

FM 101-5

The staff officers' bible

This is the staff officer's "how to" book. Not much theory here: just forms, blueprints, and user's guides. You have to love it.

This manual contains the detailed formats for planning and composing combat orders. This is everything you ever wanted to know about command and staff work. It includes formats and check lists for a detailed list of operational missions, plus information (which I have expanded to an extent) to use in creating map overlays.

Don't try to read this cover to cover; you will start howling at the moon and disrupting the lives of those around you. Consult it as a reference when you need guidance.

FM 101-5

**STAFF OFFICERS'
FIELD MANUAL**



THE STAFF AND COMBAT ORDERS

This manual is slightly abridged to reflect the useful scope for historical interpretation.

Appendices have been modified to include illustrative material.

Prepared under the direction of the
Chief of Staff



WAR DEPARTMENT.

WASHINGTON, August 19, 1940.

FM 101-5, Staff Officers' Field Manual, the Staff and Combat Orders, is published for the information and guidance of all concerned.

This manual and FM 101-10, Staff Officers' Field Manual--Organization, Technical and Logistical Data, are compilations of information and data to be used as a guide for the operations in the field of the general staff or a similar staff group of all units in peace and war.

[A. G. 062.11 (6-13-40).]

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STAFF OFFICERS' FIELD MANUAL

THE STAFF AND COMBAT ORDERS

(The matter contained herein, together with FM 21-30, August 1, 1939, supersedes part one, Staff Officers' Field Manual, September 26, 1932.)

CHAPTER 1

STAFF DOCTRINES AND FUNCTIONS

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SECTION I

DOCTRINES

■ **1. COMMAND RESPONSIBILITY.**—*a.* The commander alone is responsible to his superior for all that his unit does or fails to do. He cannot shift this responsibility to his staff or to subordinate commanders.

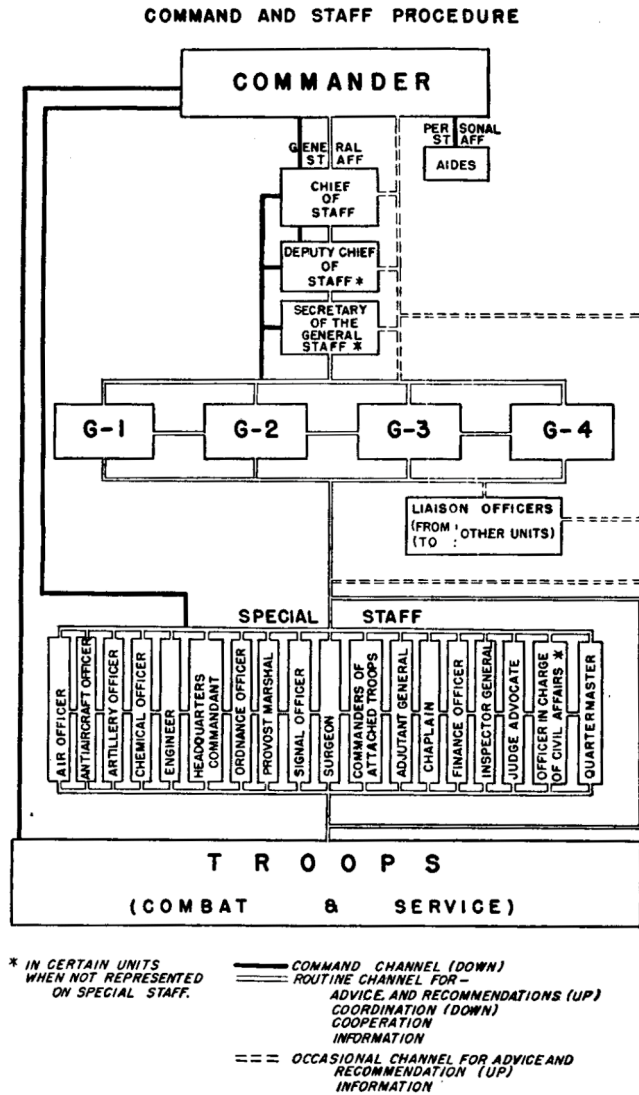
b. All orders from a higher to a subordinate unit are issued by the commander of the higher unit to the commander of the subordinate unit. If it is impracticable to comply with the orders received, due to an emergency or a change in the situation, the subordinate commander should so report to his superior. If it is impracticable to report, the subordinate commander should act according to his judgment and the policy of the commander, and report at the earliest practicable time the action so taken.

c. In order to expedite the execution of orders and to promote teamwork between units, a commander may authorize his staff officers to communicate directly with the staff officers of

Here is an approximation of original text of FM 101-5, dated 1940. In early 1942 the United States Army Command and General Staff College temporarily shut down its classes and started frantically writing new FM's. For some time, the old manuals were updated with changes ("FM 101-5, C1", etc.) until completely new editions appeared. I have inserted changes in red type.

other units as to the details of orders issued or received. Inter-staff communication, when used, should be arranged preferably by the commanders concerned.

■ 2. DEFINITION AND GENERAL FUNCTIONS OF THE STAFF.—a. The staff of a unit consists of the officers who assist the commander in his exercise of command. (See chart.)



The staff organization shown here is for a general staff – that is, the staff of a general officer – in a practical sense, from division up. Most of our work will focus on battalion and regiment – such positions are designated S (staff) instead of G (general staff). The roles are equivalent no matter the echelon – G-3 and S-3 are both, for example, working on operations, plans, and training. At battalion and regimental level, the staffs are smaller, and the number of special staff slots in particular are reduced to a minimum. Some titles are changed: the general staff's Adjutant General, for example, becomes simply Adjutant. At battalion and regiment there is no designated chief of staff – these duties are performed by the Executive Officer (XO), who is the second in command. Also, there are no aides at the lower levels – these creatures are the property of general officers only.

The chart, command and staff procedure, is changed by adding, in the special staff after the Anti-aircraft officer, the words "Anti-tank officer when authorized by Tables of Organization." C2, 1 May 1942.

b. The staff secures and furnishes such information as may be required by the commander, prepares the details of his plan, translates his decision and plan into orders, and causes such orders to be transmitted to the troops. It brings to the commander's attention matters which require his action or about which he should be informed, makes a continuous study of the situation, and prepares tentative plans for possible future contingencies for

the consideration of the commander. Within the scope of its authority, it supervises the execution of plans and orders and takes such other action as is necessary to carry out the commander's intentions.

c. The staff officer should have a thorough knowledge of the policies of his commander and should be acquainted with subordinate commanders and their units. A staff officer should be an active, well-informed assistant to the commander and a helpful adviser to subordinate commanders.

■ **3. CLASSIFICATION OF STAFF OFFICERS.**—*a.* (1) The staff of a division or larger unit may be subdivided into two main groupings:

(a) A *general staff group*, organized so as to include all functions of command (par. 4a), and composed of officers of the General Staff Corps and officers detailed as their assistants.

This is more correctly called the *principal staff*.

(b) A *special staff group*, consisting of all staff officers assigned, attached, or who have duties at the headquarters and are not included in the general staff group. It includes certain technical specialists and heads of services (par. 20).

(2) In units smaller than a division, the same officer frequently performs duties of both general and special staff nature; consequently there can be no definite subdivision of such staffs into general and special staff groups.

b. Personal staffs or aides as authorized by law for certain general officers perform the duties prescribed by the general officer to whom assigned. They may be assigned to additional duties with the unit staff. They may be directed to keep the chief of staff or executive informed of the commander's whereabouts and of the general content of any oral instructions he may have issued during an absence from the command post.

c. Liaison officers (par. 47).

■ **4. ORGANIZATION.**—*a. Basis.*—The organization of a staff is based upon the duties of the commander. The general distribution of personnel to staff sections is shown in Tables of Organization. The detailed allotment of personnel to sections, particularly in the general staff group, will be made by the commander.

(1) The duties of all commanders can be divided into four principal functional groups as follows:

Personnel.

Military intelligence.

Operations and training.

Supply and evacuation.

(2) These 4 subdivisions of command duties, under a coordinating head, exist in the staffs of all units. In the staffs of the smaller units of certain arms or services the duties of two or more of these subdivisions may be performed by one staff officer. The coordinating head is the chief of staff in the division and

higher units (executive in brigades and smaller units). He is responsible directly to the commander.

b. Division into two echelons.—(1) For convenience of operation it is necessary frequently to divide the staff into two echelons. The *forward echelon* consists of the elements required immediately by the commander for tactical operations; and the *rear echelon*, of the remainder of the staff required for administrative activities.

(2) The composition of the forward and rear echelon or various headquarters is contained in paragraph 9c for the general staff and paragraph 20d for the special staff. In addition to the designated general and special staff officers, liaison officers from other units and the commander's personal staff (aides) may be with the forward echelon.

■ **5. COOPERATION.**—*a.* Teamwork is essential within and between staffs and between staff and troops. It is assured by cooperation and collaboration within and between all sections of the general and special staff groups, between the staff and troops, and between the staffs of subordinate, higher, and adjacent units. Prompt dissemination of essential information and of decisions and orders within and between groups is vital to the efficient functioning of a command.

b. The general staff group should consult the special staff officers as to the ability of their respective arms and services to execute contemplated missions, and give the special staff timely warning of operations in order to permit preparations.

c. Conferences of the staff including available subordinate commanders are often helpful. At other times individual personal contact is a more effective and practical procedure.

■ **6. AUTHORITY**—*a.* A staff officer as such has no authority to command. All policies, decisions, and plans whether originating with the commander or with the staff must be authorized by the commander before they are put into effect. When a staff officer by virtue of delegated authority issues an order in the name of the commander, responsibility remains with the commander even though he may not know of the order.

b. The dual functions of certain officers who are unit commanders as well as special staff officers are covered in paragraphs 18 and 19.

■ **7. LIAISON.**—A staff officer should visit subordinate units to acquaint them with conditions which cannot be explained in orders, and to obtain information for the use of the commander and his own staff section. The procedure for officers on liaison missions should be followed (par. 54).

Important point: The burden of liaison is on the *higher* staff, not the subordinate. Spread the word downward; don't wait for subordinate units to ask you what the hell is going on.

SECTION II

THE GENERAL STAFF

■ **8. DUTIES.**—*a.* The general statutory duties of the general staff with troops are to render professional aid and assistance to the general officers over them; to act as their agents in harmonizing the plans, duties, and operations of the various organizations and services under their jurisdiction; to prepare detailed instructions for the execution of the plans of the commanding general; and to supervise the execution of such instructions.

b. The detailed duties of the general staff group are set forth in paragraphs 11 to 17. This subdivision of activities is intended only as a guide in assigning duties to the general staff sections. The unit commander may and should make such adjustment of duties as best meets operating conditions.

c. The general staff group is responsible for preparing and issuing all combat orders except those orders issued by the commander in person (par. 62).

d. The general staff group supervises the execution of orders to insure understanding and execution in conformity With the commander's will.

■ **9. ORGANIZATION; DESIGNATION.**—*a. Divisions, air forces, and higher units.*—The general staff group of divisions and higher units is organized in 4 sections corresponding to the functional subdivisions of command (par. 4). The group includes the necessary coordinating personnel. The chiefs of sections are designated as assistant chiefs of staff, G-1, G-2, G--3, and G-4. The organization includes —

C1, 24 March 1942.

(1) Coordinating personnel—chief of staff, assisted by Deputy chief of staff (in army and higher units). Secretary of the general staff (in army and higher units).

(2) Staff sections.

Personal section (G-1).

Military intelligence section (G-2).

Operations and training section (G—3).

Supply and evacuation section (G-4).

(3) In some divisions the general staff group consists of the chief of staff and three sections. The chiefs of sections are designated as assistant chiefs of staff, G-2, G-3, and G-4 (par. 14).

b. Units smaller than division.—In units smaller than the division, to include the battalion (or equivalent unit), duties corresponding to those of the general staff group are assigned to officers listed below. Staffs of many smaller units are of such limited size that one staff officer is charged with the duties of two or more staff sections.

(1) Chief of staff---the executive officer.

- (2) Personnel section—the adjutant (S-1).
- (3) Military intelligence section—the intelligence officer (S-2).
- (4) Operations and training section—the plans and training officer (S-3).
- (5) Supply and evacuation section—the supply officer (S-4).

c. Forward and rear echelons.—The forward echelon of the headquarters of a unit usually includes all of the officers whose duties are of general staff nature. Representatives of G-1 (S-1) and G-4 (S-4) may be at the rear echelon.

■ **10. FLEXIBILITY OF OPERATION.**—Although the general staff group is organized into 4 sections there is much overlapping of duties; coordination and prompt interchange of information between sections are essential. In addition, general staff officers may be required to assist, or to take over temporarily one or more other sections. This condition frequently exist in divisions and corps, especially when the headquarters of these units are operating on a 24-hour basis.

■ **11. CHIEF OF STAFF** (executive in brigades and smaller units of the ground forces and commands (see note, par. 9a), and smaller units of the Army Air Forces).—The chief of staff or executive is the principal assistant and adviser to the commander. He may transmit the decisions of the commander to appropriate staff officers for preparation of the necessary orders, or transmit them in the form of orders to those who execute them. He is the principal coordinating agency of the command. He performs the following specific duties:

- a.* Formulates and announces policies for the general operation of the staff.
- b.* Directs and coordinates the work of the general and special staff in respect to—
 - (1) Activities of the sections within the general and special staff groups.
 - (2) Relations between the general and special staff groups.
 - (3) Relations between the general and special staff groups and the troops.
- c.* Keeps the commander informed of the enemy situation, the situation relative to adjacent and supporting units, and the situation of the command as to location, strength, morale, training, equipment, supply, evacuation, and general effectiveness.
- d.* Represents the commander during his temporary absence when authorized to do so. (In certain small units the second in command is designated by Tables of Organization as executive, hence succeeds automatically to the command when the commander ceases to function.)

