater effect than if each were used separately. Combinations are created based on understanding the strengths and weaknesses of their weapons, the different branches and services, and tactical tasks.

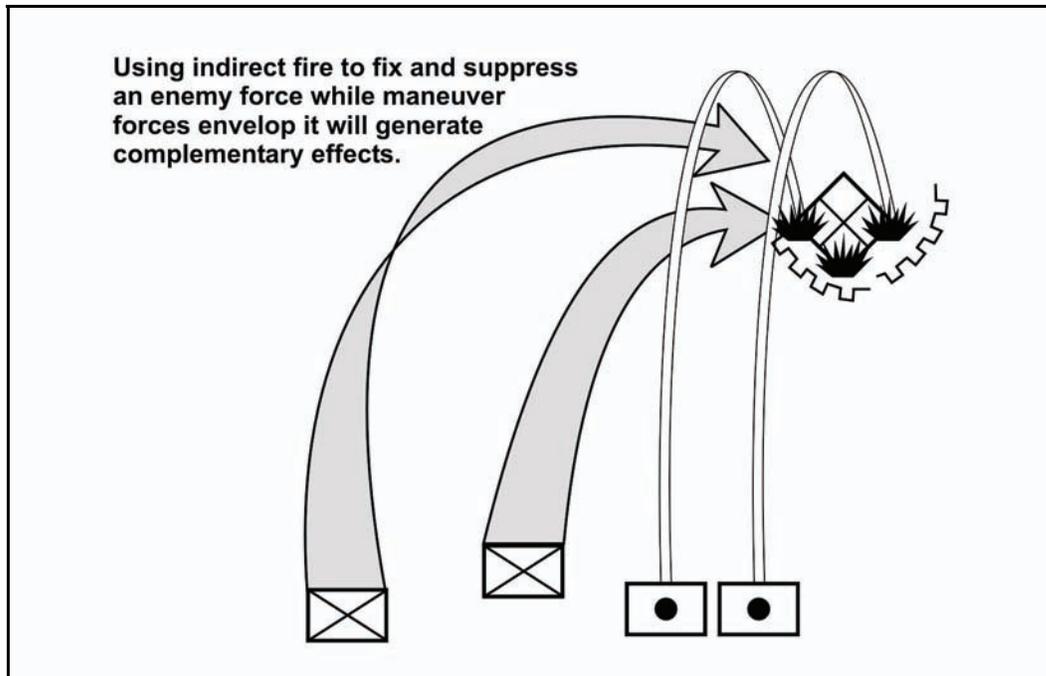


Figure 1-8. Complementary effects.

DILEMMA

1-103. A dilemma is a situation in which the enemy is presented with two or more equally bad alternatives. A problem is a situation in which the enemy is presented with only one bad alternative. Creative combinations allow the leader to create a dilemma for the enemy. When presented with a dilemma, an enemy has two reactions. The first reaction is not knowing what to do as he attempts to decide between equally bad options. This effect is commonly termed “fixed.” When the enemy is fixed, the leader benefits from freedom of action. The second reaction is to simply choose one of the two equally bad options. Because the enemy’s choice is an option in which the friendly force has the upper hand, the leader is able to exploit the enemy’s decision.

1-104. Taking a single-tracked approach can lead to poor or unsuccessful results. Relying on one weapon type, on a single unit type, or a single tactical function does not present the enemy with a dilemma. Without a complementary effect, the enemy is exposed to a problem that can be resolved with a likely solution. Even if applied in rapid succession (sequentially), the enemy only needs to escape the problem at hand. Without a second or third stressor to impair his ability to make good decisions, the enemy is able to react and stay in the fight.

REINFORCING EFFECTS

1-105. Leaders create reinforcing effects when they combine the effect of similar capabilities (Figure 1-9). An example is a team leader reinforcing the effects of his squad automatic weapon with the fires of his rifleman. Leaders do this by either employing the elements simultaneously or sequentially to achieve focused, overwhelming effects at a single point. Simultaneous employment augments the effects of one element with that of another. Sequential employment sustains the effect longer than if just one element was used.

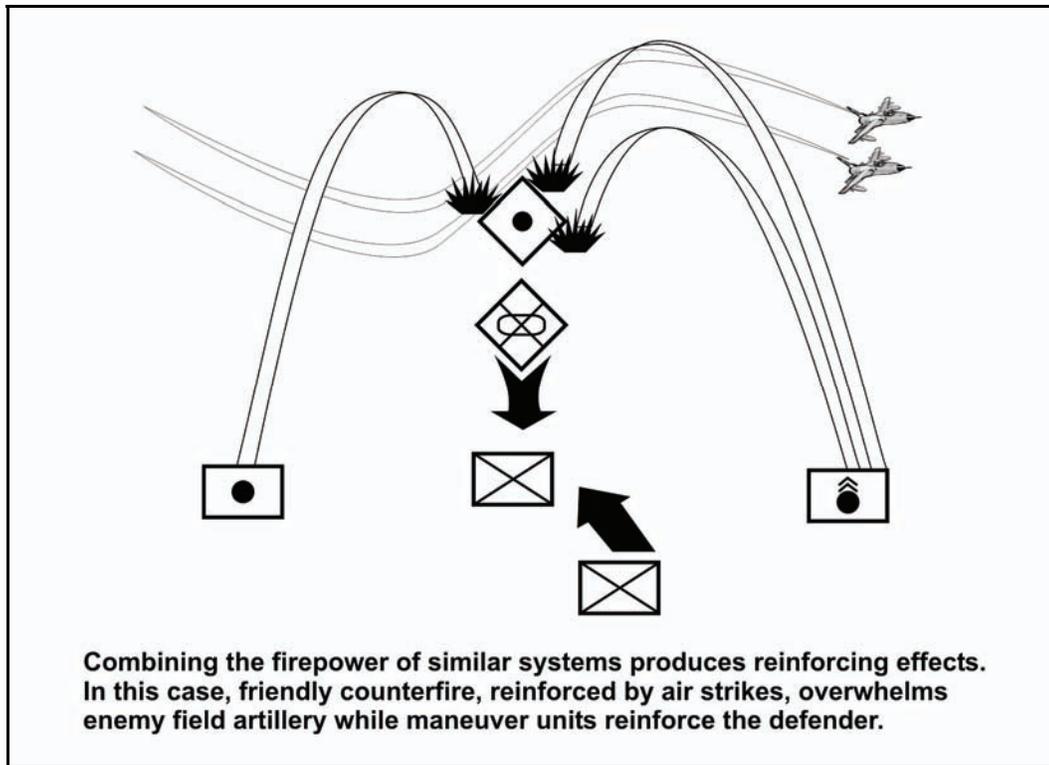


Figure 1-9. Reinforcing effects.

Effective Leaders Confront the Enemy with Dilemmas, Not Problems

1-106. Leaders always seek to present the enemy with a dilemma, not just with problems. There are many ways to do this including, using combinations of weapons, different types of units, tactics, and terrain.

1-107. In Figure 1-10 a moving enemy Infantry force makes contact with a stationary friendly Infantry force. There is an exchange of direct fire weapons. The direct fire contact poses a problem to which there is a solution. The universal reaction to direct fire contact is to get down and return fire. Once the situation develops, the direct fire effects, by themselves, tend to diminish as the enemy gets behind frontal cover and returns direct fire.

1-108. Instead of making contact with direct fire, the friendly force may call for indirect fire. This, too, poses a problem that can be solved with a solution. The universal reaction to indirect fire is for the receiving unit to move out of the indirect fire burst radius. Once again, as the situation develops, the indirect fire effects, by themselves, tend to diminish as the enemy moves out of the burst radius to an area with overhead cover.

1-109. Regardless of how lethal the effects of either direct fire or indirect fire are, by themselves they only pose problems that have solutions as their effects tend to diminish. Suppose the friendly force makes contact using both direct and indirect fire systems. What can the enemy do? He has a dilemma—if he gets up he gets shot, but if he stays down, he gets blown up. The enemy's dilemma results from the complementary effects of direct and indirect fire. This is the essence of combined arms warfare.

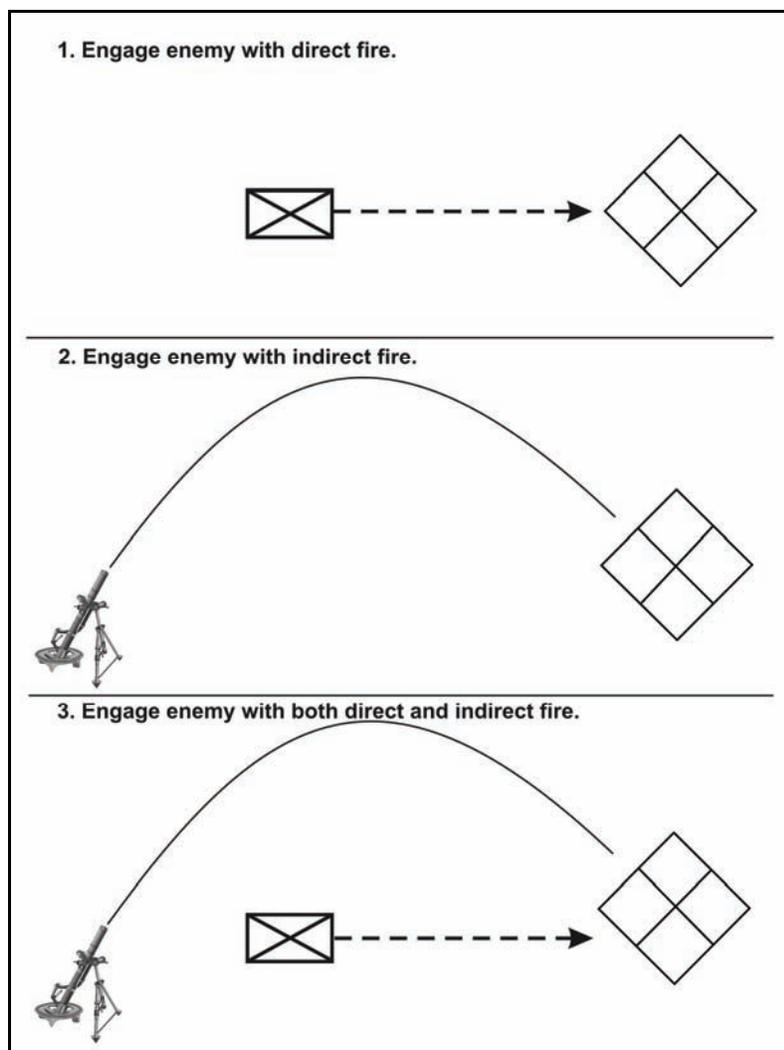


Figure 1-10. Example of problem versus dilemma.

1-110. To increase their effectiveness, leaders seek to combine both complementary and reinforcing effects. Continuing with the example from Figure 1-10, if the friendly Infantry has time, it can employ an obstacle to halt the enemy. The effects of the obstacle reinforce both the effects of direct and indirect fire. The synchronization of these three elements creates a “no-win” situation for the enemy. The engagement area development technique is designed using this as a foundation. Engagement area development combines the complementary effects of direct and indirect fire with the reinforcing effects of obstacles to produce an engagement area for killing enemy forces.

SECTION V — INDIVIDUAL LEADERSHIP

1-111. Tactical leadership is ultimately about one thing—leading Soldiers to accomplish the mission. Leadership is influencing people by providing purpose, direction, and motivation while operating to accomplish the mission and improve the organization (FM 1-02). Leaders need—

- Purpose: the *reason* to accomplish the mission.
- Direction: the *means* to accomplish the mission.
- Motivation: the *will* to accomplish the mission.

1-112. Leaders use command and control (C2) to influence their subordinates to accomplish the mission. Command is the authority leaders exercise over individuals in their unit by virtue of their assignment.

Control is the direction and guidance of subordinates to ensure accomplishment of the mission. Leadership is the art of exercising C2 to influence and direct men in such a way as to obtain their willing obedience, confidence, respect, and loyal cooperation to accomplish the mission. Leadership is the most vital component of C2.

1-113. Professional military leadership involves a combination of personal character and professional competence with a bias for the right action at the right time for the right effect. Leading Soldiers in combat is the Infantry leader’s most important challenge.

1-114. There are three core principles that underlie the application of tactical leadership: leadership by example; authority; and mission command.

LEADERSHIP BY EXAMPLE

1-115. Follow me!—the Infantry motto—best summarizes the principle of leadership by example. This simple expression is further developed in the Army’s leadership philosophy: **Be, Know, Do**. Character describes what a leader must be; competence refers to what leaders must know; action is what leaders must do (Figure 1-11). These concepts do not stand alone. They are closely connected and together make up who leaders seek to be (FM 6-22, *Army Leadership*).



Figure 1-11. Leader by example “Be, Know, Do” principle.

AUTHORITY

1-116. Authority is the delegated power to judge, act, or command. It includes responsibility, accountability, and delegation (FM 6-0, *Mission, Command, and Control*). All Infantrymen in positions of authority are leaders. Leaders exercise authority as they make decisions to accomplish their mission and lead their Soldiers. Authority involves the right and freedom to use the power of position to carry out military duties. It carries with it the responsibility to act. Battle command is the exercise of authority against a hostile, thinking enemy.

1-117. Although commanders alone have the ability to enforce obedience under the Uniform Code of Military Justice (UCMJ), all leaders can expect subordinates to follow their orders. Commanders who delegate authority to subordinates are responsible to ensure their subordinates' lawful orders are followed. This authority to enforce orders by law if necessary is one of the key elements of military leadership, and clearly distinguishes military leaders from civilian leaders and managers.

1-118. Infantry leaders also have another source of authority: personal authority. It stems from values, attributes, personality, experience, reputation, character, personal example, and most of all, tactical and technical competence. Personal authority, freely granted to a leader by subordinates, ultimately arises from the actions of the leader, and the trust and confidence generated by these actions. It is often more powerful than legal authority and is the basis for leadership in the Infantry.

RESPONSIBILITY

1-119. Responsibility is the obligation to carry forward an assigned task to a successful conclusion. It includes the authority to direct and take the necessary action to ensure success (FM 1-02).

1-120. Leaders have three major responsibilities. First, leaders are responsible for accomplishing all assigned missions. Second, they are responsible for their Soldiers' health, welfare, morale, and discipline. Third, they are responsible for maintaining and employing the resources of their force. In most cases, these responsibilities do not conflict. However, the leader's responsibility for mission accomplishment can conflict with their responsibilities to the Soldier. In an irreconcilable conflict between the two, including the welfare of the leader himself, mission accomplishment must come first. However, leaders must understand that the excessive loss of Soldiers and resources can severely inhibit their ability to accomplish their mission.

1-121. Clear, legal, unambiguous orders are a responsibility of good leadership. Soldiers who receive illegal orders that clearly violate the Constitution, the Law of War, or the UCMJ must understand how to react to such orders. Soldiers who receive unclear or illegal orders must ask for clarification. Normally, the superior issuing the unclear or illegal order will make it clear, when queried. He should state that it was not his intent to issue an ambiguous or illegal order. If, however, the superior insists that his illegal order be obeyed, the Soldier should request the rescinding of that order. If the superior does not rescind, the Soldier has an affirmative legal obligation to disobey the order and report the incident to the next superior commander.

ACCOUNTABILITY

1-122. Leaders are accountable for their own decisions and for the actions, accomplishments, and failures of their subordinates. Accountability is non-negotiable and makes up the very backbone of the military chain of command. It is impossible to exercise authority without accountability. Accountability is included in the Army's core values and is what enables us to achieve and maintain legitimacy.

1-123. Accountability has two forms: the UCMJ, and personal accountability. Use of legal authority to enforce accountability at times may be necessary. However, it should not be used as a way of leading Soldiers. It is much more practical to foster a climate that uses the trust of personal authority as a basis for ensuring accountability. Leaders know that American Soldiers respond to trust as the stronger form of accountability, and that the power of the UCMJ is used only when personal accountability proves inadequate.

DELEGATION

1-124. Leaders delegate authority to allow subordinates to carry out their duties, and when necessary, decide and act on behalf of their commander. While leaders can delegate authority, they cannot delegate responsibility for the outcome of their subordinates' actions. Subordinates are accountable to their leaders for how they use their delegated authority.

1-125. When leaders delegate authority, they ensure subordinates understand the limits of their authority or their freedom of action. A leader's freedom of action includes his ability and responsibility to make

decisions without the approval of the next higher headquarters. Disciplined initiative by subordinates can only occur when their freedom of action is clearly defined.

MISSION COMMAND

1-126. Mission command is the conduct of military operations through decentralized execution based upon mission orders for effective mission accomplishment. Successful mission command results from subordinate leaders at all echelons exercising disciplined initiative within the commander's intent to accomplish missions. It requires an environment of trust and mutual understanding (FM 1-02). A fundamental tenet of mission command is the importance of people over technology and equipment. There are too many variables, obstacles, and opportunities for leaders to attempt controlling everything. Therefore, mission command requires that leaders learn how to think rather than what to think. It recognizes that the subordinate is often the only person at the point of decision who can make an informed decision. Guided by the commander's intent, the mission, and the concept of the operation, the leader can make the right decision. A second fundamental tenet of mission command is that with the authority of freedom of action comes the subordinate's leader's responsibility to always accomplish his mission.

1-127. Mission orders that allow subordinates maximum freedom of planning and action to accomplish missions are an effective leadership technique in completing combat orders (FM 1-02). Mission orders leave the "how" of mission accomplishment to the subordinate. This way of thinking emphasizes the dominance of command rather than control, thereby providing for initiative, the acceptance of risk, and the rapid seizure of opportunities on the battlefield. Mission command is synonymous with freedom of action for the leader to execute his mission in the way he sees fit, rather than being told how to do it.

DISCIPLINED INITIATIVE

1-128. Execution of mission command requires initiative, resourcefulness, and imagination. Initiative must be disciplined because it should emanate from within the framework of the commander's mission, intent, and concept—not merely from a desire for independent action. Leaders must be resourceful enough to adapt to situations as they are, not as they were expected to be.

1-129. Disciplined initiative means that subordinates are required to make decisions, coordinate with their adjacent units, and determine the best way to accomplish their missions. This includes assuming responsibility for deciding and initiating independent actions when the concept of operations no longer applies, or when an unanticipated opportunity leading to achieving the commander's intent presents itself.