Some details:

- The senior staff officer is the S-3.
- The adjutant functions as S-1 for brigade and below.
- Though functioning as de facto chef of staff, the Executive Officer is (unlike the staff) in the chain of command, and is by regulation second in command.

What this means is that the requirements of sustained operations mean the command post must function 24-7 in combat, so principal staff officers must be cross-trained or nobody gets any sleep. Generally the S2/S3 are intricately coordinated, and the S-1/S-4 back each other up in a pinch.

C1, 24 March 1942.

Most of the details in this part of the manual pertain to higher staffs that will not generally be depicted in living histories; however, this is the most detailed description in FM 101-5 of the relationships and lines of coordination between staff element, and therefore is worth reading.

e. Receives decisions from the commander and takes the following action:

(1) Makes such additional decisions as may be directed by the commander and gives necessary instructions to the staff in furtherance of these decisions.

(2) Allots the detailed work of preparing plans and orders and when time permits coordinates the resulting drafts and submits them to the commander for approval.

f. Takes steps to insure that all instructions published to the command are in accord with policies and plans of the commander.

g. By personal observation, and with the assistance of the general and special staff sections, sees that the orders and instructions of the commander are executed.

h. Makes a continuous study of the situation with a view of being prepared for future contingencies.

i. Assembles the routine staff section reports and after their approval by the commander forwards required copies to higher headquarters .

■ **12. DEPUTY CHIEF OF STAFF** (in army and higher units only).— The relations of the deputy chief of staff to other members of the staff and to the troops are similar to those of the chief of staff. The deputy chief of staff assists the chief of staff and acts for the latter in his absence.

■ **13. SECRETARY OF THE GENERAL STAFF** (in army and higher units only).— The secretary of the general staff performs the following duties:

a. Acts as executive officer for the chief of staff and deputy chief of staff.

b. Maintains an office of temporary record for the chief of staff and deputy chief of staff.

c. Routes papers received in the office of the chief of staff to their proper destinations.

d. Forwards correspondence to its destinations in the headquarters and establishes a follow-up system to insure prompt action on and return of papers.

e. Receives officials visiting headquarters for the purpose of conferring with the commander, the chief of staff, or deputy chief of staff .

f. Collects statistical data for the commander, chief of staff, and deputy chief of staff.

■ **14. PERSONNEL (G-1) SECTION.**--a. The personnel section is charged with the formulation of policies and the supervision of the execution of administrative arrangements pertaining to personnel of the command as individuals, civilians under supervision or control of the command, and prisoners of war.

b. In divisions in which there is no provision for a G-1 section, the supervision of activities listed below will be assigned to the G-4 section, or as may be directed by the division commander.

c. The specific duties of the personnel section may include the planning for and supervision of activities concerning—

(1) Procurement, classification, reclassifications, assignment, pay, promotion, transfer, retirement, and discharge of all personnel. (Coordination with G-3 in assignment and transfer of personnel.)

(2) Replacement of personnel. (Coordination with G-3 for priorities.)

(3) Decorations, citations, honors, anti awards. (4) Leaves of absence and furloughs.

(5) Rewards and punishment.

(6) Internal arrangement of headquarters. (Coordination with G-4 for construction.)

(7) Religious, recreational, and welfare work; supervision of military and nonmilitary agencies devoted to such work. (Coordination with G-3 for allotment of time for recreational and morale work.)

(8) Army postal service. (Coordination with G-4 for movement; G-2 for censorship.)

(9) strength reports and graphs, casualty reports, prisoner of war reports, station lists, and other personnel statistics.

(10) General regulations and routine administration which especially concern individuals, or routine administration not specifically assigned to another general staff section.

(11) Furnishing the commander advice on morale.

(12) Collection and disposition of stragglers.

(13) Collection and disposition of prisoners of war. (Coordination with G-2 for identifications and questioning; G-4 . for transportation and for location and construction of prisoner of war enclosures.)

(14) Recommendations as to the provisions for shelter for the command and administration of quartering areas. (Coordination With G--3 for location of areas; G-4 for construction.)

(15) Sanitation. (Coordination With G-4.)

(16) Relations With civil government and civilians in the theater of operations, including initial establishment and operation of military government or martial law. (FM 27-5.) (Coordination With G-4 for transportation for civilians evacuated and feeding of Civilians; G--3 for evacuation of civilians as it affects operations; G-2 for censorship.)

(17) Maintenance of law and order within the command.

(18) Graves registration service, including burials. (Coordination With G-4 On acquisition of cemeteries.)

Bear in mind that the adjutant is also the S-1 at brigade and below.

Note also the extensive coordination between G/S-1 and G/S-4 – this is a combination of vital administrative and logistical tasks (“beans, bullets, and bodies”). The 1 and 4 functions support combat.

(19) Supervision of matters concerning members of forces who are prisoners in enemy hands.

(20) Preparation of such parts of administrative plans and orders as relate to activities under the Supervision of the personnel Section. (Coordination With G-4.)

■ **15. MILITARY INTELLIGENCE (G-2) SECTION.**—*a.* The military intelligence section is charged with the planning and preparation of orders (par. 62) and to some extent with operations pertaining to the collection, evaluation, interpretation, and distribution of information of the enemy and with counterintelligence activities. Its primary function is to keep the commander and all others concerned informed, regarding the enemy's situation and capabilities.

b. The Specific duties of the military intelligence Section include—

(1) *Intelligence* (FM 30-5).—*(a)* Planning and preparation of orders for and supervision of activities concerning the collection, by subordinate units, of information of the enemy and of the terrain not under our control, and of weather conditions affecting operations over enemy territory and for employment of aviation, the location, construction, vulnerability, and defenses of air objectives. (Coordination With G-1 for prisoner of war matters; G--3 for use of combat troops intelligence missions; G-4 for examination of captured matériel.

(b) Collection, by personnel of the section, of information bearing on enemy capabilities or terrain not under our control. (FM 30-10, FM 30-15, and FM 30-21.) (Coordination with G-1 for prisoners of war and captured documents; G-3 for location of observation posts; G-4 for examination of captured materiel.)

(c) Maintenance at contact and exchange of information with intelligence sections at subordinate, higher, and neighboring units.

(d) Maintenance of contact with other intelligence agencies at the Government and duly accredited foreign attachés and missions. (Ordinarily only in headquarters at theater of operations.)

(e) Supervision at the solution of the enemy's secret communications. (Ordinarily only in headquarters at field army and higher units.)

(f) Supervision at the collection of information of the enemy by radio position finding and intercept methods.

(g) Supervision of the collection of information at enemy by secret agents. (Ordinarily only in headquarters of theater of operations.)

(h) Evaluation and interpretation of information obtained to determine its probable accuracy, significance, and importance, and based thereon the estimation of the enemy capabilities. (Coordination with all staff sections.)

Similarly, note that the G/S-2 and G/S-3 are closely coordinated. These staff sections are most absorbed with the execution of direct combat. In practice (which means "if it is the commander's preference") the S-2 may function as an assistant to the S-3).

As noted above, the 1 and 4 and the 2 and 3 tend to backstop each other during sustained operations, particularly at lower echelons where staffs are smaller and less redundant.

(i) As it influences a commander's decision for the employment of aviation, the evaluation and interpretation of information regarding the relative importance and vulnerability of those enemy activities and objectives susceptible of attack.

(j) Distribution of military intelligence to the commander, interested staff sections, and when appropriate to higher, subordinate, and neighboring units.

(k) Determination of the need for military maps and Surveys; recommendations as to the general character of such maps as are to be produced; supervision of map reproduction and distribution. (FM 30-20) (Coordination With all staff sections.)

(l) Coordination of requests for aerial photographs and, in some echelons, determination of their distribution.

(m) Planning for and supervision of combat intelligence training within the unit. (FM 30-5.) (Coordination with G-3.)

(2) *Counterintelligence and counterpropaganda.* --omitted--

c. The organization of the military intelligence section in each unit varies with the personnel available and the work to be accomplished. In corps and higher units separate subsections pertaining to administration, intelligence, and counterintelligence may be organized.

■ **16. OPERATIONS AND TRAINING (G-3) SECTION.** — a. The operations and training section is charged with those functions of the staff which relate to organization, training, and combat operations. It is responsible for tactical and training inspections, as directed by the commander (AR 265-10).

b. The specific duties of the operations and training section may include—

(1) Preparation and coordination of plans for and supervision of—

(a) Mobilization of the command.

(b) Organization and equipment of units. (Coordination with G-4 for allocation of equipment.)

(2) Preparation and coordination of plans for and supervision of training of units and individuals, including—

(a) Preparation of training directives, programs, and orders. (Coordination with G-2 for combat intelligence training, and with G-4 for logistical training of service units and operational training for automotive and other matériel.)

C6, 25 January 1943.

(b) Selection of training sites and firing and bombing ranges. (Coordination with G-4 on preparation of sites and ranges.)

(c) Organization and conduct of schools.

(3) Operations, to include, in general: tactical and strategical studies and estimates; plans and orders based thereon; su-

pervision of combat operations; and future planning. Specific duties relative to operations may include—

(a) Continuous study of the tactical situation, as affected by—

1. The enemy situation. (Coordination with G-2.)
2. Instructions from higher units.
3. Actions of adjacent or supporting units.
4. Location, morale, and capabilities of the troops. (Coordination with G-1 for morale matters.)
5. Needs for replacements and reinforcements. (Coordination with G-1 for replacements.)
6. Terrain and weather conditions. (Coordination with G-2.)
7. Status of equipment and supplies. (Coordination with G-4 for priorities of replacement of materiel and allocation of supplies.)

(b) Preparation of estimates, reports, and recommendations based on the tactical situation.

(c) Preparation of plans for and supervision of activities concerning—

1. Reconnaissance and security measures. (Coordination with G-2 for intelligence missions of combat troops.)
2. Troop movements. (Coordination with G-4 for movements requiring transportation in addition to organic transportation and for routes.)
3. Tactical employment of units. (Coordination with G-4 for influence of supply and evacuation on operations; G-2 for capabilities of enemy; G-1 on morale of troops.)
4. Defense of administrative installations and lines of communication. (Coordination with G-4.)
5. Tactical measures to preserve secrecy and effect surprise. (Coordination with G-2.)

(d) Preparation and authentication of field orders and operation maps required to carry out the tactical plan, and their transmission to units and staff officers concerned (par. 62). (Coordination with G-2 for maps and for paragraphs and annexes dealing with enemy information, reconnaissance, and counterintelligence measures; G-4 for paragraph dealing with administrative matters.)

(e) Maintaining contact with the commanders of subordinate units; observing or supervising troop movements and tactical operations as directed by the commander.

(f) Establishment of liaison with adjacent, higher, and subordinate units.

(g) Supervision of signal communication.

(h) Preparation of tentative plans for subsequent phases of a tactical operation and for future tactical operations. (Coordi-

nation with G-2 for enemy capabilities; G-4 for practicability of operations from a supply point of view.)

(4) Recommendations to the commander of priorities for assignment of personnel and equipment. (Coordination with G-1 for assignment of personnel; G-4 for allocation of equipment.)

c. The organization of the operations and training section in each unit will vary with the personnel available and the work to be accomplished. In corps and higher units, separate subsections pertaining to administration, organization, training, operations, and troop movements may be organized .

■ **17. SUPPLY AND EVACUATION (G-4) SECTION.**—*a.* The supply and evacuation section is charged with the preparation of policies for, and the supervision of execution of arrangements for supply, evacuation, transportation, and other administrative matters related thereto. It is responsible for advising the commander relative to the extent of the administrative support that can be given to any proposed strategical or tactical line of action, and for recommendations as to the necessary decisions concerning supply and evacuation. It is further responsible for the development of those details of the administrative plan which pertain to its functions, the preparation of the necessary orders (par. 62), and the supervision of their execution.

b. The specific duties of the supply and evacuation section may include the planning for and supervision of activities concerning—

(1) Procurement, storage, and distribution of all supplies including animals. (Coordination With G-3 for priority of allocation of supplies,)

(2) Location of supply, evacuation, and maintenance establishments.

(3) Transportation of supplies by land, air, and water.

(4) Construction and maintenance of roads and trails, docks, and airdromes.

(5) Maintenance of equipment. (Coordination with 0-3 for priorities.)

(6) Automotive and other materiel maintenance, including preventive maintenance, repair, supply, and reclamation.

(7) Traffic control (appendix ill). (Coordination with 0-3 for tactical plan and secrecy,)

(8) Construction, operation, and maintenance of utilities and other facilities relating to supply, shelter, transportation, and hospitalization, but exclusive of fortifications.

(9) Evacuation and hospitalization of men and animals.

d. An automotive officer, who is an assistant to the assistant chief of staff, G-4, is included on staffs of separate commands, divisions, and higher units. He is charged with specific duties as follows with reference to automotive equipment and personnel:

C6,25 January 1943.

C5, 8 September 1942.

Echelons of maintenance: First – driver maintenance; Second – unit motor pool; Third – ordnance automotive maintenance; Fourth – depot maintenance.

(1) General staff advisor to the commander and staff on automotive matters.

(2) Organization of the G-4 automotive staff.

(3) Preparation of plans for and supervision of driver and mechanic training.

(4) General staff supervision of preventive maintenance (first and second echelon) including spot checks and inspections. (Technical information will be disseminated by the ordnance officer.)

(5) General staff supervision of automotive repair, supply, and reclamation units and activities. (Coordination with ordnance officer).

SECTION III

THE SPECIAL STAFF

■ **18. GENERAL.**—*a. General functions.*—The special staff operates with the general staff under the policies prescribed by the unit commander. The general functions of the special staff group include—

(1) Technical and tactical advice and recommendations to the commander and his general staff.

(2) Preparation of plans, estimates, and orders in order to relieve the general staff of routine duties.

(3) Coordination with the general staff sections of their tactical and administrative plans and activities.

b. Dual functions.—In certain cases, special staff officers are also commanders of troops or heads of technical, supply, or administrative services and as such have the usual functions of command or control over such troops or services; for example, the commander of the artillery troops of an infantry division is also the division artillery officer. These two functions of staff and command although vested in a single individual are separate and distinct in that each involves different responsibilities and duties, and the exercise of one should not be confused or permitted to interfere with the exercise of the other. On the contrary, this dual function of certain officers has many advantages in facilitating the proper discharge of both staff and command duties of the officers concerned (par. 6).

■ **18. RELATIONS WITH SUBORDINATE UNITS.**—While certain of the duties charged to special staff officers apply to the unit as a whole, the unit commanders are primarily responsible for all phases of planning, training, and execution of all activities of their commands; and directions or instructions issued subordinate units must be transmitted through the proper channels of command and not directly from one special staff officer to the corresponding special staff officer in a subordinate unit. Within

the limits and in the manner prescribed by the division or higher commander a special staff officer's duties may include—

a. Technical and tactical supervision, coordination, and inspection of subordinate units of his arm or service not commanded by him.

b. Appropriate technical inspection of all subordinate units.

c. Handling routine reports directly from corresponding staff officers of subordinate units. (See pars. 1 and 6).

■ **20. COMPOSITION.**—*a. Divisions and higher units.*—The special staffs of divisions and higher units include such of the following officers as are assigned to the unit:

(1) Air officer.

(2) Antiaircraft officer.

(3) Artillery officer.

(4) Chemical officer.

(5) Engineer.

(6) Headquarters commandant (combined with provost marshal in certain units).

(7) Ordnance officer.

(8) Provost marshal (combined with headquarters commandant in certain units).

(9) Signal officer.

(10) Surgeon.

(11) Commanders of attached combat units having no special staff representative.

(12) Liaison officers.

(13) Adjutant general.

(14) Chaplain.

(15) Finance officer.

(16) Inspector general.

(17) Judge advocate.

(18) Officer in charge of civil affairs (initially in GHQ and other territorial commands, when required). (FM 27-5.)

(19) Quartermaster.

b. Sections.—Special staff sections are shown in Tables of Organization. They are headed by the special staff officers indicated in *a* above. The title may be followed by the designation of the unit when necessary, thus: Finance Officer, II Corps.

c. Brigades and smaller units.—In addition to the staff officers corresponding to the chief of staff and the four general staff sections in larger units (executive, 8-1, 8-2, 8-3, and 8-4), the staffs of brigades, regiments, and battalions, corresponding to the special staffs of larger units, include such of the following as may be assigned to the unit:

(1) Communication officer.

- (2) Gas officer.
- (3) Liaison officer(s).
- (4) Reconnaissance officer.
- (5) Surgeon.
- (6) Commanders of attached combat units not represented on the staff.
- (7) Chaplain.
- (8) Motor officer (designated as maintenance officer in some units).
- (9) Munitions officer (armament officer in Air Corps units). (Duties frequently combined with those of S-4 (par. 40k))

d. Forward and rear echelons.—(1) In divisions and higher units the headquarters usually are divided so as to include the special staff officers assigned to the units and listed in a above from (1) to (12), inclusive, in the forward echelon, and those from (13) to (19), inclusive, in the rear echelon. In certain units a special staff section at the rear echelon may have a representative at the forward echelon.

(2) In brigades and smaller units the headquarters usually are divided so as to include the special staff officers assigned to the unit and listed in c above from (1) to (6), inclusive, in the forward echelon, and those from (7) to (9), inclusive, in the rear echelon.

■ **21. DUTIES.**—The duties of the several special staff officers as listed in paragraphs 22 to 40, inclusive, are intended as a guide. The commander may and should adjust duties to meet operating conditions. In the performance of their duties, special staff sections are ordinarily subject to supervision and coordination by appropriate general staff sections. Certain of the special staff officers whose duties are listed have both command and staff functions. Only those duties pertaining to their functions as staff Officers are listed in this manual.

■ **22. AIR OFFICER.**—*a.* Adviser to the commander and staff on air matters.

b. Preparation of plans for the use of air units, including recommendations for their allotment to subordinate units.

c. Administrative responsibility through subordinate air base commanders for the air units operating under theater control (air officer, theater of operations, only).

d. Coordination, within limits prescribed by the commander, of the utilization of all air units of the command.

e. Determination of requirements, procurement, storage, and distribution of aircraft ammunition and air technical supplies. Furnishing information as to the status of aircraft ammunition and air technical supplies.

f. Obtaining and disseminating meteorological data for use by the command, except that obtained by the field artillery and other units for their own use.

Forward and rear echelon HQs are now more commonly called forward and rear CP's. Note that only officers of the special staff who have something to contribute to actual time-constrained combat requirements are in the forward echelon

g. Examination of captured aviation equipment.

■ **23. ANTI-AIRCRAFT OFFICER.**—*a.* Adviser to the commander and staff on all anti-aircraft matters, including passive defense measures.

b. Determination of requirements and recommendations for apportionment of anti-aircraft artillery ammunition.

c. Planning for coordination of all means of active defense against air operations in cooperation with the unit air officer.

d. Recommendations as to missions for anti-aircraft artillery including recommendations for allotment to subordinate units.

■ **24. ARTILLERY OFFICER.**—*a.* Adviser to the commander and staff on field artillery matters.

b. Supervision of the training of the field artillery of the unit.

c. Preparation of plans for the use of field artillery, including recommendations for its allotment to subordinate units.

d. Coordination of the survey system within field artillery units.

e. Supervision of observation, signal communication, and liaison within the field artillery.

f. Supervision of supply of meteorological data for the field artillery.

g. Determination of requirements, recommendations for apportionment, and supervision of distribution of field artillery ammunition. Furnishing information as to status of ammunition supply.

h. Coordination of fires of the field artillery of subordinate units.

i. Plans for artillery missions to be performed by observation aviation.

j. Collection and dissemination of information pertaining to hostile artillery and other targets through artillery intelligence agencies.

■ **25. Chemical Officer.**—*a.* Adviser to the commander and staff on all chemical matters, including the use of chemicals by the various arms.

b. Preparation of plans for the use of chemical troops, including recommendations for their allotment to subordinate units.

c. Supervision of the operations of chemical troops not assigned to subordinate units.

d. Supervision, within limits prescribed by the commander, of all chemical training, including inspections.

e. Supervision, within limits prescribed by the commander, of collective protective measures, including gas-proofing of inclosures, and the decontamination of gassed areas, equipment, and vehicles.

f. Examination of captured chemical equipment, and collection and evaluation of other information concerning means and

In units that include AA elements (as was the case with most divisions, though the AA was generally attached from the pool of GHQ battalions), the CO of the AA force generally served as AA officer on the special staff as a "second hat."

methods of utilization of chemicals by the enemy and our own troops and the results obtained.

g. Determination of requirements, procurement, and distribution of chemical equipment and supplies for all units, and chemical munitions for chemical troops.

h. Operation of chemical storage, maintenance and repair facilities, and rehabilitation of salvaged chemical material.

i. Technical inspection of supplies, equipment, and ammunition, stored and issued by the Chemical Warfare Service.

j. Supervision of the filling of such chemical munitions as may be prescribed to be performed in the theater of operations.

k. Estimation of requirements and recommendations for apportionment of chemical munitions to chemical troops. Furnishing information as to the status of chemical warfare service ammunition supply .

■ **26. ENGINEER.**—*a.* Adviser to the commander and the staff on engineer matters.

b. Preparation of plans for the use of engineer troops, including recommendations for their apportionment to smaller units.

c. Determination of requirements, procurement, storage, and distribution of engineer equipment and supplies, including camouflaging materials.

d. Construction, maintenance, and repair of camps, cantonments, warehouses, hospitals, and other structures, including incidental installations (except signal communications) of roads and trails, and all means of river crossings, of docks, and of air-dromes and landing fields.

e. Supply of all fortification materials, and the construction of such defensive works as may not be assigned to other troops.

f. Construction, repair, maintenance, and operation of railways, portable and fixed electric light plants, water supply systems, and all other utilities of general service not otherwise assigned.

g. Military mining, demolitions, and the construction and removal of obstacles.

h. Surveys, mapping, and the procurement, production, and distribution of maps.

i. Engineer reconnaissance.

j. Recommendations as to traffic regulations on roads and bridges as may be required by their physical condition.

k. Preparation and posting of signs for marking routes.

l. Supervision, within limits prescribed by the commander, of engineer and camouflage activities in subordinate units, including such work performed by troops other than engineers.

m. Development within the unit of measures for camouflage of personnel and installation; preparations of instructions concern-

ing camouflage, use of camouflage material, and protective coloration of all equipment except aircraft.

n. Examination of captured engineer equipment.

■ **27. HEADQUARTERS COMMANDANT.**—*a.* Local security of the headquarters.

b. Internal administration and arrangements for moving headquarters.

c. Detail of orderlies and messengers.

d. Supervision of headquarters mess.

e. Messing and quartering of casuals.

f. Reception of visitors at certain headquarters.

■ **28. ORDNANCE OFFICER.**—*a.* Adviser to the commander and staff on ordnance matters.

b. Preparation of plans for use of ordnance troops not assigned to subordinate units.

c. Collection and evaluation of information concerning means and methods of utilization of ordnance materiel and ammunition by the enemy and our own troops, and the results obtained.

d. Procurement, storage, and distribution (in accordance with apportionments as approved by the commander) of ammunition and of other ordnance supplies and equipment.

e. Operation of ordnance storage, maintenance, and repair facilities, including salvage and repair of ordnance materiel.

f. Technical inspection of ordnance equipment.

g. Supervision, within limits prescribed by the commander, of ordnance activities in subordinate units .

■ **29. PROVOST MARSHAL.**—*a.* Adviser to the commander and staff on matters pertaining to the duties of the military police.

b. Enforcement of traffic control regulations.

c. Apprehension and disposition of stragglers, absentees, and deserters.

d. Collection and custody of prisoners of war.

e. Enforcement of police regulations among members of the military forces and in areas occupied by troops.

f. Cooperation with civil authorities on plans including those for police protection, black-outs, antisabotage activities, and the like.

g. Control of the civil population, including circulation of individuals and mass movements of refugees, when circumstances require.

h. Supervision of installations for refugees and the feeding of noncombatants, when necessary.

i. Criminal investigation activities and custody and disposition of offenders.

j. Coordination, within limits prescribed by the commander, of military police in subordinate units.

k. Recommendations as to location of straggler line and collecting points for prisoners of war.

■ **30. SIGNAL OFFICER.**—*a.* Adviser to the commander and staff on signal matters, including the location of command posts.

b. Preparation of routine and combat orders relating to signal communication (par. 67).

c. Planning, installation, and supervision of the aircraft warning net, when so directed.

d. Preparation, publication, storage, accounting for, and distribution of codes and ciphers.

e. Determination of requirements, procurement, storage, and distribution of signal equipment and supplies.

f. Procurement and operation of signal maintenance and repair facilities.

g. Technical inspection of signal equipment, within limits prescribed by the commander, and recommendations relative to its care and utilization.

h. Technical supervision, within limits prescribed by the commander, of signal operations of the command, including coordination of the employment and of the training of signal agencies of subordinate units.

i. Supervision of the installation, maintenance, and operation of the signal system, including the message center of the unit.

j. Supervision of such activities pertaining to the signal intelligence, pigeon, and, except in Air Corps units, photographic services as affect the unit.

k. Examination of captured signal equipment.

■ **31. SURGEON.**—*a.*—Adviser to the commander and staff on all matters pertaining to---

(1) Health and sanitation of the command and of occupied territory.

(2) Training of all troops in military sanitation and first aid.

(3) Location and operation of hospitals and other medical establishments and of the evacuation service.

b. Supervision, within limits prescribed by the commander, of training of medical troops, including inspections.

c. Determination of requirements, procurement, storage, and distribution of medical, dental, and veterinary equipment and supplies.

d. Supervision, within limits prescribed by the commander, of the operations of elements of the medical service in subordinate units.

e. Preparation of reports and custody of records of casualties.

f. Examination of captured medical equipment .

■ **32. COMMANDERS OF ATTACHED COMBAT UNITS HAVING NO SPECIAL STAFF REPRESENTATIVE.**—Commanders of attached combat units having no special staff representative act as advisers to the commander and his staff on tactical and technical matters relating to their units .