1-130. The amount of freedom of action afforded to his subordinates is a judgment call by the leader. New subordinates or an uncertain environment call for more detail and direction, while experienced subordinates familiar with the mission profile usually need less detail and direction.

NESTED PURPOSE

1-131. To integrate and synchronize all of their elements, leaders need to provide their subordinates with a nested purpose, or a common focus. Initiative, taken to the extreme, risks a dangerous loss of control. To correct this problem, leaders emphasize to subordinates the importance of their battlefield visualization as well as procedural controls for accomplishing tasks whenever possible.

SECTION VI — TACTICAL DECISIONMAKING

1-132. Tactical decisionmaking is one of the primary ways leaders influence subordinates to accomplish their mission. It is a process of the leader collecting information, employing a decisionmaking process, and giving an order to subordinates (Figure 1-12). The information leaders use to make decisions comes from the higher headquarters, the environment, and the common operating picture (COP). The processes used at the Infantry platoon and squad levels are troop-leading procedures (TLP) during planning and preparation, and actions on contact during execution. The combat order is the method of giving subordinates orders. Throughout this process of decisionmaking, leaders continuously assess the situation and their decisions using the risk management and after-action review (AAR) processes.

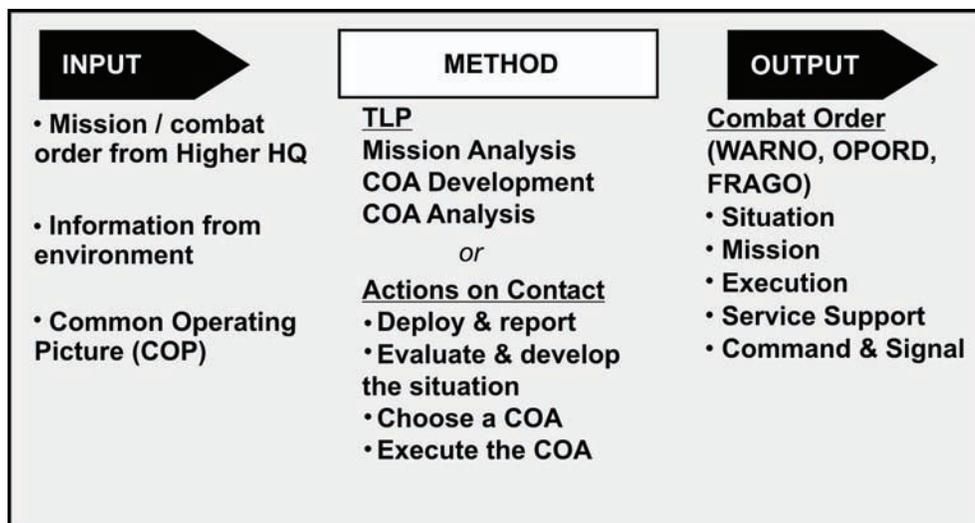


Figure 1-12. Tactical decisionmaking process.

1-133. Decisionmaking involves not only knowing how to make decisions, but knowing if to decide, when to decide, and what to decide. Understanding that once implemented, some commitments are irretrievable, leaders anticipate and understand the activities and consequences that follow their decisions.

SUPPORTING CONCEPTS

1-134. U.S. Army leaders use two decision making methods: visualize, describe, direct; and assess, decide, direct. Visualize, describe, and direct assists leaders in battlefield decisionmaking during planning and preparation. This method provides the underlying logic behind the TLP decisionmaking. The assess, decide, and direct method assists leaders in battlefield decisionmaking during operations. It provides the logic underlying the action-on-contact decisionmaking process.

VISUALIZE, DESCRIBE, DIRECT

1-135. The activities of visualize, describe, and direct are—

- Visualize the operation.
- Describe the visualization to subordinates.
- Direct subordinates with orders that make the visualization a reality.

Visualize

1-136. Effective battlefield leadership requires the leader to see through the fog and friction of military action and clearly articulate the mission. Visualizing the battlefield is a conceptual skill that requires the leader to imagine how to accomplish his mission based on the information he receives. Visualization requires critical reasoning and creative thought. Critical reasoning assists the leader in analyzing and understanding the situation. Creative thought enables the leader to merge his understanding of the unique situation with established tactics, techniques, procedures, and unit SOPs to produce a tailored solution to his tactical problem.

1-137. During operations one of the leader's primary responsibilities is to develop battlefield visualization. Four simple questions assist the leader in understanding the mission:

- Where do we want to be?
- Where are we now?
- How do we get from here to there?
- What will prevent us from getting there?

1-138. The leader's battlefield visualization is the basis for making sound decisions before, during, and after operations. However, it is important for the leader to know how much freedom of action he has in designing his visualization. If the platoon or squad is conducting independent operations, it is likely that he has the freedom to fully develop his visualization. If the leader's mission involves conducting platoon actions within the context of a larger unit's operations, the leader has less freedom to develop his visualization. Either way, the leader is always responsible for understanding the next higher leader's visualization.

Describe

1-139. Once leaders imagine the future and the means needed to achieve it, they influence their subordinates by describing their visualization. Their communication, in common doctrinal terms, concepts, and symbols, helps everyone understand what must be done and how each element contributes to the effort.

1-140. Leaders who communicate effectively—

- Display good oral, written, and listening skills.
- Persuade others.
- Express thoughts and ideas clearly to individuals and groups.

Direct

1-141. Leaders issue orders to direct subordinates. Examples include combat orders and fire commands. Orders can be oral or written.

ASSESS, DECIDE, DIRECT

1-142. Leaders assess by monitoring the situation through reports from subordinates and personal observation. The information they receive is then evaluated against how the operation or action was visualized. Leaders make many decisions during execution. Some are planned. Others are unforeseen; so leaders prepare for both. They use combat orders and procedural and positive controls to direct subordinates during execution.

1-143. Even when things are progressing satisfactorily, certain critical ongoing tasks must be accomplished. At the platoon and squad level these include—

- Focus on the decisive action.
- Ensure security.
- Monitor and adjust control measures.
- Perform battle tracking (control fires and control movement).
- Monitor sustaining actions.

TROOP-LEADING PROCEDURES

1-144. Troop-leading procedures (TLP) provide leaders a framework for decisionmaking during the plan and prepare phases of an operation. This eight-step procedure applies the logic of visualize, describe, and direct to the plan and prepare functions of the operations process. Steps in the TLP include:

- Receive the mission.
- Issue a warning order (WARNO).
- Make a tentative plan.
- Initiate movement.
- Conduct reconnaissance.
- Complete the plan.
- Issue the order.
- Supervise and assess.

1-145. For a complete discussion on making a tentative plan, see Chapter 6.

RECEIVE THE MISSION

1-146. Leaders receive their missions in several ways—ideally through a series of warning orders (WARNOs), operation orders (OPORD)s, and briefings from their leader/commander. However, the tempo of operations often precludes this ideal sequence, particularly at the lower levels. This means that leaders may often receive only a WARNO or a fragmentary order (FRAGO), but the process is the same.

1-147. After receiving an order, leaders are normally required to give a confirmation briefing to their higher commander. This is done to clarify their understanding of the commander's mission, intent, and concept of the operation, as well as their role within the operation. The leader obtains clarification on any portions of the higher headquarters' plan as required.

1-148. Upon receiving the mission, leaders perform an initial assessment of the situation (mission, enemy, terrain, troops-time, civil [METT-TC] analysis), focusing on the mission, the unit's role in the larger operation, and allocating time for planning and preparing. The two most important products from this initial assessment should be at least a partial restated mission, and a timeline. Leaders issue their initial WARNO on this first assessment and time allocation.

1-149. Based on their knowledge, leaders estimate the time available to plan and prepare for the mission. They issue a tentative timeline that is as detailed as possible. In the process they allocate roughly one-third of available planning and preparation time to themselves, allowing their subordinates the remaining two-thirds. During fast-paced operations, planning and preparation time might be extremely limited. Knowing this in advance enables leaders to emplace SOPs to assist them in these situations.

ISSUE A WARNING ORDER

1-150. Leaders issue the initial WARNO as quickly as possible to give subordinates maximum time to plan and prepare. They do not wait for additional information. The WARNO, following the five-paragraph field order format, contains as much detail as available. At a minimum, subordinates need to know critical times like the earliest time of movement, and when they must be ready to conduct operations. Leaders do not delay in issuing the initial WARNO. As more information becomes available, leaders can—and should—issue additional WARNOs. At a minimum the WARNO normally includes:

- Mission or nature of the operation.
- Time and place for issuing the OPORD.
- Units or elements participating in the operation.
- Specific tasks not addressed by unit SOP.
- Timeline for the operation.
- Rehearsal guidance.

MAKE A TENTATIVE PLAN

1-151. Once he has issued the initial WARNO, the leader continues to develop a tentative plan. Making a tentative plan follows the basic decisionmaking method of visualize, describe, direct, and the Army standard planning process. This step combines steps 2 through 6 of the military decisionmaking process: mission analysis, COA development, COA analysis, COA comparison, and COA selection. At the Infantry platoon level, these steps are often performed mentally. The platoon leader and squad leaders may include their principal subordinates—especially during COA development, analysis, and comparison.