■ **33. ADJUTANT GENERAL.**—*a.* Handling all official correspondence, except that pertaining to combat orders and instructions, in accordance with regulations and approved policies. In cases for which no policy has been established, he initiates action to secure a policy covering such cases.

b. Authentication and distribution of all orders and instructions, except those pertaining to combat operations.

c. Maintenance of the office of record for the headquarters.

d. Operation of the Army postal service in the unit. In divisions and certain higher units upon mobilization, a postal section is organized and operated by a designated postal officer under the supervision of the adjutant general.

e. Establishment of the Prisoner of War Information Bureau prescribed by the Hague Convention (GHQ and theater of operations).

f. Operation, in accordance with approved policies, of activities at the headquarters pertaining to—

(1) Classification of all individuals joining the command, their subsequent assignment, reclassification, and reassignment, their promotion, transfer, retirement, and discharge.

(2) Procurement and replacement of personnel.

(3) Decorations, citations, honors, and awards.

(4) Leaves of absence and furloughs.

(5) Education (exclusive of tactical and technical).

(6) Recreation and welfare and all other morale matters not specifically charged to other agencies.

g. Custody of the records of all personnel belonging to the command which are not kept in some subordinate unit.

h. Preparation and distribution of the station list.

i. Preparation and submission of reports on strength, casualties, captured materiel, prisoners of war, and incidental returns.

j. Supplying of blank forms, publications, and instructional matter furnished by the Adjutant General's Department.

k. Operation of office procedure as regards administrative matters, including recommendations as to similar arrangements in headquarters of subordinate units.

■ **34. CHAPLAIN.**—*a.* Adviser to the commander and staff in religious and moral activities of the command.

b. Supervision of the spiritual welfare of the command.

c. Conduct of religious services, including funerals.

d. Spiritual ministrations to the sick and wounded.

e. Correspondence With relatives of deceased personnel.

f. Coordination of the religious work of the various welfare societies.

g. Supervision and coordination, within limits prescribed by the commander, of the training and work of the chaplains of subordinate units.

h. Recommendations as to assignments and transfers of chaplains.

i. Providing the services of chaplains for units requiring them.

j. Preparation of estimates and allotment of funds for religious activities not specifically charged to other agencies of the command.

k. Preparation of reports relative to the religious and moral activities of the command.

■ **35. FINANCE OFFICER.**—*a.* Adviser to the commander and staff on fiscal matters.

b. Payment of the command, and payments for hired labor, for supplies purchased or requisitioned, and for damages or claims.

c. Custody of financial records.

d. Custody and disbursement of all Government funds, including such special funds as the commander may direct.

■ **36. INSPECTOR GENERAL.**—*a.* Inspections and investigations as the commander may direct. For sphere of inquiry see AR 20-5, 20-10, 20-30, and 20-35.

b. Inspection of all commands, units, systems, transportation, installations, accounts, and nonmilitary agencies as required by the commander.

■ **37. JUDGE ADVOCATE.**—*a.* Adviser to the commander and staff, and to other members of the command in proper cases, on questions of law.

b. Supervision of the administration of military justice within the command.

c. Review and recommendation as to the action to be taken upon charges preferred for trial by, and records of trial of, military courts.

■ **38. Officer in Charge of Civil Affairs** (GHQ and other territorial commands when required).—*a.* Adviser to the commander on matters pertaining to the administration of civil affairs in the theater of operations (FM 27-5).

b. Supervision of such agencies as may be established for the required control of civil affairs in occupied territory.

■ **39. QUARTERMASTER.**—*a.* Adviser to the commander and staff on quartermaster matters.

b. Determination of requirements, procurement, storage, and distribution of quartermaster equipment and supplies, including vehicles.

c. Procurement and disposition of real estate and facilities, including leasing.

d. Procurement and operation of quartermaster utilities, storage, maintenance, and repair facilities.

e. Operation of—

(1) Remount service.

(2) General service pool of labor.

(3) Salvage service.

(4) Graves registration service.

(5) Motor transport service and motor maintenance units.

t. Transportation of troops and supplies by land, water, and commercial air means, except such as may be allocated to another arm or service.

g. Technical inspection of motor and animal transportation, and supervision of quartermaster activities in subordinate units within limits prescribed by the commander.

h. Examination of captured quartermaster equipment.

■ **40. SPECIAL STAFF OFFICERS OF SMALLER UNITS.**—*a. General.*—In brigades and smaller units, general and special staff duties merge into each other, and one staff officer frequently is charged with duties of both general and special staff nature. In some units the same officer performs the duties of more than one of the staff sections.

b. Communication officer.—(1) Adviser to the commander and staff on matters relating to signal communication, including the location of command posts.

(2) Establishment, maintenance, and operation of the signal communication system, including the message center for which his unit commander is directly responsible.

c. Gas officer.—Duties are principally those outlined in paragraph 25 *d, e, j, g,* and *i.*

d. Liaison officer(s) (par. 54).

e. Reconnaissance officer.—(1) Reconnaissance for routes, positions, and observation posts.

(2) Survey, sketching, and topographic work.

j. Surgeon.—Duties are similar to those outlined in paragraph 31.

g. Commanders of attached combat units (par. 32).

h. Adjutant.—Duties include such of those outlined in paragraphs 14 and 33 as are appropriate to the unit.

i. Chaplain.—Duties are similar to those outlined in paragraph 34.

j. Motor officer (maintenance officer).—(1) Adviser to the commander and staff on motor transportation.

(2) Supervision of the operation and maintenance of all motor transportation in the unit.

(1) Refers to replacing horses and mules.

k. Munitions officer (armament officer in Air Corps units) (duties frequently combined with those of 8-4) .-(1) Adviser to the commander on the status of ammunition (including pyrotechnics) and the means for its delivery.

(2) Requisitioning, receiving, and distributing ammunition (including pyrotechnics); keeping ammunition records and submitting reports.

(3) In addition, the armament officer supervises the maintenance of aircraft armament equipment and the keeping of armament records including records of bombing and gunnery.

SECTION IV STAFF RECORDS, MAPS, AND REPORTS

■ **41. STAFF RECORDS.**—*a.* A system of staff section records is essential in order to have information available for—

- (1) Command decisions during operations.
- (2) Higher headquarters.
- (3) Historical record (AR 345-105).

b. The refinement of the system of making and keeping unit or staff records will vary with the factors of available time, opportunity, and personnel.

■ **42. OFFICE OF RECORD.**—*a.* The office of record is that of the adjutant general or adjutant.

b. Staff sections temporarily retain copies of documents needed in their current work, returning them to the office of record when no longer needed.

■ **43. Journals** (form 20, p. 122).—*a.* A journal is a chronological record of events affecting the unit or staff section. The amount of detail recorded in journals will vary with the personnel available in the staff section and the nature of the operations being conducted. The minimum detail necessary to fix the time or other facts concerning important events is the ideal. Important incidents are recorded as they occur, such as time of receipt or transmission of important messages, visits of higher commanders and staff officers, and absences from the command post of the commander or section chief. A brief synopsis of written messages or orders should be entered in the journal and the originals filed in the journal file. Oral messages or orders should be entered in full when practicable.

b. In corps and higher units and in divisions when the personnel of the staff sections is adequate, each staff section keeps a journal of its activities. The assembled journals of the staff sections should form a complete picture of the operations of the unit for a given period. In divisions, when the personnel of the staff sections is inadequate, two or more section journals may be combined.

c. In brigades and smaller units, a combined unit journal is usually sufficient and should be kept by the adjutant or plans and training officer or as directed by the unit commander. In highly mobile units such as armored units, it may be necessary for each staff section to keep its own journal.

d. The journal is closed daily or at the end of a phase or period as determined by higher authority.

e. The journal is a permanent record of the operations of the unit and is annexed to reports after action against the enemy (AR 345-105). Original entries should not be altered but supplemented when necessary by later entries.

■ **44. SITUATION MAPS.**—*a.* In corps and higher units, and in divisions when the personnel of the general staff sections is adequate, each general staff section keeps a situation map posted to date showing the dispositions and activities that concern the section. Data should be posted on the map as soon as received, after which the items should be entered in the journal. In divisions, when the personnel of the general staff sections is inadequate, a joint G-2—G-3 situation map and a joint G-1—G-4 situation map may suffice.

Sitmaps are generally preserved as overlays. These tend to become rather crowded, for which reason there is generally a tactical overlay and an admin/log overlay.

b. (1) In most brigades and smaller units, a combined situation map kept under the supervision of the unit executive is usually sufficient.

(2) In highly mobile units such as armored units, each staff section keeps its situation map up to date even while moving.

c. Situation maps showing the situation at a particular time are often prepared as appendixes to special or periodic staff reports to permit the written contents of reports to be reduced to a minimum (appendix III).

■ **45. OPERATION, ADMINISTRATION AND CIRCULATION MAPS.** (appendix III).—*a.* Operation maps are prepared and issued by the G-3 (S-3) section.

b. Administrative and circulation maps are prepared and issued by the G-4 (S-4) section.

■ **46. REPORTS.**—*a.* The character and scope of staff and unit reports will vary with the requirements of the commander or the higher headquarters at the time the reports are called for.

b. The merit of a report is not measured by its length. A concise presentation of important points usually is all that is needed.

c. In divisions and higher units, each staff section prepares and submits such periodic or special reports pertaining to its activities as may be directed or required.

d. In brigades and smaller units, a single unit report prepared under the supervision of the executive is usually sufficient (form 19, p. 120).

e. Reports on the situation or events will be of maximum usefulness to the commander, other staff sections, and higher headquarters when made as of a particular hour. Such a time might be toward the close of the day's heaviest fighting, as a basis for

the commander's decision for night dispositions and a renewal of operations the following day, or whenever a change in the situation indicates that new decisions and new plans will be necessary.

f. The number of written reports required from subordinate units should be held to the minimum. Wherever possible, personal or telephone conferences should replace written reports.

g. Commanders may require reports from subordinate Units at certain times; for example, a report may be required at a time in the early morning, noon, and near nightfall, regardless of the information available. Negative information may be valuable.

SECTION V

LIAISON

■ **47. GENERAL.**—Liaison is the connection between units or other elements, established by a representative—usually an officer—of one unit who visits or remains with another unit. Its purpose is to promote cooperation and coordination of effort by personal contact.

■ **48. TYPES.**—Liaison may be established between supporting and supported units; between adjacent units (lateral liaison); from subordinate to higher headquarters; and from higher to subordinate headquarters.

■ **49. BETWEEN SUPPORTING AND SUPPORTED UNITS.**—*a.* Liaison between supporting and supported units, if established, is the function of the supporting unit.

b. Field artillery habitually establishes liaison with supported units for the primary purpose of obtaining information as to the needs for supporting fire. For example, liaison is established by direct support artillery battalions with the supported front line battalions and also with the regiment. (FM 6-20)

c. Liaison between other supporting and supported units is established when desirable.

■ **50. BETWEEN ADJACENT UNITS.**—Liaison between adjacent units in combat is established when desirable. If used, it may be directed by a higher commander or established on the initiative of adjacent commanders.

■ **51. FROM SUBORDINATE TO HIGHER HEADQUARTERS.**—A subordinate unit may be directed to establish liaison with higher headquarters. Such liaison may be made routine by prescribed standing operating procedure.

■ **52. FROM HIGHER TO SUBORDINATE HEADQUARTERS.**—*a.* The usual purposes of liaison from higher to subordinate headquarters are to obtain information, transmit orders, clarify the existing situation and orders, and receive and transmit requests for assistance.

b. This liaison is maintained when authorized by the higher commander.

■ **53. Selection of Liaison Officers.**—The maximum effectiveness of liaison missions will be secured if the officer selected for this duty —

a. Has the confidence of his commander.

b. Is favorably known, either personally or by reputation, by the commander and staff of the unit to which sent.

c. Has a sound and comprehensive knowledge of tactics.

d. Possesses tact.

e. Has had experience or training as a liaison officer.

■ **54. DUTIES OF LIAISON OFFICERS.**—*a.* Prior to departure the liaison officer should —

(1) Become familiar with the situation of his own unit and so far as practicable with that of the unit to which sent.

(2) Ascertain definitely his mission.

(3) Insure that arrangements for communication (signal and transportation) are adequate.

(4) Obtain credentials in writing unless obviously unnecessary.

b. On arrival at headquarters to which sent, the liaison officer should —

(1) Report promptly to the commander, stating his mission, and exhibiting his directive or credentials, if in writing.

(2) Offer his assistance to the commander, if appropriate.

(3) Arrange for the transmission of messages he may be required to send.

(4) Arrange to obtain information required by his mission.

(5) Familiarize himself with the situation of the unit to which sent.

c. During his liaison tour the liaison officer should —

(1) Further harmonious cooperation between his own headquarters and the one to which sent.

(2) Accomplish his mission without interfering with the operations of the headquarters to which sent.

(3) Keep himself informed of the situation of his own unit and make that information available to the commander and staff of the unit to which he is sent. (Such action is of special importance to liaison officers of attached or supporting units.)

(4) Keep an appropriate record of his reports .

(5) Report on those matters within the scope of his mission.

(6) Advise the visited unit commander of the contents of reports to be sent to his own headquarters.

(7) Make prompt report to his own headquarters if he is unable to accomplish his liaison mission.

(8) Report his departure to the visited unit commander on the completion of his mission.

d. On return to his own headquarters the liaison officer should—

(1) Report on his mission.

(2) Transmit promptly any requests of the commander from whose headquarters he has just returned.

■ **55. DUTIES OF SENDING AND RECEIVING HEADQUARTERS.**—*a.* The commander of the headquarters sending a liaison officer should—

(1) Give the liaison officer definite and detailed instructions, in writing if appropriate, as to the liaison mission.

(2) Inform the liaison officer of the commander's plans, especially as they affect the unit to which he is to be sent. (3) Insure that adequate facilities are available for communication (signal and transportation means) between the liaison officer and the sending headquarters.

b. The commander of the headquarters receiving a liaison officer should—

(1) Give the liaison officer all assistance possible, compatible with the normal operations of the headquarters.

(2) Keep the liaison officer informed as to the plans for future employment of the unit visited.

(3) Give the liaison officer free access to those staff sections or troops having data pertinent to the liaison mission.

c. The contact established by liaison officers does not relieve commanders from the responsibility of keeping the next higher, lower, and adjacent commands informed of the situation through normal channels.

SECTION VI

STANDING OPERATING PROCEDURE

■ **56. GENERAL.**—*a.* Standing operating procedure covers those features of operations which lend themselves to a definite or standardized procedure without loss of effectiveness. It should be provided that the procedure is applicable unless prescribed otherwise in a particular case; thus the flexibility necessary in special situations is retained.

b. The purposes of standing operating procedure are—

(1) To simplify and abbreviate combat orders, expedite their transmission, and permit their being understood easily and certainly.

(2) To simplify and perfect the training of the troops. (3) To promote understanding and teamwork between the commander, staff, and troops.

(4) In general, to facilitate and expedite operations and minimize confusion and errors.

c. Standing operating procedure should not hamper the effective tactical employment of the troops.

d. It is impracticable to prescribe uniform standing operating procedure for all units or for all operations. Each unit should develop appropriate and effective procedure, adapted to operating conditions and conforming to that established by the higher unit. An example of the nature of standing operating procedure is that of the composition and designation of combat teams.

CHAPTER 2

COMBAT ORDERS

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SECTION I

GENERAL

■ **57. CLASSIFICATION OF ORDERS.**—Orders are of two general classes, routine and combat.

a. Routine orders include general orders, court martial orders, special orders, bulletins, circulars, and memoranda (AR 310-50).

b. Combat orders are those pertaining to operations in the field.

■ **58. PREPARATION OF COMBAT ORDERS.**—*a.* The solution of any situation demanding action by a unit requires that certain definite steps be taken by the commander in logical sequence. He must first make an estimate of the situation. As a final step in this estimate he arrives at a decision as to the action to be taken to meet the situation. The commander next evolves a plan to put his decision into effect. Then by means of orders he conveys instructions to his subordinates who are to execute the planned operation. His final step is supervision to insure conduct of the operation in accord with his orders.

b. The extent to which each of the above steps (exclusive of the decision) will be performed personally by the commander is dependent upon a number of factors. Some of these are the size of the command, the situation, and the character and training of the commander and the members of his staff. In a small unit with no staff the commander must perform every step himself. In the larger units part of the work will be done by the staff. Time and space factors, the nature of the action, the availability of members of his staff—to list only a few of the elements of the situation influence the amount of detail handled by the commander. The more highly trained the members of the staff and the more conversant they become with the commander's policies and characteristics, the more the commander can rely upon them for the planning of details. It is evident, therefore, that the process of preparing plans and orders will vary between wide limits.

Whenever the phrase “date and hour” appears in forms or in check lists in this manual, it is changed to read time and date. C4, 30 July 1942.

In current usage, a combat order is called an *Operation Order* (OPORD). An operation plan (OPLAN) is an OPORD that may or may not be executed; as soon as an OPLAN is given the “go” it magically becomes an OPORD.

However, the responsibility for the decision, plan, orders, and supervision rests solely upon the commander.

c. The process of preparing combat orders varies widely according to the situation. Days, or weeks may be devoted to the task by the commander and his staff. On the other hand, instant action may be called for especially in the division and lower units. The commander and his staff must be able to adapt their procedure to any situation encountered.

■ **59. ESTIMATE OF THE SITUATION.**—*a. General.*—ordinarily the estimate of the situation is a continuing mental process: leading to a decision when needed. The forms covering various estimates, as contained in section IV, are useful mainly in developing facility in giving full consideration to pertinent aspects of the situation. Written estimates are practicable and appropriate at times; also they afford a useful means of training. Staff estimates usually are presented orally in brief form either individually or in conference.

b. Commander's estimate.—The commander's estimate of the situation is based on the mission of the unit, the means available to him and to the enemy, the conditions in his area of operations including terrain, and the results possible as to future action. (See appendix I for a detailed discussion of the commander's estimate.)

c. Staff estimates.—General and special staff officers may be used to assist the commander by submitting estimates pertaining to their functions. In making staff estimates, use may be made of appropriate forms shown in section IV or in the field manuals of the arms and services concerned.

d. Decision.—The estimate of the situation culminates in a decision. The decision expresses concisely what the commander intends to do with his force to meet the requirements of the immediate situation.

■ **60. SUPPLEMENTARY DECISIONS.**—*a.* Following the decision certain supplementary decisions must generally be made as to the details of its execution. The more important of these may be announced by the commander as a directive to his staff.

b. A commander may authorize his subordinate commanders and general staff officers to make supplementary decisions and to issue in his name the orders necessary to carry them out. He may prescribe this method in whole or in part as standing operating procedure.

■ **61. PLAN.**—*a.* The plan consists of the decision, the supplementary decisions, and elaborated tactical, intelligence, and administrative details pertaining to the operation, prescribing the employment of each subordinate unit in carrying out the decision.

b. With the commander's directive as a basis, the staff prepares, the plan in detail.

As a matter of practical reality, the lower the level of a headquarters, the less time is allowed to prepare a field order (though staff and commander's estimates may be continuously ongoing). For example, a regimental commander may receive a mission as part of a field order prepared by division; the mission guides the estimates, and the structure of the division field order guides and constrains the regimental FO.

Another reality is that division has probably been working on this order from the moment Corps sent down the word (shit rolls downhill; you are usually at the bottom). This is why the *warning order* (see 65a(2)) is so important, as it shortens the decision loop if you don't have to sit around on your hands waiting for a finished work of art to arrive from on high.

Note also that much of a field order is boilerplate defined by the SOP. What will change most is the mission and the maneuver plan, since these are unique to a particular situation. A lot of the rest involves "fill in the blank" work. If it were otherwise, no OPORD would ever be ready when needed.

c. Since the commander is responsible for all instructions issued to the command, the entire plan must have his approval or his authorization.

d. In an emergency, the authorization may be given in advance, the staff being directed to formulate the plan and issue in the name of the commander the orders necessary to put it into effect.

e. The commander should require his staff to prepare contingent plans for future operations. The greater the mobility of the unit the greater becomes the necessity for anticipating its probable future action.

■ **62. ISSUANCE OF ORDERS.**—*a.* When time permits, the commander's decision is translated into orders as follows:

(1) Each general staff section prepares its appropriate portion of the plan. The parts of the plan are coordinated by the chief of staff who presents them to the commander for approval.

(2) Each general staff section prepares its appropriate portion of the field and administrative orders, based on the approved plan, and each general and special staff section prepares such annexes as may be appropriate.

(3) G-3 consolidates the field order, and G-4 consolidates the administrative order: these are submitted to the commander (or, by the commander's direction, to the chief of staff) for signature.

b. If the situation calls for immediate action, appropriate warning orders (par. 65) are issued at once, and fragmentary orders are issued without delay as supplementary decisions are made.

c. Between the two extremes indicated, a variety of methods may be used. Their successful application is a result of command and staff training.

d. When dictated or oral orders are to be issued by the commander (par. 65), suitable notes and operation maps are prepared by the interested staff sections as may be desired by the commander.

e. If the situation is such that a decision can be made well in advance of the action, orders should be issued without undue delay, unless secrecy considerations dictate otherwise.

■ **63. SUPERVISION OF EXECUTION.**—The responsibilities of the commander and his staff do not end with the issue of the necessary orders. They must insure receipt of the orders by the proper commanders, make certain they are understood, and enforce their effective execution.

The fragmentary order (now commonly called a FRAGO) is the crucial response to emerging challenges and opportunities that arise after the operation is launched. We try to cover every eventuality, but these fragmentary supplemental orders are often the only way of preventing a plan from misfiring.

The only way coordinated combat orders can be prepared down the line is for everybody to be leaning forward and doing as much as possible before the next impossible mission comes down. Field Marshal Rommel once famously said "in the absence of orders, find something and kill it." Our rule of thumb is "in the absence of orders, be aware of what the next order may be, and be planning before the message arrives." In December 1944, Patton noted the message traffic about activity in the Ardennes, correctly assessed its importance, and immediately ordered his staff to prepare contingency plans to detach a corps to the north for the relief of First Army.

This is why principal staff officers are typically sleep deprived.

The grim truth is that combat operations tend to grind at a faster rate than rigid or punctilious or lazy officers would prefer. The biggest cause of catastrophic defeat is facing an enemy who is "inside your decision loop" — that is can plan and respond faster than you can. The slow and rigid command and control practices of the French Army in 1940 contributed overwhelmingly to quick defeat by a weaker German force that had a faster operational tempo. The French spend a week playing catch-up, but just got farther and farther behind because their deeply flawed but rigidly honored doctrine did not comprehend the rate of developments.

SECTION II COMPOSITION OF ORDERS

■ **64. GENERAL.**—Combat orders are classified as field orders, administrative orders, and letters of instruction.

■ **65. SCOPE OF FIELD ORDERS.**—*a. Purpose.*—Field orders may--

(1) *Direct operations.*

(2) *Warn* of impending operations (warning orders). These orders contain advance information so that subordinate units can prepare to carry out operations to be ordered. When a warning order has been given general distribution, matters fully covered therein need not be repeated in subsequent field orders.

b. Methods of issue.—(1) Field orders may be in oral, dictated, or written form. The most important factor influencing the form and method of issuing a field order is the time available for its preparation and distribution. An order should reach its destination in sufficient time to obviate halting the troops while waiting for instructions. Time should also be sufficient to permit the lowest subordinate commander concerned in its execution an opportunity to reconnoiter, place his troops in position, make other necessary arrangements, and issue his orders prior to the hour set for the beginning of the action.

(2) Oral and dictated orders are similar in that both are spoken orders. When oral orders are issued, notes are made by both the commander issuing the order and the subordinate receiving it. Dictated orders are recorded verbatim by the receiver; a complete copy of the order or notes is kept by the commander issuing the order.

(3) Written orders may be in message or other convenient form. The use of accompanying maps, photomaps, overlays, and tables saves time and words and minimizes errors. In many cases, an entire field order can be placed on a map or overlay.

c. Complete or fragmentary.—Field orders may be either complete or fragmentary.

(1) The order is *complete* when it covers all essential aspects and phases of the operation. Complete orders include missions to all subordinate units charged with the execution of tactical operations in carrying out the commander's plan.

(2) *Fragmentary* orders are used when speed in delivery and execution is imperative. Fragmentary orders are issued successively as the situation develops and decisions are made, and consist of separate instructions to one or more subordinate units prescribing the part each is to play in the operation or in the separate phases thereof. This procedure will be usual in divisions and smaller units. Fragmentary orders may be either oral or written; they may be accompanied by maps, sketches, or over-

Verbal orders are particularly susceptible to misinterpretation, but even the printed word contains traps. Ideas that seem obvious to the originator may be opaque or ambiguous when delivered into the hands of the poor slob who has to execute them.

Major-General the Earl of Raglan's orders at Balaclava that resulted in the evisceration of the Light Brigade were flawed because the supreme commander could view the battlefield from a high elevation; the cavalry commanders on the valley below could not. The cavalry division and light brigade commanders interpreted the instructions according to their lights and realized they were, as written, plain stupid. The courier understood them because he had received them from Raglan after discussion; but the infamous Captain Nolan made things worse by failing to see the problem and infuriating the commanders with his arrogance. (He paid with his life in the charge.)

As will be noted later, many recipients of a combat order may not require all detail. Everybody who has a map needs the combat order; at the lower levels, however, an abbreviated combat order can be printed on the overlay to provide the commander all the information he requires.

lays, or they may consist of maps, sketches, or overlays with written instructions thereon (appendix III). They are concise but not at the expense of clarity and omission of essential information. Instructions issued in fragmentary orders may be repeated in a complete field order or in an annex if considered desirable.

■ **66. FORM OF FIELD ORDERS.**—*a.* Form 5, page 96, shows the standard sequence of a field order. The outline of the contents is a check list only.

b. When orders are issued by means of messages, the standard sequence is followed as far as it applies to the content.

c. A field order may contain within itself all the information issued; when more appropriate, annexes may be attached.

■ **67. FIELD ORDERS.**—The standard sequence divides a complete order into the heading, distribution of troops in certain orders, body, and ending. (See form 5, p. 96.)

a. Heading.—(1) The heading contains the designation of the issuing unit, place of issue, **time and date** of issue, serial number of the order, and reference to the map(s) used.

(2) Under requirements of secrecy the official designation of the issuing command may be shown by a code name and the place of issue omitted.

(3) **The time and date the order is signed are written in sequence, using the four digit time group (24-hour clock system) followed by the month, day, and year, as for example, 2230 June 15, 1942.**

(4) Orders are numbered consecutively for the period of the war. If two or more are issued on the same day they are given separate numbers.

(5) The map reference designates the map(s) required, giving the scale, name of sheets, and year of edition (where necessary). The reference should include only those maps to be used in connection with the order. When the order is accompanied by an operation map, and no other map is required, the reference may be simply "Map: Opn Map (Annex I)."

b. Distribution of troops.—(1) The distribution of troops shows the tactical groupings into which the command is divided (advance guard, main body, etc.) and the troops assigned to each. Its use generally is limited to march advance guard, rear guard and outpost orders, and to the first field order issued by a newly created command.