1-152. To frame the tentative plan, Army leaders perform mission analysis. This mission analysis follows the METT-TC format, continuing the initial assessment performed in TLP step 1. This step is covered in detail in Chapter 6.

INITIATE MOVEMENT

1-153. Movement of the unit may occur simultaneously with the TLPs. Leaders initiate any movement necessary to continue mission preparation or position the unit for execution. They do this as soon as they have enough information to do so, or when the unit is required to move to position itself for the upcoming

mission. Movements may be to an assembly area, a battle position, a new AO, or an attack position. They may include movement of reconnaissance elements, guides, or quartering parties. Infantry leaders can initiate movement based on their tentative plan and issue the order to subordinates in the new location.

CONDUCT RECONNAISSANCE

1-154. Whenever time and circumstances allow, leaders personally conduct reconnaissance of critical mission aspects. No amount of planning can substitute for firsthand assessment of the situation. Unfortunately, many factors can keep leaders from performing a personal reconnaissance. However, there are several means available to the leader to develop and confirm his visualization. They include: internal reconnaissance and surveillance elements, unmanned sensors, the higher unit's intelligence, surveillance, reconnaissance (ISR) elements, adjacent units, map reconnaissance, imagery, and intelligence products. One of the most difficult aspects of conducting reconnaissance is the process of identifying what the leader needs to know (the information requirements [IR]).

COMPLETE THE PLAN

1-155. During this step, leaders incorporate the result of reconnaissance into their selected course of action (COA) to complete the plan and order. This includes preparing overlays, refining the indirect fire target list, coordinating sustainment and C2 requirements, and updating the tentative plan as a result of the reconnaissance. At the platoon and squad levels, this step normally involves only confirming or updating information contained in the tentative plan. If time allows, leaders make final coordination with adjacent units and higher headquarters before issuing the order.

ISSUE THE ORDER

1-156. Infantry platoon and squad leaders normally issue verbal combat orders supplemented by graphics and other control measures. The order follows the standard five-paragraph field order format. Infantry leaders use many different techniques to convey their orders (see Chapter 6). Typically, platoon and squad leaders do not issue a commander's intent. They reiterate the intent of their company and battalion commanders.

1-157. The ideal location for issuing the order is a point in the AO with a view of the objective and other aspects of the terrain. The leader may perform reconnaissance, complete the order, and then summon subordinates to a specified location to receive it. At times, security or other constraints make it infeasible to issue the order on the terrain. In such cases, leaders use a sand table, detailed sketch, maps, aerial photos and images, and other products to depict the AO and situation.

SUPERVISE AND ASSESS

1-158. This final step of the TLP is crucial. Normally unit SOPs state individual responsibilities and the sequence of preparation activities. After issuing the OPORD, the platoon leader and his subordinate leaders must ensure the required activities and tasks are completed in a timely manner prior to mission execution. It is imperative that both officers and NCOs check everything that is important for successful mission accomplishment. The process should include:

- Ensuring the second in command of each element is prepared to execute in their leader's absence.
- Listening to subordinate operation orders.
- Checking load plans to ensure Soldiers are carrying only what is necessary for the mission and or what was specified in the OPORD.
- Checking the status and serviceability of weapons.
- Checking on maintenance activities of subordinate units.
- Ensuring local security is maintained.
- Conducting rehearsals.

- 1-159. Platoons and squads use five types of rehearsals:
- (1) Confirmation brief.
 - (2) Backbrief.
 - (3) Combined arms rehearsal.
 - (4) Support rehearsal.
 - (5) Battle drill or SOP rehearsal.

ACTIONS ON CONTACT

1-160. Actions on contact involve a series of combat actions, often conducted simultaneously, taken upon contact with the enemy to develop the situation (FM 1-02). Leaders use the actions-on-contact process as a decisionmaking technique when in contact with the enemy. This process should not be confused with battle drills such as Battle Drill “React to Contact.” Battle drills are the actions of individual Soldiers and small units when they come into contact with the enemy. Action on contact is a leader tool for making decisions while their units are in contact. The process assists the leader in decisionmaking concurrent with fighting his unit and assessing the situation.

1-161. The logic of assess, decide, and direct underlies the actions-on-contact decisionmaking process. As the leader evaluates and develops the situation, he assesses what is currently happening and its relation to what should be happening. The following four steps must be taken in the actions on contact process.

STEP 1 – DEPLOY AND REPORT

1-162. This step begins with enemy contact. Figure 1-13 details the forms of contact. This contact may be expected or unexpected. During this step, subordinates fight through the contact with the appropriate battle drill. While this is occurring, leadership has the following primary tasks:

- Fix the enemy.
- Isolate the enemy.
- Separate the enemy forces from each other by achieving fire superiority.
- Report to higher.
- Begin “fighting” for information—actively pursue and gather it.

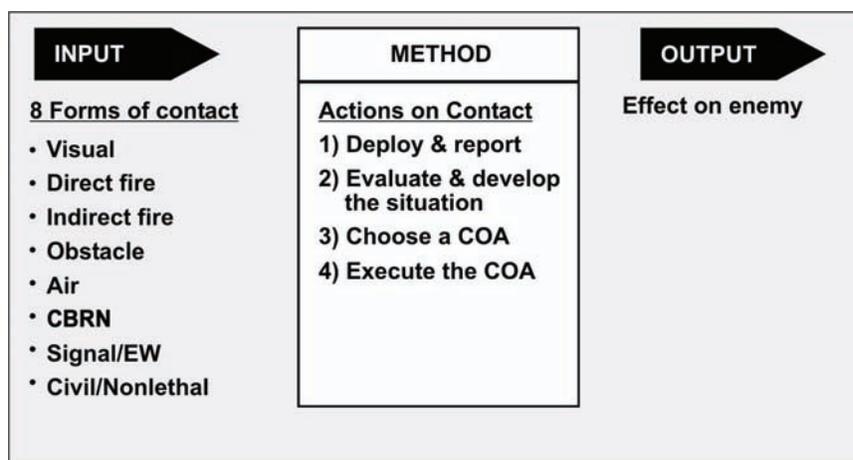


Figure 1-13. Enemy contact decisionmaking model.

1-163. During the TLP, leaders develop a vision of how their operation will unfold. Part of this process involves the leader anticipating where he expects the unit to make contact. This enables him to think through possible decisions in advance. If the leader expects contact, he will have already deployed his unit by transitioning from tactical movement to maneuver. Ideally, the overwatching element will make visual contact first. Because the unit is deployed, it will likely be able to establish contact on its own terms. If the

contact occurs as expected, the leader goes through the procedure making decisions as anticipated and minor adjustments as required.

1-164. Regardless of how thorough the leader's visualization, there will always be cases in which the unit makes unexpected contact with the enemy. In this case, it is essential that the unit and its leader take actions to quickly and decisively take back the initiative.

STEP 2 – EVALUATE AND DEVELOP THE SITUATION

1-165. This step begins with the leader evaluating and developing the situation. The leader quickly gathers the information he needs to make a decision on his course of action. He does this through either personal reconnaissance or reports from subordinates. At a minimum, the leader needs to confirm the friendly situation and determine the enemy situation using the SALUTE format (size, activity, location, unit, time, and equipment), and enemy capabilities (defend, reinforce, attack, withdraw, and delay). During this analysis, the leader should look for an enemy vulnerability to exploit.

1-166. As part of developing the situation, the leader seeks a position of advantage to maneuver his force. During this process, the leader considers the following:

- Mutually supporting enemy positions.
- Obstacles.
- The size of the enemy force engaging the unit. (Enemy strength is indicated by the number of enemy automatic weapons, the presence of any vehicles, and the employment of indirect fires.)
- A vulnerable flank to the position.
- A covered and concealed route to the flank of the position.

1-167. If after his initial evaluation the leader still lacks information, he may attempt one or all of the following to get the information he needs:

- Reposition a subordinate(s) or a subordinate unit.
- Reconnaissance by fire.
- Request information from adjacent units or from the controlling headquarters.

STEP 3 – CHOOSE A COA

1-168. After developing the situation, the leader determines what action his unit must take to successfully conclude the engagement. The leader then determines if the chosen task is consistent with the original COA. If it still applies, he continues the mission. If it is not consistent, he issues a FRAGO modifying the original COA. If the leader is unsure, he continues to develop the situation and seeks guidance from higher. In general, the following options are open to the leader:

- Achieve fire superiority by assault/attack (including standard Infantry battle drills).
- Support by fire for another unit.
- Break contact.
- Defend.
- Bypass enemy position.

1-169. The order of COAs listed above is relative to the effectiveness of fire and strength of the enemy position. If the enemy is an inferior force, the unit in contact should be able to achieve fire superiority and still have enough elements to conduct movement to attack the enemy force. If the entire unit is needed to gain and maintain fire superiority, the next feasible COA is to establish a support by fire so another element can conduct movement to attack the enemy. If the unit cannot achieve fire superiority, or there is no other element to conduct an assault, the unit breaks contact. If the unit is decisively engaged and cannot break contact, it establishes a defense until assistance from another unit arrives. In some instances, based on METT-TC, the unit may bypass the enemy position.

STEP 4 – EXECUTE THE COA

1-170. Following his decision, the leader gives the order. When describing his visualization, he uses doctrinal terms and concepts and the five-paragraph field order format. The leader only needs to state those directions and orders that have changed from the original order and emphasizes other items he deems essential.