(2) When a distribution of troops is included, it is headed "TROOPS" and follows paragraph 2 of the order, without number.

(3) The tactical components, and commander (if appropriate), of each tactical grouping are grouped under a lettered sub-head (a, b, c, etc.) of the distribution corresponding to the subparagraph of paragraph 3 which prescribes the mission of such tactical grouping.

Experienced soldiers may find this confusing, since the names and precise ordering and style of the five paragraph field order have changed in the last 60+ years. Be patient; I have noted changes and equivalents to modern usage where necessary. The principles remain the same.

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"TROOPS" combines what is now "troops available" and "task organization."

Again, the importance and utility of a proper and complete map overlay at lower (e.g., battalion) level cannot be overemphasized. One overlay is worth a thousand annexes.

(4) The use of a distribution of troops may often be obviated by showing the detailed tactical groupings of the command on an operation map accompanying the order, or by adopting standing operating procedure which sets forth the composition of combat groups.

c. Body.—The body of the field order contains information and instructions for components of the command. Intelligence missions (as distinguished from tactical missions which must be executed in order to obtain information) are not ordinarily placed in the body of a complete field order. In divisions and larger units they may be placed in an intelligence annex. If no intelligence annex is issued, such missions ordinarily are assigned in fragmentary orders only. The body is divided into 5 paragraphs as follows, each containing features essential to every complete field order:

- Paragraph 1. Information.
2. The decision and coordinating details of the plan applicable to the command as a whole.
 3. Tactical missions for subordinate units.
 4. Administrative matters.
 5. Provisions for signal communication, including locations and displacement of command posts.

Most of the paragraphs can be abbreviated by the use of an operation map.

(1) *Paragraph 1.*—Paragraph 1 contains such information of the enemy and of friendly troops as subordinates should know in order that they may accomplish their assigned tasks (form 5, p. 96). It is devoted exclusively to information and contains no part of the plan or instructions of the commander. The amount of enemy information to be placed in this paragraph frequently can be reduced by reference to a G-2 report, (form 16, p. 114), if one has been recently issued to all subordinates concerned, or by placing the information on accompanying situation or operation maps. Information already distributed should not be repeated in field orders, although deductions based upon information already distributed may properly be included.

(2) *Paragraph 2.*—Paragraph 2 contains the decision of the commander which consists of a statement of what, when, how, and where the force as a whole is to operate. The amount of detail given in this paragraph should be sufficient to indicate what is to be accomplished by the force as a whole. It includes, when appropriate, such details applicable to the entire command as are necessary to coordinate the action of subordinate units; e. g., the main objective, time of movement, line of departure, direction of movement, zone of action for the whole command, and the boundaries between subordinate units. This paragraph may be subdivided into separate lettered subparagraphs, the first pertaining to the decision of the commander, the others to details of

Paragraph 1 (Information) is still paragraph 1, but in the years since WW II it has been renamed SITUATION; it still includes enemy and friendly situations; MET (meteorological) information may also be included, along with important terrain notes.

Paragraph 2 is now called MISSION, and may be so named in your plans.

In the earlier form, Paragraph 2 includes a part of what is now Paragraph 3: concept of the operation, which is an overall description of the commander's concept.

Note that critical locations and actions will be shown graphically on the overlay; names for such features (e. g., OBJ SALLY) should have the same names on the overlay as in the written combat order.

Paragraph 3 is now called EXECUTION. It includes both the concept of the operation (here in Paragraph 2) and details for subordinate units.

general application. Paragraph 2 may be shortened by the inclusion of certain of these details on an operation map.

(3) *Paragraph 3.*—(a) Paragraph 3 assigns definite missions to each of the several elements of the command charged with execution of the tactical details for carrying out the decision of the commander or the assigned mission. These missions for subordinate units are given under as many lettered subparagraphs (*a, b, c, etc.*) as may be necessary to assign one subparagraph to each tactical unit or task force to which instructions are given. The first subparagraph usually assigns missions to one or more security forces in operations such as marches, halts, or covering detachments. In other types of operations, instructions to security forces usually are placed in alphabetical sequence in the paragraph, in which case the first subparagraph covers the instructions to one major infantry (cavalry) (armored) subdivision of the command. The following subparagraphs include the instructions to the remaining major infantry (cavalry) (armored) subdivisions of the command, the field artillery of the command, and thereafter, in alphabetical sequence, other units of the command.

(b) Intelligence missions (as distinguished from tactical missions which must be executed in order to obtain information) are not ordinarily placed in the body of a complete field order. In divisions and larger units they may be placed in an Intelligence Annex. If no Intelligence Annex is issued, such missions ordinarily are assigned in fragmentary orders only.

(c) Except as indicated below, all instructions to any unit of the command having a tactical mission should appear in the subparagraph of paragraph 3 pertaining to that unit.

(d) A final subparagraph of paragraph 3, always lettered *x*, contains instructions applicable to two or more elements of the command. (See sec. III)

(e) If the time of movement, line of departure, or zone of action of a fraction of the command is sufficiently indicated in paragraph 2, that detail should not be repeated in paragraph 3.

(f) Frequently subparagraphs of paragraph 3 can be shortened materially by inclusion of details on an operation map (appendix III).

(g) When a command is divided for an operation into tactical groupings (*e. g.*, advance guards, march columns, etc.) and when standing operating procedure does not provide for the composition of such tactical groupings, the matter of attachment and detachment of units may be covered advantageously by the inclusion in the order of a "distribution of troops." (See (c) above.) Unless a distribution of troops is used, the subparagraph of paragraph 3 pertaining to any unit from which a fraction is detached should specify the fraction detached and the unit to which it is attached. The detachment and attachment of elements may be indicated in the affected subparagraphs, *e. g.*:

1st Inf (less 1st Bn, atchd 2d Inf) :

(g) This provision and others (see TROOPS, above) address what is now called task organization. Task organization is common now, but was an innovative concept in 1940; it became increasingly important as combined arms (for example, combined infantry-armor) operations came to dominate tactical thinking. Guderian, Tukhachevskii, Chaffee, Liddell-Hart, and de Gaulle had pioneered the theory, but it was slow to become reality in the US Army until lead started to fly in earnest. By war's end, it was the prevailing tactical philosophy.

For our purposes, this refers to what has long been called cross attachment – the creation of combined arms teams configured for a particular mission. We will deal with this in more detail in class.

Similarly, the subparagraphs pertaining to the units to which attachments are made should specify the fractions attached to each unit, e. g.:

2d Inf:

Atchd: 1st Bn, 1st Inf.

Where an attachment is not effective at once, both subparagraphs should indicate the time and, when appropriate, the place of attachment, e. g.:

1st Inf (less 1st Bn, atchd 2d Inf 2: 00 AM):

If, however, the detached unit is to be given an independent mission, such as to constitute the reserve, it is given a separate lettered subparagraph of its own. Again, where a detached unit is given an independent mission for which ~ separate lettered subparagraph usually is not given in orders, both the detached unit and the parent unit may be given separate subparagraphs within the lettered subparagraph, e. g.:

d. 1st Sq 1st Cav:

(1) 1st Sq (less Tr A): * * *

(2) Tr A: * * *.

(4) *Paragraph 4.*—If an administrative order is to accompany a field order, this paragraph will consist solely of a reference thereto, thus: "4. Adm 0 6." Otherwise, administrative instructions which must be known, at the time the field order is received, by troops having tactical missions are included in this paragraph. Items will be arranged in lettered subparagraphs in the same sequence as in the form for an administrative order (form 6, p. 98). When previously published administrative details in effect are to remain unchanged this paragraph will read: "4. Adm details, no change."

(5) *Paragraph 5.*—Paragraph 5 sets forth instructions relative to the locations of command posts and such instructions as may be required for the establishment and maintenance of signal communication. Depending upon the situation, the following items may be necessary (FM 24-5):

(a) The first subparagraph contains a reference to the signal annex when issued. If a signal annex is not issued, and a recent change in signal operation instructions has been issued, the subparagraph contains a reference to the index to signal operation instructions in effect. When it is desired to emphasize any instructions relative to signal communication, such as restrictions on the use of radio, an important pyrotechnic signal, etc., these instructions are included in this subparagraph.

(b) The next subparagraph shows the location of the command post of the issuing unit, the prescribed locations for the command posts of the major subordinate units, and their tentative future locations when a displacement of command posts is contemplated.

(c) The location and time of opening of an advance command post, of march control points, or other places to which messages may be sent are given when required.

Paragraph 4 (now ADMINISTRATION AND LOGISTICS) is of less importance to living history tacticals, but for understanding of operational details it should be included.

Paragraph 5 is now COMMAND AND SIGNAL. It includes all the details (command post locations and displacement), and much more on signals. Radio procedures will be in a separate SOI (Signal Operating Instructions) document that includes frequencies, call signs, authentication, codes, etc.).

(d) Where previous instructions in effect are to remain unchanged the paragraph will read: "5. Sig Com, no change."

(e) Much of the information appropriate to paragraph 5 may be shown to advantage graphically on an operation map.

d. Ending.—The ending contains the signature, authentication (except on the original), a list of annexes, if any, and a statement showing the distribution given the order.

(1) *Signature.*—The original of a field order is signed by the commander or for him by his principal staff officer. The signature follows the body of the order on the right-hand side of the page.

(2) *Authentication.*—Copies of a field order are either signed by the commander or authenticated by the staff officer who is responsible for its preparation. The authentication is placed on the left side of the page immediately following the body of the order, and consists of the word "OFFICIAL": followed by the last name of the authenticating officer and his official position (G-3 or S-3). Copies bearing the signature of the commander or his chief of staff need not be authenticated.

(3) *Annexes* (par. 70).—Annexes pertaining to a field order are listed on the left side at the bottom of the order immediately following the authentication. When necessary for clarity, annexes are also referred to in appropriate paragraphs of the field order.

(4) *Distribution.*—(a) The statement showing the distribution is essential to insure that the order is distributed to every officer or unit directly concerned with its execution. This statement may be in detail on the order, or a reference may be made to a standard distribution list (e. g., "Distribution: A"), already adopted, which shows in detail the distribution used. Copies of combat orders are usually numbered serially, and a record is kept showing the specific copy numbers distributed to each officer or unit (form 21, p. 124).

(b) The distribution is shown on the left side of the page immediately following the list of annexes.

■ **68. ADMINISTRATIVE ORDERS.**—*a. General.*—Administrative orders cover supply, evacuation, and other administrative details of operations. They are issued under circumstances where the instructions regarding these matters are too voluminous to be embodied in paragraph 4 of the field order, or when a field order is not being published and at the same time it is necessary to publish administrative instructions to the command. Administrative orders may be oral, dictated, or written, and in either complete or fragmentary form. When complete administrative orders are issued they usually accompany field orders; they may be issued, however, under circumstances which require administrative changes but which do not require field orders. Standing operating procedure may be employed to eliminate, so far as practicable, items other than those pertaining to the tactical and geographic set-up of the particular operation

An excellent example of a poorly phrased FRAGO comes to us from July 1876, when George Custer, commanding the 7th Cavalry, sent the following message by courier to his adjutant in the rear: "Big camp. Come quick. Bring packs. /s/ Custer. Bring packs."

b. By whom prepared.—The administrative order is prepared by G-4 in cooperation with G-1 in divisions or higher echelons. Those parts that pertain to other staff sections are coordinated and transmitted to G-4 by the chiefs of such staff sections.

c. Basis.—Administrative orders are based on—

- (1) Administrative orders of higher authority.
- (2) The commander's initial and supplementary decisions.
- (3) Approved recommendations of special staff officers.

d. How and When issued.—The technique of preparing complete written field orders (par. 71) applies generally to the preparation of complete written administrative orders.

e. Scope.—Usually only the first administrative order issued by a command contains all of the items shown on form 6, page 98. Subsequent orders mention only items that are to be changed. However, the sequence of the form is preserved. Fragmentary administrative orders are frequently used. They may be confirmed when desirable by a written order embodying all changes made.

f. Authentication.—Administrative orders are authenticated by G-4.

g. Annexes.—(1) An administrative order may be complete within itself or it may include annexes (par. 70).

(2) When used, annexes are listed at the end of the order by number and name and are referred to in the proper paragraphs.

■ **69. LETTERS OF INSTRUCTION.**—Letters of instruction deal with the strategical phases of operations of large units and regulate operations over a large area for a considerable period of time (F'M 100-15) .

■ **70. ANNEXES TO COMBAT ORDERS.**—*a. General.*— (1) Annexes include—

(a) Those accompanying an order for purposes of brevity, clarity, and simplicity, for example, maps and overlays.

(b) Those used to amplify an order when the volume is too great for inclusion in the order itself.

(2) Examples in connection With field orders are anti-aircraft defense, antimechanized defense, artillery, aviation, chemical warfare, engineer, intelligence, machine guns, organization of the ground, and signal. Such annexes are used ordinarily only in operations which are prepared deliberately and in great detail. The time and labor involved in preparing annexes may be saved in many cases by distributing the orders of certain units, such as engineer and signal units, to the other units concerned. Volume can be reduced by the adoption of suitable standing operating procedure.

b. To whom issued.—Annexes (or corresponding unit orders) are issued to all units whose actions or movements are affected by the information and instructions contained therein.

c. *Form.*—Annexes may be--

(1) *Written instructions.*—These usually follow the form prescribed for the complete field order, except that information and instructions already given in the field or administrative order need not be repeated in the annex thereto. Forms or check lists for most annexes are found in appropriate field manuals of the arms and services.