1-171. During this step, the leader must direct the engagement. There are three key things that the leader needs to control: movement; fires; and unit purpose. These controls may be standard procedures or hands-on positive controls.

RISK MANAGEMENT

1-172. Risk management is the process leaders use to assess and control risk. There are two types of risk associated with any combat action: tactical hazards that result from the presence of the enemy; and accidental hazards that result from the conduct of operations. All combat incurs both risks. The objective is to minimize them to acceptable levels. The following four considerations will help the leader identify risk to the unit and the mission (see Chapter 4):

- Define the enemy action.
- Identify friendly combat power shortfall.
- Identify available combat multipliers, if any, to mitigate risk.
- Consider the risks: acceptable or unacceptable?

AFTER-ACTION REVIEWS

1-173. An after-action review (AAR) is an assessment conducted after an event or major activity that allows participants to learn what and why something happened, and most importantly, how the unit can improve through change. This professional discussion enables units and their leaders to understand why things happened during the progression of an operation, and to learn from that experience. This learning is what enables units and their leaders to adapt to their operational environment. The AAR does not have to be performed at the end of the activity. Rather, it can be performed after each identifiable event (or whenever feasible) as a live learning process.

1-174. The AAR is a professional discussion that includes the participants and focuses directly on the tasks and goals. While it is not a critique, the AAR has several advantages over a critique:

- It does not judge success or failure.
- It attempts to discover why things happened.
- It focuses directly on the tasks and goals that were to be accomplished.
- It encourages participants to raise important lessons in the discussion.
- More Soldiers participate so more of the project or activity can be recalled and more lessons can be learned and shared.

1-175. Leaders are responsible for training their units and making their units adapt. The AAR is one of the primary tools used to accomplish this. It does this by providing feedback, which should be direct and on the spot. Each time an incorrect performance is observed, it should be immediately corrected so it does not interfere with future tasks. During major events or activities, it is not always easy to notice incorrect performances. An AAR should be planned at the end of each activity or event. In doing so, feedback can be provided, lessons can be learned, and ideas and suggestions can be generated to ensure the next project or activity will be an improved one.

1-176. An AAR may be formal or informal. Both follow the same format and involve the exchange of observations and ideas. Formal AARs are usually more structured and require planning. Informal AARs can be conducted anywhere and anytime to provide quick learning lessons. The AAR format follows:

- Gather all the participants.
- Go through introductions and rules.

- Review events leading to the activity (what was supposed to happen).
- Give a brief statement of the specific activity.
- Summarize key events. Encourage participation.
- Have junior leaders restate portions of their part of the activity.

1-177. The art of an AAR is in obtaining mutual trust so people will speak freely. Problem solving should be practical and Soldiers should not be preoccupied with status, territory, or second guessing "what the leader will think." There is a fine line between keeping the meeting from falling into chaos where little is accomplished, to people treating each other in a formal and polite manner that masks issues (especially with the leader).

1-178. The AAR facilitator should—

- Remain unbiased throughout the review.
- Ask open-ended questions to draw out comments from all.
- Do *not* allow personal attacks.
- Focus on learning and continuous improvement.
- Strive to allow others to offer solutions rather than offering them yourself.
- Find solutions and recommendations to make the unit better.

1-179. To avoid turning an AAR into a critique or lecture—

- Ask why certain actions were taken.
- Ask how Soldiers reacted to certain situations.
- Ask when actions were initiated.
- Ask leading and thought-provoking questions.
- Exchange "war stories" (lessons learned).
- Ask Soldiers to provide their own point of view on what happened.
- Relate events to subsequent results.
- Explore alternative courses of actions that might have been more effective.
- Handle complaints positively.
- When the discussion turns to errors made, emphasize the positive and point out the difficulties of making tough decisions.
- Summarize.
- Allow junior leaders to discuss the events with their Soldiers in private.
- Follow up on needed actions.

SECTION VII — COMBAT POWER

1-180. Combat power is the ability of a unit to fight. To generate combat power, Army forces at all levels conduct operations. An operation is a military action or carrying out of a mission (FM 1-02). Leaders at the operational level of war develop operations in response to receiving strategic guidance. These operations consist of numerous component operations, tasks, and actions. Within these operations, leaders at the operational level assign their subordinate's missions. These subordinates, in turn, develop operations to accomplish their mission. They then assign the mission to subordinates as part of their overall operations. This chain of events continues until the Infantry platoon and squad receives its mission. Leaders at all levels use many tools to develop and conduct operations. Two of the most important tools are—

- The four critical functions.
- Full spectrum operations doctrine.

FOUR CRITICAL FUNCTIONS

1-181. Most combat actions follow the sequence of find, fix, finish, and follow-through. First, the unit must find the enemy and make contact. Second, they fix the enemy with direct and indirect fires. Third, the

unit must finish the enemy with fire and movement directed towards a vulnerable point in order to fight through to defeat, destroy, or capture the enemy. Fourth, the unit must follow-through with consolidation, reorganization, and preparing to continue the mission or receive a new mission.

1. FIND THE ENEMY

1-182. At the individual, crew, and squad and platoon levels, finding the enemy directly relates to target acquisition. Target acquisition is the process of searching for the enemy and detecting his presence; determining his actual location and informing others; and confirming the identity of the enemy (not a friend or noncombatant). The most common method of target acquisition is assigning sectors to subordinates. Once assigned, Soldiers use search techniques within their sectors to detect potential targets.

1-183. There are many different sources for finding the enemy. They include:

- Other Soldiers, crews, squads and platoons.
- Forward observers.
- Reconnaissance elements (scouts, reconnaissance units, cavalry, and long-range surveillance units).
- Aviation assets such as the OH58D.
- Unmanned aircraft system(s) (UAS).
- Lightweight Counter-mortar Radar (LCMR).
- Special Forces.

1-184. Finding the enemy consists of physically locating him and determining his disposition. Enemy strength, composition, capabilities, probable COA, and exploitable vulnerabilities are important determinations made in the location process. The leader seeks to develop the situation as much as possible out of contact with the enemy. Once in contact, he fights for the information he needs to make decisions.

Plan and Prepare

1-185. Finding the enemy begins long before the unit moves across the line of departure (offense) or occupies its battle position (defense). During planning, the leader's METT-TC analysis is essential to developing the clearest picture of where the enemy is located, the probable COA, and the most dangerous COA. When there is little information about the enemy, a detailed analysis of terrain will assist the leader in predicting enemy actions. During preparation, the leader sends out his reconnaissance or submits his information requirements to higher headquarters to develop the enemy picture as thoroughly as possible.

Execute

1-186. During execution, the unit's first priority is to find the enemy before the enemy finds them. This involves employing good cover, concealment, camouflage, and deception while denying the enemy the same. During tactical movement, the unit must have an observation plan that covers their entire area of influence. Additionally, the leader takes measures to detect enemies in the unit's security zone.

1-187. Once found, the leader has a decision to make. In the offense, the leader must determine if he has enough forces to fix the enemy or if he should pass the enemy position off to a separate fixing force. In the defense, he must determine if he has enough forces to disrupt the enemy or if he should pass the enemy force off to a separate fixing force.

2. FIX

1-188. Immediately after finding the enemy, the leader has to fix the enemy in place. Fixing the enemy holds him in position. When the enemy is fixed, the leader can maneuver to the enemy's vulnerable point without the fear of being attacked in an exposed flank, or of more enemy forces reinforcing. Fixing the enemy normally consists of one of the following tactical mission tasks: support by fire, attack by fire, suppress, destroy, or block. An enemy that is fixed is affected physically and or psychologically. The means to achieve this effect—lethal, nonlethal, and combinations thereof—are endless.

1-189. Fixing the enemy is accomplished through isolation. “Isolate” means cutting the adversary off from the functions necessary to be effective. Isolation has both an external aspect of cutting off outside support and information, and an internal aspect of cutting off mutual support. Isolating the adversary also includes precluding any break in contact.

1-190. External isolation stops any of the fixed enemy force from leaving the engagement while preventing any other enemy force from reinforcing the fixed force. Actions outside of the objective area prevent enemy forces from entering the engagement. Internal isolation occurs by achieving fire superiority that prevents the enemy from repositioning and interfering with friendly maneuver elements.

1-191. Isolating the objective is a key factor in facilitating the assault and preventing casualties. Isolating the objective also involves seizing terrain that dominates the area so the enemy cannot supply, reinforce, or withdraw its defenders. Infantry platoons and squads may perform this function as a shaping element for a company operation, or it may assign subordinates this function within its own organization. In certain situations, the squads or platoon may isolate an objective or an area for special operations forces. Depending on the tactical situation, Infantry platoons may use infiltration to isolate the objective.

1-192. The enemy is fixed when his movement is stopped, his weapons suppressed, and his ability to effectively respond disrupted. Once fixed, the leader has a decision to make. In the offense, the leader must determine if he has enough forces to assault the enemy, or if he needs to request a separate assault element from the controlling headquarters. In the defense, he must determine if he has enough forces to counterattack, or if he needs to request a separate counterattack force from the controlling headquarters.

3. FINISH

1-193. After finding and fixing the enemy, the leader finishes the fight. In the offense, this is known as the assault; in the defense, this is known as the counterattack. Finishing the enemy normally consists of one of the following tactical mission tasks: clear, seize, or destroy. It is extremely important that leaders understand the necessity to “have something left” when finishing the enemy and for the next step—follow-through. Failure to have enough combat power at the decisive point or during consolidation puts the unit at risk to counterattack. The fight is finished when the enemy—

- No longer has the physical ability to fight (meaning he is destroyed).
- Has determined physical destruction is imminent.
- No longer believes he can resist (meaning he is in shock).

4. FOLLOW -THROUGH

1-194. Follow-through involves those actions that enable the unit to transition from close combat to continuing the mission. It includes conducting consolidation and reorganization and exploiting success. Transitioning the unit from the violence of close combat back to a state of high readiness is difficult. Units are most vulnerable at the conclusion of close combat, and decisive leadership is absolutely essential to make the transition. Continuing the attack or counterattacking may be a deliberate phase of the operation (a “be-prepared-to” or “on-order” mission). It may also be a decision made by the controlling commander based on a window of opportunity.

DOCTRINAL HIERARCHY OF OPERATIONS

1-195. Figure 1-14 shows the doctrinal hierarchy and the relationship between the types and subordinate forms of operations. While an operation’s predominant characteristic labels it as an offensive, defensive, stability, or civil support operation, different units involved in that operation may be conducting different types and subordinate forms of operations. These units often transition rapidly from one type or subordinate form to another. While positioning his forces for maximum effectiveness, the commander rapidly shifts from one type or form of operation to another to continually keep the enemy off balance. Flexibility in transitioning contributes to a successful operation.

1-196. Infantry platoons and squads conduct all the types of operations listed in the doctrinal hierarchy. However, the Infantry platoon and squad will almost always conduct these operations and their subordinate

forms and types as part of a larger unit. In fact, many of these types of operations are only conducted at the battalion, brigade, or division level. Only the types of operations applicable to Infantry platoons and squads are further covered in this manual.

| OFFENSIVE OPERATIONS | OFFENSIVE OPERATIONS |
|--|--|
| Movement to contact <ul style="list-style-type: none"> • Search and attack • Approach march Attack Special purpose attacks <ul style="list-style-type: none"> • Ambush • Demonstration • Feint • Raid • Spoiling attack Forms of maneuver <ul style="list-style-type: none"> • Envelopment • Frontal attack • Infiltration • Penetration • Turning Movement | Reconnaissance operations <ul style="list-style-type: none"> • Area • Route • Zone • Reconnaissance in force Security operations <ul style="list-style-type: none"> • Screen • Guard • Area security (including route and convoy) • Local security Combined arms breach operations Passage of lines Relief in place Troop movement (road march) |
| DEFENSIVE OPERATIONS | DEFENSIVE OPERATIONS |
| Area Defense Retrograde Operations <ul style="list-style-type: none"> • Delay • Withdrawal • Retirement | Patrols <ul style="list-style-type: none"> • Combat patrols • Reconnaissance patrols • Security patrols Tactical movement Battle drills Crew drills |

Figure 1-14. Doctrinal hierarchy of operations.

OFFENSIVE OPERATIONS

1-197. Offensive operations aim to destroy or defeat an enemy. Their purpose is to impose U.S. will on the enemy and achieve decisive victory (FM 3-0, *Operations*). Dominance of the offense is a basic tenet of U.S. Army operations doctrine. While the defense is the stronger form of military action, the offense is the decisive form. Tactical considerations may call for Army forces to execute defensive operations for a period of time. However, leaders are constantly looking for ways to shift to the offense. Offensive operations do not exist in a vacuum—they exist side by side with defense, and tactical enabling operations. Leaders analyze the mission two levels up to determine how their unit’s mission nests within the overall concept. For example, an Infantry platoon leader would analyze company and battalion missions.

1-198. Effective offensive operations require accurate intelligence on enemy forces, weather, and terrain. Leaders then maneuver their forces to advantageous positions before contact. Contact with enemy forces before the decisive action is deliberate and designed to shape the optimum situation for the decisive action. The decisive action is sudden and violent, capitalizing on subordinate initiative. Infantry platoon and squad leaders therefore execute offensive operations and attack with surprise, concentration, tempo, and audacity.

1-199. There is a subtle difference between attacking and conducting an attack. Attacking in everyday usage generally means the close combat action of fire and movement on an enemy or position. Attacking occurs frequently on the battlefield in all types of operations. Conducting an attack is one of the four types of offensive operations with specific doctrine meanings and requirements.

Offensive Purposes

1-200. How a unit conducts its offensive operations is determined by the mission's purpose and overall intent. There are four general purposes for the offense: throw the enemy off balance; overwhelm the enemy's capabilities; disrupt the enemy's defense; and ensure their defeat or destruction. In practice, each of these purposes has orientation on both the enemy force and the terrain. The labels merely describe the dominant characteristic of the operation.

Enemy-Oriented

1-201. Leaders employ enemy-oriented attacks to destroy enemy formations and their capabilities. Destruction results in an enemy unit (Soldiers and their equipment) that is no longer able to fight. Not everything has to be destroyed for the force-oriented attack offense to be successful. It is usually enough to focus on an enemy capability or unit cohesion. These attacks are best employed against an enemy vulnerability. Once destruction occurs, a window of opportunity opens. It is up to the leader to take advantage of an unbalanced enemy through local and general exploitations and pursuit.

Terrain-Oriented

1-202. Leaders employ terrain-oriented attacks to seize control of terrain or facilities. Units conducting terrain-oriented attacks have less freedom of action to take advantage of a window of opportunity. The unit's first priority is the terrain or facility. Exploiting an enemy vulnerability can occur only when the security of the terrain or facility is no longer in question.

Tactical Enabling and Infantry Platoon Actions

1-203. Although friendly forces always remain enemy focused, there are many actions friendly forces conduct that are offensive in nature and are designed to shape or sustain other operations. Leaders employ tactical enabling operations to support the overall purpose of an operation.

Types of Offensive Operations

1-204. Types of offensive operations are described by the context surrounding an operation (terrain or force oriented). At the platoon and squad level, these offensive operations are basically planned, prepared for, and executed the same. The four types of offensive operations include:

- (1) Movement to Contact – undertaken to gain or regain contact with the enemy (force-oriented).
- (2) Attack – undertaken to achieve a decisive outcome (terrain-oriented or force-oriented).
- (3) Exploitation – undertaken to take advantage of a successful attack (force-oriented).
- (4) Pursuit – undertaken to destroy an escaping enemy (force-oriented).

1-205. This order of offensive operations is deliberate because they are listed in order of their normal occurrence. Generally, leaders conduct a movement to contact to find the enemy. When the leader has enough information about the enemy to be successful, he conducts an attack. Following a successful attack, the leader takes advantage of the enemy's disorganization and exploits the attack's success. After exploiting his success, the leader executes a pursuit to catch or cut off a fleeing enemy to complete its destruction. Although Infantry platoons and squads participate in exploit and pursuit operations, they do not plan them.

DEFENSIVE OPERATIONS

1-206. Defensive operations defeat an enemy attack, buy time, economize forces, or develop conditions favorable for offensive operations. Defensive operations alone normally cannot achieve a decision. Their overarching purpose is to create conditions for a counteroffensive that allows Army forces to regain the initiative (FM 1-02). Defensive operations do not exist in a vacuum—they exist side by side with offense, tactical enabling operations, and Infantry platoon actions. Leaders analyze the mission two levels up to determine how their unit's mission nests within the overall concept.

1-207. The principles of tactical maneuver also apply to the defense. To be decisive, defensive tactics must have both ingredients. Ensuring mobility remains a part of the defense is one of the leader's greatest challenges. While it is true that defending forces await the attacker's blow and defeat the attack by successfully deflecting it, this does not mean that defending is a passive activity. Leaders always look for ways to integrate movement into their defensive activities.

1-208. During the conduct of operations, regardless of type, friendly forces make many transitions requiring the unit to stop and restart movement. Infantry platoons and squads that are not moving are defending. Units that stop moving (attacking), immediately transition to defending. This transition is rapid and should be second nature to all Soldiers and their units. This is particularly relevant at the Infantry platoon and squad levels where the tactical situation can quickly shift to one where the unit is outnumbered and fighting for its survival.

Defensive Purposes

1-209. How a unit establishes its defenses is determined by the mission's purpose and intent. There are four general purposes for conducting a defense: defeat an attacking enemy; economize friendly forces in one area so they can be concentrated in another area; buy time; and develop conditions favorable for resuming offensive operations. In practice, each of these stated purposes for conducting a defense is considered in all defenses; the categories just describe the dominant purpose. Infantry platoons and squads can also be tasked to defend specific locations such as key terrain or facilities.

Defeat an Attacking Enemy and Develop Conditions for Offensive Operations

1-210. Defenses are designed to defeat enemy attack while preserving friendly forces. Defeating the enemy's attack requires him to transition to his own defensive actions. While this occurs, a window of opportunity for friendly forces may also occur. It is up to the leader to take advantage of an unbalanced enemy through local and general counterattacks.