(2) *Maps, sketches, charts, or overlays* (appendix III). Maps of the following types are frequently used as annexes: situation maps, operation maps, administrative maps, circulation maps.

(3) *Tables* (see sec. IV for forms).—These deal with embarkation and debarkation, entraining, entrucking, march, tables, and other technical data.

d. *Preparation.*—Annexes are prepared by the appropriate staff officers and submitted to the commander, or to a staff officer designated by him, for approval prior to issue. They are authenticated by the appropriate assistant chief of staff.

e. *How numbered.*—The staff section responsible for the preparation of a combat order will assign numbers serially to the annexes which are to accompany it. For example: "Annex 3 to FO 6, Signal Orders." Annexes which are necessary to amplify an annex are designated by the number of the annex which they amplify and also by a letter of the alphabet. For example: "Annex 3a to FO 6, Circuit Diagram."

■ **71. TECHNIQUE OF ORDERS.**—a. *Purpose.*—The purpose of a uniform technique throughout the service in the preparation of orders is to promote clarity and prevent misunderstanding. The points of technique discussed in the following subparagraphs have been found helpful.

b. *Amount of detail.*—Orders should be concise. Those giving missions for subordinate units should prescribe only such details or methods of execution as are necessary to insure that the actions of the subordinate unit concerned will conform to the plan of operations for the force as a whole. In many cases, brevity is governed by the state of training of the troops for whom the order is intended; for a newly organized or poorly trained unit, the orders of necessity must be more detailed than for the well-trained organization.

c. *Boundaries* (appendix III)—Boundaries delimit zones of action or movement, and areas of responsibility. If possible they are designated by easily distinguishable terrain features. One unit only must be made responsible for each important point. Boundaries are designated from rear to front or from right to left. Lateral boundaries extend from the rear element or boundary of the unit to the limit of range of its supporting weapons, or to the objective to be reached in the operation.

d. *Details of time.*— (1) **Dates include the month, day, and year, thus: August 5, 1940. In stating a night, both dates should be included, thus: night August 4-5, 1940.**

Unstated here is the critical idea that a stream-of-consciousness, nonuniform order structure would (1) take longer to read and understand, and (2) result in a lot of inadvertent lapses in information. "Don't forget nothing."

An experienced commander reading a combat order will automatically go through an accustomed mental synthesis of information; there is no time to waste trying to guess where vital information is to be found.

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(2) When the date and hour are undetermined, **H-hour and D-day** may be used, and the selected date and hour communicated later to those concerned.

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(3) The 24-hour clock system four numerals will be used in expressing time. The first digits on the left will be the hours after midnight, and the remaining two digits will indicate the minutes past the hour. Where the hour can be expressed by a single digit, it will be preceded by zero (0). Examples:

12-hour system	24-hour system
12:01 a. m.	0001
7:05 a. m.	0705
Noon	1200
7:35 p. m.	1935
Midnight	2400

(4) Whenever orders have application to units in different time zones, Greenwich Civil Time will be used. The letter Z as a suffix immediately following the last digit of the group, will follow all time groups expressing Greenwich Civil Time. For example, 0025Z will indicate 2:25 AM Greenwich Civil Time.

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e. Details of place.—(1) Compass points are preferable to the terms "right" and "left." When right or left is used, the user is assumed to be facing the enemy or facing downstream if used with reference to a river.

All-purpose useless fact:

(2) When places or features are at all difficult to find on a map they should be identified by giving their coordinates, or by stating their location in relation to some easily distinguishable feature or place on the map.

In WW II and into the 1950's, midnight on one day was denoted by 2400, while the first moment of the following day was 0001. Finally some tidy soul decided it was not proper to have the entire United States Army unaccounted for sixty seconds out of each day, so 0001 was out and 0000 was in. The Army day begins at 0000 and ends at 2400.

(3) Roads are identified by name or by a sequence of paints on the road, named in the direction of movement, and when there is no movement, from right to left or rear to front, assuming that the person designating the road is facing the enemy. All other lines are designated in the same manner.

(4) Areas are designated by naming, counterclockwise, a suitable number of points delimiting them. The first point so named, regardless of whether the area pertains to friendly troops or to the enemy, is one on the right front from the viewpoint of our own troops.

f. Terms such as the following are avoided in orders: "holding attack," "secondary attack," and "main attack," which qualify the vigor of the operation; "try to hold" and "as far as possible," which lessen responsibility; "at daylight" or "at dark," to specify a time.

Expressions such as "at all cost" and "to the last man" are similarly discouraged. Think positive, always.

g. Abbreviations.—Authorized abbreviations are given in FM 21-30. Unfamiliar abbreviations even though authorized should be avoided.

The word "retreat" is never used. When the United States Army moves backwards ("conducts a retrograde operation"), it may *withdraw* (moves under enemy observation, avoiding contact), *retire* (just goes somewhere else, as in "tidying up the lines") or conduct a *delay* movement (withdraws slowly under pressure, delaying the enemy).

h. Secrecy precautions.—The classification of messages and other publications to insure secrecy is contained in FM 30-25.

i. Affirmative.—In the interests of simplicity and clarity, the affirmative form of expression should be used. Such an order as "The trains will not accompany the regiment" is defective because the gist of the order depends upon the single word "not." A better form is "The trains will remain at Leavenworth." No doubt arises in the latter case.

i. Designation of units.—The numerical designation of an army is spelled out in full, as "First"; that of a corps is given in roman numerals, as II; and that of a division or smaller unit in arabic numerals, as 3*d*.

k. Avoidance of highly technical language.—The military profession like all other professions has developed a technical vocabulary. This vocabulary is convenient and aids in the clear and rapid transference of ideas between military persons. The use of this vocabulary in texts and instructions is natural. In combat orders it is essential that there be no opportunity for misunderstanding by any subordinate of the exact intended meaning of all terms used. With partially trained troops and staffs the use of technical military language may afford opportunities for such misunderstandings. Therefore the use in combat orders of technical expressions should be avoided if there is any danger of misunderstanding. In such cases, words of common understanding should be substituted, even at the sacrifice of brevity.

l. Use of maps, Photomaps, overlays, or objective folders with combat orders.—See appendix III.

SECTION III CHECK LISTS FOR FIELD ORDERS

■ **72. GENERAL.**—*a. Scope.*—The check lists following contain the principal items which may be included in paragraphs 2 and 3 of field orders for various types of tactical operations. They do not include items pertaining to military intelligence (par. 1), administration (par. 4), or signal communication (par. 5). (See form 5, p. 96 and par. 67.)

b. Use.—The lists are intended merely as reminders in the preparation of orders. It is not to be inferred that all items listed must be included necessarily nor that other items are unnecessary; a trained commander or staff officer prepares an order to fit the situation—not a form. The items covered in an order and the amount of detail will depend on the nature of the particular operation, the time available and the state of training of subordinate officers. Many applicable items can and should be omitted when covered by standing operating procedure.

c. Sequence.—The paragraph sequence given in each form is in accord with the general practice in the service and should be followed whenever practicable; the alphabetical sequence of items in subparagraphs, where it occurs, is for convenience only.

d. Duplication.—It will be noted that in certain check lists there is a duplication of some items in paragraphs 2 and 3. However, instructions reference such items shall not be duplicated in the order. Items of a general nature are normally covered in paragraph 2, when exactly the same for all units concerned or when common to two or more units (boundaries, for example).

They are preferably covered in paragraph 3 when there are some differences in application (such as different times of attack for different elements). Minor items of general application (such as measures for secrecy) are generally included in paragraph 3x.

FM 101-5 includes a long catalog of check lists, most of which are of limited application for living historians. I have included them for your consideration as representative of such planning aids.

■ **73. CHECK LISTS FOR FIELD ORDERS.**—The check lists (pp. 54--88) are for orders for the following types of tactical operations:

Attack.

Attack against a river line.

Defense.

Defense of a coastal area.

Defense of a river line.

Delaying action.

Development for attack.

Halt.

Landing on hostile shores.

Movement by marching in one column.

Movement by marching in more than one column.

Movement by rail or by rail and marching.

Movement by truck or by truck and marching.

Pursuit.

Withdrawal from action.

Check list – Order for an

ATTACK

X X X X

2. *Decision or mission*, including: Formation – Objective or general direction of attack – Scheme of maneuver – Purpose.

Details of general application: Boundaries of the force and of its main infantry (cavalry) (armored) groups-Line of departure-Time of attack-Zone of action. Refer to operation map, if issued.

- 3.¹ *Main infantry (cavalry) (armored) groups*:² Assembly positions and routes thereto – Direction of attack – General location or direction of principal effort – Mission Objective(s) – Scheme of maneuver – Assistance to other units – Measures for deception-Special security measures. Line of departure – Time of attack, etc., when not fully covered in paragraph 2.

Field Artillery:³ General Mission – Locality where mass of fire can be concentrated – Organization for combat and assignment of support missions – Special fire missions prior to preparation, during preparation (time of starting, phases), and during attack – Special instructions such as: Coordination of fires laterally and in depth Measures for secrecy and deception – Movements Position areas, if necessary or desirable for coordination – Restrictions as to fire – Use of chemicals. Refer to Field Artillery Annex, if issued.

Antiaircraft artillery: Gun and automatic weapon defense.

Antitank units: Areas, installations, lines or troops to be defended-Locations-Missions.

Aviation: Observation aviation: Area of responsibility – Airplanes for artillery, command, infantry (cavalry) (armored), or special missions, with place, date, and hour available – Landing fields established and hour to be available-Location of airdrome (if not previously given in field orders). Balloon squadron or group: Initial ascension points – Location or movement – Time of inflation or other measures for secrecy – Observation to be performed.

Combat aviation: Specific missions.

Cavalry:⁴ Location – Specific missions (what, when, where) in order of importance – Liaison.

Chemical troops: Location of unattached units – Missions, including: Firing instructions – Location of gas barriers or concentrations – Smoke missions.

Note that this paragraph (3) in the check lists does not have lowercase letters for each subparagraph except for x (the last entry).

The reason is that not all of these arms and unit types will be used for a given operation, so it would be confusing to have an ordered heading for each. Using the x for the last subparagraph is just a way of marking the last of the list.

Tank destroyers are considered with tanks, not with antitank units. This refers mainly to the use of the 57mm AT guns.

However, bear in mind that tank destroyers are in concept *defensive* weapons, while tanks are *offensive* weapons.

It's jarring to have all these references to cavalry – when this manual was written, however, there were horse cavalry regiments still around, all of which were changed in 1942. (The regiments of the 1st Cavalry Division kept their names and lineage, but were organized, trained, and equipped as infantry.)

Engineers: Special tactical missions—Time and place of assembly for combat missions.

Reserve: Composition—Location—Special instructions.

Tanks: Locations—Mission.

Other combat elements: Composition—Mission.

x. *Antiaircraft and antimechanized defense; passive measures and coordination of active measures*—Hours at which movements to position will be completed—Limit of pursuit and assembly point(s) or area(s)⁵—Limitations or priority on roads—Limitations on reconnaissance—Relief of units—Secrecy and surprise measures—Special instructions as to liaison—Use or restrictions on use of chemicals.

X X X X

NOTES

1. Attachments and detachments with time and place effective and time of reversion, if known, should be given in appropriate subparagraphs.

2. Separate subparagraphs are used for the respective groupings for the main and secondary attacks made by divisions and smaller units, and for each division in orders for the attack of a corps. The terms "secondary attack," "holding attack," and "main attack" are never used in actual orders.

3. In corps orders this subparagraph may include such general instructions as are necessary to coordinate the action of division artillery with that of corps artillery.

4. Applicable to an infantry force with cavalry attached.

5. Applicable to cavalry and armored forces only.

**Check list – Order for an
ATTACK AGAINST A RIVER LINE**

X X X X

2. *Decision or mission*, including in general terms: Formation – Front of crossing – Objective, including intermediate objectives – Scheme of maneuver – Time of crossing.

Details of general application: Boundaries – Bridgehead – Time of attack – Zone of action. Refer to operation map, if issued.

- 3.¹ *Main infantry (cavalry) groups*:² Assistance to other units – Bridges to be constructed; types and location – Flank protection – Front on which crossing will be made – Measures for deception – Mission – Objective(s) – Routes, or reference to march table – Time of crossing – Zone of action or direction of advance.

Field Artillery:³ General mission – Locality where mass of fire can be concentrated – Organization for combat and assignment of support missions – Special fire missions – Special instructions such as: Coordination of fires laterally and in depth – Displacement over river; time, method, priorities – Movements – Position areas, if necessary or desirable for coordination – Restrictions as to fire – Use of chemicals. Refer to Field Artillery Annex, if issued.

Antiaircraft artillery: Gun and automatic weapon defense.

Antitank units: Locations – Missions.

Armored units:⁴ Location – Mission – Time and place of crossing.

Aviation: Observation aviation: Area of responsibility – Airplanes for artillery, command, infantry (cavalry) (armored), or special missions with place, date, and hour to be available – Landing fields to be established and hour to be available – Location of airdrome (if not previously given in field orders). Balloon squadron or group: Initial ascension points – Location or movement – Observation to be performed – Time of inflation or other measures for secrecy – Time and place of Combat aviation: Specific missions.

Cavalry:⁵ Specific missions prior to and after crossing – Time, place, and manner of crossing – liaison. *Chemical troops*: Location of unattached units – Missions, including: Firing instructions – Location of gas barriers or concentrations – Smoke missions – Time and place of crossing.

Engineers: Location and type of unit bridges and ferries – Time construction is to start. Refer to Engineer Annex, if issued.