Economy of Force to Concentrate in Another Area

1-211. Commanders seldom have all the combat forces they desire to conduct operations without accepting risk. Economy of force is defined as allocating minimum essential combat power to secondary efforts (FM 1-02). It requires accepting prudent risk in selected areas to achieve superiority—overwhelming effects—in the decisive operation. As a result, commanders arrange forces in space and time to create favorable conditions for a mobile defense and offensive operations in other areas.

Buy Time

1-212. Defenses to preserve friendly combat power are designed to protect the friendly force and prevent the destruction of key friendly assets. There are times when the unit establishes defenses to protect itself. Although friendly forces always remain enemy focused, there are many actions friendly forces conduct to sustain the unit. These sustaining actions typically require the unit to establish a defensive posture while the activity is conducted. Examples include: consolidation and reorganization, resupply/LOGPAC, pickup zone/landing zone, and CASEVAC/MEDEVAC. This type of defense can also be associated with assembly area activities, establishing lodgments for building up combat power, and facing a numerically-superior enemy force.

Develop Conditions Favorable for Resuming Offensive Operations

1-213. The enemy may have the advantage over friendly forces in areas such as combat power or position. This often occurs during forced entry operations where friendly forces defend in order to build up combat power.

Key Terrain or Facilities

1-214. Defenses for denying enemy access to an area are designed to protect specific location, key terrain, or facilities. Infantry platoons can be assigned missions to defend sites that range from hill tops—to key

infrastructure—to religious sites. Because the defense is terrain oriented, leaders have less freedom of action when it comes to taking advantage of a window of opportunity. The unit's first priority is the terrain or facility. Exploiting an enemy vulnerability can occur only when the security of the terrain or facility is no longer in question.

Types of Defensive Operations

1-215. Defensive operations fall into one of the following three categories:

- (1) Area defense – focuses on retaining terrain for a specified period of time (terrain-oriented).
- (2) Mobile defense – stops an enemy attack with a fixing force and destroys it with a strike force (division level and higher operations [force-oriented]).
- (3) Retrograde – a type of defensive operation that involves an organized movement away from the enemy. The three types of retrograde operations are: delay; withdrawal; and retirement.

Area Defense

1-216. The area defense is the most common defensive operation undertaken at the tactical level (brigade and below). This is discussed in Chapter 9.

Mobile Defense

1-217. The mobile defense is usually a corps-level operation. A mobile defense has three categories of forces: a fixing force, a strike force, or a reserve force. The decisive operation of a mobile defense is the strike force. Those units designated as the fixing force are essentially performing an area defense. Units designated as the strike force are essentially performing an attack. (For more information on the mobile defense, see FM 3-90, *Tactics*.)

Retrograde

1-218. The retrograde is a technique used by higher-level commanders to maintain or break contact with the enemy. This is done as part of a larger scheme of maneuver to create conditions to regain the initiative and defeat the enemy. Retrogrades improve the current situation or prevent a situation from deteriorating. These operations are a means to an end; not an end in itself. The Infantry platoon's fight in the higher commander's retrograde operation uses one of two techniques: fighting the enemy, or moving to the new location. Leaders must be aware of the potentially catastrophic impact a retrograde has on friendly troop's morale. The retrograde is the defensive counterpart to an offensive exploitation or pursuit. There are three techniques used to retrograde:

- Delay – trades space for time (attempting to slow the enemy's momentum).
- Withdrawal – trades time for space (breaking contact as far from the enemy as possible).
- Retirement – movement that is not in contact with the enemy.

STABILITY OPERATIONS

1-219. Stability operations encompass a range of actions that shape the political environment and respond to developing crises. This section provides an introductory discussion of stability operations (FM 3-0 and FM 3-07, *Stability Operations and Support Operations*).

1-220. Stability operations usually occur in conjunction with offensive and defensive operations. These operations are diverse, continuous, and often long-term. They may include both developmental and coercive actions. Developmental actions are aimed at enhancing a government's willingness and ability to care for its people, or simply providing humanitarian relief following a natural disaster. Coercive military actions involve the application of limited, carefully prescribed force, or the threat of force to achieve specific objectives. Stability operations are usually noncontiguous, and are often time and human intensive. Army elements might be tasked to conduct stability operations in a complex, dynamic, and often asymmetric environment to accomplish one or more of the following purposes:

- Deter or thwart aggression.
- Reassure allies, friendly governments, agencies, or groups.
- Provide encouragement and support for a weak or faltering government.
- Stabilize an area with a restless or openly hostile population.
- Maintain or restore order.
- Satisfy treaty obligations or enforce national or international agreements and policies.
- Provide humanitarian relief outside the continental United States and its territories.

CIVIL SUPPORT OPERATIONS

1-221. The overall purpose of civil support operations is to meet the immediate needs of designated groups, for a limited time, until civil authorities can accomplish these tasks without Army assistance. Civil support operations are a subset of Homeland Security. Operations support the nation's homeland defense (offensive and defensive), and are only conducted inside the U.S. and its territories.

1-222. During civil support operations, Infantry platoons and squads help provide essential services, assets, or specialized resources to help civil authorities deal with situations beyond their capabilities. The adversary is often disease, hunger, or the consequences of disaster. Civil support operations for the Infantry platoon and squad may include assisting civilians in extinguishing forest fires, in rescue and recovery efforts after floods or other natural disasters, or in supporting security operations before, during, or after terrorist attacks. Platoons and squads must maintain the capacity to conduct offensive, defensive, and tactical enabling operations during the conduct of civil support operations.

TACTICAL ENABLING OPERATIONS

1-223. Tactical enabling operations support the larger unit's effort to accomplish its mission. They always play a supporting role as part of one of the full spectrum operations. The effective planning, preparation, execution, and assessment of tactical enabling operations mirror that of traditional offense and defense operations.

1-224. There are six types of tactical enabling operations: reconnaissance; security; troop movement; relief in place; passage of lines; and combined arms breach.

Reconnaissance

1-225. Reconnaissance operations are undertaken to obtain (by visual observation or other detection methods) information about the activities and resources of an enemy or potential enemy. They are designed to secure data concerning the meteorological, hydrographical, or geographical characteristics and the indigenous population of a particular area (FM 1-02). The four forms of reconnaissance are route; zone; area; and reconnaissance in force.

1-226. Reconnaissance is performed before, during, and after other operations to provide information to the leader or higher commander for situational understanding. Reconnaissance identifies terrain characteristics, enemy and friendly obstacles to movement, and the disposition of enemy forces and civilian population; all of which enable the leader's movement and maneuver. Leaders also use reconnaissance prior to unit movements and occupation of assembly areas. It is critical to protect the force and preserve combat power. It also keeps the force free from contact as long as possible so it can concentrate on its decisive operation.

Security

1-227. Security operations are undertaken by the commander to provide early and accurate warning of enemy operations, to provide the force being protected with time and maneuver space within which to react to the enemy, and to develop the situation to allow the commander to effectively use the protected force. The five forms of security are cover, guard, screen, area, and local.

1-228. The ultimate goal of security operations is to protect the force from surprise and reduce the unknowns in any situation. Leaders employ security to the front, flanks, or rear of their force. The main difference between security and reconnaissance operations is that security operations orient on the force or facility being protected, while reconnaissance is enemy and terrain oriented. Security operations are shaping operations.

Troop Movement

1-229. Troop movement is the movement of troops from one place to another by any available means (FM 1-02). Troops move by foot, motor, rail, water, and air. There are three types of troop movement, with corresponding levels of security based on the presence of the enemy: administrative movement; road march; and approach march. (See Chapter 4.)

1-230. Successful movement places troops and equipment at their destination at the proper time, ready for combat. Commanders use various forms of troop movement to concentrate and disperse their forces for both decisive and shaping operations. Therefore, leaders and their Soldiers need to be familiar with all of the methods and types of troop movements and their roles within them.

Relief in Place

1-231. A relief in place (RIP) is an operation in which all or part of a unit is replaced in an area by the incoming unit. The responsibilities of the replaced elements for the mission and the assigned zone of operations are transferred to the incoming unit. The incoming unit continues the operation as ordered (FM 1-02).

Passage of Lines

1-232. A passage of lines is a tactical enabling operation in which one unit moves through another unit's positions with the intent of moving into or out of enemy contact (FM 1-02). Infantry platoons and squads perform roles as either the moving or stationary unit.

Combined Arms Breach

1-233. Combined arms breach operations are conducted to allow maneuver, despite the presence of obstacles. Breaching is a synchronized combined arms operation under the control of the maneuver commander. Breaching operations begin when friendly forces detect an obstacle and begin to apply the breaching fundamentals. However, they end when battle handover has occurred between follow-on forces and the unit conducting the breaching operation (FM 1-02).

SECTION VIII — SITUATION

1-234. Every military situation is unique and must be solved on its own merits. To better equip leaders to solve tactical problems, this section discusses some of the background issues that directly or indirectly affect Infantry platoons and squads. They are—

- The human dimension.
- The laws of war.
- The operational environment.

HUMAN DIMENSION

“Were we able to examine all battles through a military microscope, it is probable that we would almost always find the small seed of victory sowed by a determined leader and a handful of determined men.”

Infantry in Battle, 1939

1-235. One of the toughest challenges faced by Infantry platoons is the need to reconcile the necessary orderliness of doctrine and training with a disorderly battlefield. The human dimension of “Army life” in

garrison tends to be centralized and predictable. This is not true in combat, because operations usually do not proceed exactly as planned. For these reasons, leaders and their Soldiers must first understand that apparent contradiction between order and disorder is a normal aspect of combat. A working knowledge of the importance of will, skill, and the friction of combat is essential to fully comprehend the battlefield situation.

WILL

1-236. The human will is close combat's wild card. At times, human dynamics contribute more to victory in close combat than weapons and tactics. Close combat is messy, violent, and dirty. Although much of what happens in battle can be reduced to useful formulas (OPORDs, processes, drills, and methods), fighting and winning always includes the human dimension.

SKILL

1-237. Skill is tactical and technical competence. It is mastery of the generally-accepted tactics, techniques, and procedures used to carry out combat. Doctrine and training exist to promote the Soldier's skill to the highest level prior to combat, and to sustain it once in combat.

1-238. In close combat, commitment to winning and surviving the fight is the manifestation of human will. No other element has the potential of equalizing seemingly unequal opponents. Because the human will is difficult to measure, it is difficult to infuse into discussions of tactics. Concepts like tempo, initiative, flexibility, audacity, and momentum attempt to convey this critical aspect in doctrine. To win in combat, leaders and Soldiers must develop the will to adapt their training and doctrine to unique situations.

FRICION

1-239. Friction is the resistance that comes from the environment that leaders and their units experience during the course of an operation. It is comprised of all the elements in the operational environment that come together to reduce the unit's ability to accomplish its mission. Some (but not all) factors that contribute to these incidents are—

- Danger.
- Unclear information or orders; misinterpreted orders.
- Rapidly-changing situations and continuous demands.
- Environmental factors such as noise, dirt, weather, and complex terrain.
- Physical factors such as hunger, fatigue, and lack of sleep.
- Fear.

1-240. Combat is where the positive aspects of will and skill battle with the negative aspects of friction. When will and skill are strong, no amount of friction can prevent a victory. Failure often results when the friction of close combat overcomes will and skill.

LAW OF WAR

1-241. The law of land warfare is an ever-present aspect of the operational environment. Leaders and their Soldiers have a legal and moral obligation to follow it. The law of war (LOW) explains rights afforded to everyone on the battlefield; both combatants and noncombatants.

WHY WE FOLLOW THE LAW OF WAR

1-242. U.S. Soldiers follow the LOW for five basic reasons. First, it is the law. Violations of the LOW are punishable under the UCMJ, the 1996 War Crimes Act, and international law. Second, following the LOW enhances public support for the military cause, contrasted by the lack of support displayed after incidents like the My Lai massacre and Abu Ghraib prisoner abuse case. Third, following the law of war may encourage some of our enemies to follow the law of war. Fourth, because they know American Soldiers

will care for them, there is a greater chance our enemies will surrender rather than continue fighting. Fifth, it is morally right.

1-243. Although U.S. forces and their allies must respect the LOW, leaders remain aware that some of our enemies do not. In some cases, enemies seek an advantage by exploiting the LOW, after which some American Soldiers may have difficulty understanding why they should continue to follow the LOW. Leaders must set the example by adhering to the letter as well as the spirit of the LOW, even in the face of enemy violations.

PRINCIPLES

1-244. Under the LOW, leaders are legally accountable for the deadly force their units use during battle. Four principles exist to assist leaders in following the LOW: military necessity; distinction; avoiding unnecessary suffering; and proportionality. These principles guide the leader in making decisions that are consistent with international law:

- (1) **Military Necessity.** The principle of military necessity states: “Soldiers may use force not forbidden by international law that is necessary to secure the proper submission of the enemy military force.” In short, if you target someone or something with deadly force, doing so must offer a direct and concrete military advantage.
- (2) **Distinction.** The principle of distinction states that combatants must distinguish combatants from noncombatants and military objects from civilian objects. On some contemporary battlefields, enemies may try to exploit this principle by fighting in civilian clothes and using civilian or protected structures.
- (3) **Avoid Unnecessary Suffering.** The principle of avoiding unnecessary suffering allows you to cause only the amount of injury, destruction, and suffering that is necessary to accomplish your legitimate military purposes. Do not alter weapons to cause unnecessary suffering (such as making dumb-dumb rounds). Do not kill or destroy more than is necessary to win the fight or save another Soldier’s life.
- (4) **Proportionality.** The principle of proportionality states that “military forces may not cause suffering, injury, or destruction to noncombatants or civilian objects which would be excessive in relation to the concrete and direct military advantage anticipated.” In other words, the military necessity of the target must outweigh the collateral damage caused by the commander’s act.

1-245. Rules of engagement (ROE) are directives issued by competent military authority that delineate the circumstances and limitations under which United States forces will initiate or continue combat engagement with other forces encountered (FM 1-02). The ROE define the commander’s rules for use of force and limit the commander’s options to comply within the LOW. They take into account practical and political considerations and may limit the commander’s use of force more than the LOW.

ENEMY PRISONERS OF WAR AND OTHER DETAINEES

1-246. The Geneva Convention acts as a shield to prevent the capturing force from prosecuting the captured force for lawful warlike acts. It requires all captured personnel to be treated humanely as enemy prisoner(s) of war (EPW) until a competent military tribunal determines that the captured personnel are not entitled to that status. AR 190-8, *Enemy Prisoners of War, Retained Personnel, Civilian Internees, and Other Detainees*, covers the proper treatment of EPWs and other detainees.

1-247. Injured enemy soldiers who are out of the fight and enemy soldiers making a clear attempt to surrender are protected under the LOW. However, because America’s enemies know we follow the LOW, they may try to exploit the LOW to gain a tactical advantage. An enemy may not feign injury or surrender. For this reason, American Soldiers must maintain readiness to use deadly force when dealing with the injured or surrendering enemy until these individuals are in custody. Once American Soldiers determine that an enemy soldier is attempting to surrender or is injured so badly that he is out of the fight, that enemy soldier is protected unless he enters back into the fight.

1-248. At the Infantry platoon and squad levels, the six simple rules for EPWs are search, silence, segregate, safeguard, speed to the rear (the five S's), and tag. The tag includes the date of capture, location of capture (grid coordinate), capturing unit, and special circumstances of capture (how the person was captured). The five S's include:

- (1) Search the EPW thoroughly and disarm him.
- (2) Silence—require the EPW to be silent.
- (3) Segregate the EPW from other EPWs (by sex and rank).
- (4) Safeguard the EPW from harm while preventing him from escaping.
- (5) Speed the EPW to the designated EPW collection point.

1-249. Once the enemy is under friendly control, they assume the protected status of detainee. This is an umbrella term that includes any person captured or otherwise detained by armed force. Under the LOW, leaders and Soldiers are personally responsible for detainees under their control. Mistreatment of EPWs is a criminal offense under the Geneva Convention, AR 190-8, and *The 1996 War Crimes Act* (18 U.S.C. § 2441). The War Crimes Act makes it a federal crime for any U.S. national, whether military or civilian, to violate the Geneva Convention by engaging in murder, torture, or inhuman treatment.

TEN SOLDIER RULES

1-250. The following 10 simple rules will assist Soldiers in living and enforcing the law of war (LOW) (use the mnemonic OBLIGATION):

- (1) **O**nly fight individuals who are identified as uniformed combatants, terrorists, or insurgents committing hostile acts or demonstrating hostile intent.
- (2) **B**ased on triage, medically care for all wounded, whether friend, foe, or noncombatant.
- (3) **L**eave medical personnel, facilities, or equipment out of the fight unless they are being used by the enemy to attack U.S. forces.
- (4) **I**njured or surrendering Soldiers who no longer have the means to fight are protected. Disarm them, treat their wounds, and speedily turn them over to the appropriate authorities.
- (5) **G**uarantee humane treatment of noncombatants and enemy prisoners of war.
- (6) **A**busing prisoners is never authorized. Do not kill, torture, or mistreat enemy prisoners of war or those being detained by U.S. forces.
- (7) **T**aking private possessions is stealing. Respect private property.
- (8) **I**ntervene, stop, or prevent violations of the law of war to the best of your ability.
- (9) **O**nly use necessary force to eliminate the threat and accomplish the mission.
- (10) **N**ever tolerate a LOW violation. Report all violations of the LOW to your superiors.

OPERATIONAL ENVIRONMENT

1-251. The operational environment is a composite of the conditions, circumstances, and influences that affect the employment of military forces and bear on the decisions of the unit leader (FM 1-02). In every day language, the operational environment is all of the variables that affect the leader's mission. It is essential for leaders to educate themselves on how to analyze and understand the variables within their operational environment.

1-252. Understanding the operational environment is perhaps the most difficult aspect of making decisions and conducting operations. The TTP for accomplishing tasks are fairly straightforward. This manual and many others contain numerous TTP for how to perform tasks and missions. Choosing and applying the appropriate TTP based on the specific conditions of a given operational environment, however, is never straightforward and always carries with it second and third order effects. Leaders must therefore educate themselves to understand their environment and the factors that affect their decisionmaking. This will contribute greatly to the development of their judgment in complex and uncertain situations.

1-253. Infantry platoon and squad leaders use the factors of METT-TC to understand and describe the operational environment. These six widely-known and used factors are categories for cataloging and analyzing information. Leaders and their Soldiers are constantly observing and assessing their environment.

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