Reserve: Composition – Location – Special instructions – Time and place of crossing.

Tanks: Location – Mission – Time and place of crossing.

Other combat elements: Composition – Mission.

- x. *Antiaircraft and antimechanized defense; passive measures and coordination of active measures* – Limitation or priority on

roads—Movement to the river—Priority schedule of crossing—Secrecy— Special instructions as to liaison—Use or restriction on use of chemicals.

X X X X

NOTES

1. Attachments and detachments "with time and place effective and time of reversion, if known, should be given in appropriate subparagraphs.
2. Separate subparagraphs are used for the respective groupings for the main and secondary attacks made by divisions or smaller units, and for each division in orders for the attack of a corps.
3. In corps orders this subparagraph may include such, general instructions as are necessary to coordinate the action of division artillery with that of corps artillery.
4. Applicable to a large force with armored forces attached.
5. Applicable to infantry force with cavalry attached.

Check list-order for a

DEFENSE

X X X X

- 2. *Decision or mission*, including: Area or position to be defended-Formation-Preliminary operation (movement, assembly, limited objective attack, withdrawal) if appropriate-Purpose-subsequent action if defense is to be temporary.

Details of general application: Boundaries between units-General trace of main line of resistance, outpost line, and regimental reserve line (for large units may be limited to designation of general areas the subordinate units are to defend)-Limiting points--Reserve battle position and switch positions (zone defense). Refer to operation map, if issued.

- 3.¹ *Main infantry (cavalry) units committed to the defense:*² Missions-Sector to be defended—Organization of ground—Preparations to extend position—Reserves; strength and employment.

Maneuvering force^{1,3}: Units—Location—Mission—Plans to be made—Routes—Security measures.

*Field Artillery:*⁴ General mission—Locality where mass of fire can be concentrated—Organization for combat and assignment of support missions-Position areas, if necessary or desirable for coordination—Special fire missions prior to enemy attack, during counter preparation, and during enemy attack—Special instructions such as: Coordination of fires laterally and in depth—Measures for secrecy and deception—Movements—Use of chemicals. Refer to Field Artillery Annex, if issued.

Antiaircraft artillery: Gun and automatic weapon defense.

Antitank units: Areas, installations, lines, or troops to be defended-Locations-Missions.

*Armored force:*⁵ Location—Missions.

Aviation: Observation aviation: Area of responsibility Airplanes for artillery, command, infantry (cavalry), or special missions with place, date, and hour to be available—Landing fields established and hour to be available—Location of airdrome (if not previously given in field orders). Balloon squadron or group: Initial ascension points—Location or movement-observation to be performed-Time of inflation or other measures for secrecy.

Combat aviation: Special missions.

“Maneuvering force” here means the “mobile reserve” to be used in counterattacks or to plug a hole in the MLR – the “fire brigade”. It is separate from the stationary reserve used as defense in depth.

This and note 5 are somewhat confusing. What the manual means is, in essence, an infantry/tank team: an infantry unit with tanks attached. Within a short period the notation of pure tank units all but disappeared: tanks and infantry are routinely used in combination.

*Cavalry*⁶ (for each tactical element operating directly under the issuing commander): Specific missions (what, When, where) in order of importance—Liaison.

Chemical troops: Location of unattached troops—Missions, including: Firing instructions—Location of gas barriers or concentrations—Smoke missions.

Engineers: Assistance to other troops in laying out positions, organization of the ground and fortifications—Assembly for combat: Time and place—Demolitions and obstructions; special obstacles.

Reserve: Composition—Location(s)—Mission—Time of availability—Reconnaissance to be made—Plans to be prepared—Readiness for movement—Employment in organization of the ground.

Tanks: Location(s) —Missions—Routes; priority—Assembly areas—Plans for future action.

Special detachments:^{1,7} Composition—Missions—Areas or zones to be secured or protected—Conduct in case of contact—Limit of responsibility for reconnaissance and security—Location.

x. *Antiaircraft and antimechanized defense; passive measures and coordination of active measures*—Antitank mine fields; construction, location—Coordination between units (if not covered in paragraph 2)—Coordination of plans for counterattacks—Preparations for a general counteroffensive³—Demolitions and obstructions; time, location, control—Liaison—Organization of ground and priority of work—Outposts; mission, strength, conduct—Priorities on roads—strength of initial garrisons—secrecy, security, deception and surprise measures—Time when units are to be in position or by which preparations are to be completed—Use or restrictions on use of chemicals.

Tanks *hate* to be placed on the MLR in defense, and they hate to be dispersed. Armor is the combat arm of decision; in the defense (not a tanker's element) the mobile striking power should usually be in the rear so it can be moved to confront and smash a penetration.

A subtle point: if we have bridges or similar critical route structures at the front or just behind it, do we demolish them to slow an enemy attack should our MLR be overrun? Once blown, it will be as difficult to cross for us as for the enemy if we counterattack. This is why the decision to blow bridges and causeways is so often highlighted in war films. A panicky or ill-informed demolition can come back to haunt us.

X X X X

NOTES

1. Attachments and detachments with time and place effective and time of reversion, if known, should be shown in appropriate subparagraphs.
2. Use a separate lettered subparagraph for each.
3. Applicable only when the defensive operation is to be conducted with a view to launching a subsequent counteroffensive, and to cover tasks of this force during the defensive phase only. An additional order, generally similar to an order for an attack, will be required for the counteroffensive phase.
4. In corps orders this subparagraph may include any general instructions necessary to coordinate the action of division artillery with that of corps artillery.

5. Applicable to a large force with armored forces attached.
6. Applicable to infantry force with cavalry attached.
7. Special detachments may comprise: (1) forward or flank covering forces (if other than cavalry); (2) detachment(s) to protect lines of communication; (3) detachment(s) for special missions. This subparagraph is applicable to a covering force which is not a part of a major unit committed to the defense.

**Check list – Order for a
DEFENSE OF A RIVER LINE**

X X X X

2. *Decision or mission*, including: Sector of river line to be defended – Formation – Scheme of defense – Time defense is to be initiated.

Details of general application: Boundaries between units – Limiting points – Localities to be organized. Refer to operation map, if issued.

- 3.¹ *Main infantry (.cavalry) groups*:² Sector to be defended – Special missions, such as crossing fronts to be especially observed – Organization of ground – Reserves; strength and employment.

Field Artillery:³ General mission – Organization for combat and assignment of support missions – Locality where mass of fire can be concentrated – Missions for which to be prepared – Position areas, if necessary or desirable for coordination – Special fire missions – Special instructions such as: Coordination of fires laterally and in depth – Measures for secrecy and deception – Movement – Use of chemicals. Refer to Field Artillery Annex, if issued.

Antiaircraft artillery: Gun and automatic weapon defense – Searchlight missions.

Antitank units: Locations – Missions.

Armored forces:⁴ Locations – Missions.

Aviation: Observation aviation: Area of responsibility – Airplanes for artillery, command, infantry (cavalry) or special missions, with place, date, and hour to be available – Landing fields established and hour to be available – Location of airdrome (if not previously given in field orders). Balloon squadron or group: Initial ascension points – Location or movement – Observation missions – Time of inflation or other measures for secrecy.

Combat aviation: Specific missions.

Cavalry" (for each tactical grouping operating under direct control of the Issuing commander): Sector – Specific missions (what, when, where), in order of importance – Liaison.

Chemical troops: Location of unattached units – Missions, including: Firing instructions – Location of gas barriers or concentrations – Smoke missions.

Engineers: Employment in organization of ground – Demolitions and obstructions; special obstacles – Destruction of materials and floating equipment – Facilitation of movement of reserves – Time and place of assembly for combat missions.

Reserve: Composition – Locations – Readiness for movement – Special missions, such as preparation of plans for counterattack(s) – Assistance in organization of the ground.

Tanks: Locations—Missions.

Other combat elements: Composition—Missions.

x. Antiaircraft and antimechanized' defense; passive measures and coordination of active measures—Coordination of plans for counterattack(s)—Liaison—Organization of the ground and priority of work—Special instructions for conduct of the defense—Strength and augmentation of initial garrisons—Time when units are to be in position or by which preparations are to be completed—Use or restrictions on use of chemicals.

X X X X

NOTES

1. Attachments and detachments with time and place effective and time of reversion. If known, should be given inappropriate subparagraphs.
2. Use a lettered subparagraph for each.
3. In corps orders this subparagraph may include any general instruction necessary to coordinate the action of division artillery with that of corps artillery.
4. Applicable to a large force with armored forces attached.
5. Applicable to Infantry force with cavalry attached.

**Check list – Order for a
DELAYING ACTION**

X X X X

2. *Decision or mission*, including: Type of delaying action (in successive positions or single position)–Formation–line beyond which enemy is to be held or area from which to be excluded, with time limitation–Scheme of maneuver–Time of occupation of initial position.

Details of general application: Boundaries between units, or direction of withdrawal–Location of initial, and second (or final) delaying position(s)–Time of withdrawal (if definitely foreseen). Refer to operation map, if issued.

- 3.¹ *Main infantry (cavalry) (.armored) groups:*² Position(s) to be occupied–Assistance to adjacent units–Conduct of delay, as needed to amplify paragraph 2, such as: Delay on intermediate positions–Flank protection–Strength on each position–Time of withdrawal (if definitely foreseen)–Zone of action or routes, if not indicated in paragraph 2.

*Field Artillery:*¹ General mission–Organization for combat and assignment of support missions–Locality where mass of fire can be concentrated–Position areas, if necessary or desirable for coordination–Special fire missions–Special Instructions such as: Coordination of fires laterally and in depth–Measures for secrecy and deception–rearward displacements; routes; times– Use of chemicals.

Antiaircraft artillery: Gun and automatic weapon defense.

Antitank units: Locations–Missions.

Aviation: Observation aviation: Area of responsibility– Airplanes for artillery, command, infantry (cavalry), or special missions, with place, date, and hour to be available–Landing fields established and hour to be available–Location of airdrome (if not previously given in field orders). Balloon squadron or group: Initial ascension points–Location or movement–Observation missions–Time of inflation and other measures for secrecy.

Combat aviation: Specific missions.

Cavalry (for each tactical element operating directly under the issuing commander) :⁴ Demolitions–Liaison–Locations–Routes–Specific missions (what, when, where) in order of importance.

Chemical troops: Location or movement of unattached units–Missions, including: Firing instructions–Locations of gas barriers or concentrations–Smoke missions.

Engineers: Assistance in rearward movement of other troops–Demolitions and obstructions on routes of approach to front and flanks of positions–Laying out rearward positions–Reconnaissances.

Reserve: Composition—Locations and times of availability—
Plans it is to be prepared to execute—Security measures—
Special missions—State of readiness for movement.

Tanks: Locations—Missions.

Other combat elements: Composition—Missions.

x. Antiaircraft and antimechanized defense; passive measures and coordination of active measures—Coordination between units—Demolitions and obstructions—Instructions as to outposts (if any) and other local security—Liaison—Priority on roads—Reconnaissance of rear positions—Special measures for secrecy, security, and deception—Time units are to be in position or when preparations will be completed—Use and restrictions on use of-chemicals.

X X X X

NOTES

1. Attachments and detachments with time and place effective and time of reversion, if known, should be given in appropriate subparagraphs.
2. Use a separate lettered subparagraph for each.
3. In corps orders this subparagraph may include any general instructions necessary to coordinate the action of division artillery, with that of corps artillery.
4. Applicable to Infantry force with cavalry attached.

**Check list – Order for a
DEVELOPMENT FOR ATTACK¹**

X X X X

2. *Decision or mission:* General location of development area – Scheme of maneuver and time of attack. If known.

3.² *Cavalry:* ³ Specific missions (what, when, where) in order of importance.

Main elements designated to develop the hostile situation: Missions or objectives – Restrictions on strength to be employed – Preparations for future action.

Main elements not yet to be committed to action: Assembly positions, routes thereto – Preparations for subsequent action or movements, including reconnaissance – Secrecy and security measures.

Field Artillery: Organization for combat and assignment of support missions for those units designated to support the development of the hostile situation – Assembly areas and state of readiness for elements not yet assigned support missions – Special instructions such as: Measures for secrecy – Movements – Preparations for subsequent action or movement.

Antiaircraft artillery: Gun and automatic weapon defense.

Antitank units: Locations – Missions.

Aviation: Observation aviation: Area of responsibility – Airplanes for artillery, command, infantry (cavalry), or special missions with place and hour to be available – Landing field established and hour to be available. Balloon squadron: Initial ascension point – Location or movement – Observation to be performed – Preparations for future missions – Time of inflation and other measures for secrecy.

 Combat aviation: Specific missions.

Chemical troops: Location or movement of unattached units – Preparations to be made for subsequent action or movement.

Engineers: Special missions.

Reserve (if designated at this time): Composition – Location and route thereto – Special missions such as: Preparation for action – Reconnaissance – Security. Time to be in position.

Tanks: Locations – Missions – Preparation for subsequent action.

Other combat elements: Composition – Missions.

x. *Antiaircraft and antimechanized defense; passive measures and coordination of active measures* – Instructions for dropping packs and issuing ammunition – Priority on roads – Reconnaissance for attack – Secrecy – Security – Time by which development must be completed – Time and place at-

tack orders are to be issued.

X X X X

NOTES

1. While a complete written field order for development will be Issued only rarely, such Instructions as are issued covering this phase of an operation may Include subject matter given In this form.

2. Attachments and detachments with time and place effective and time of reversion, if known, should be given in appropriate subparagraphs.

3. Applicable to Infantry force with cavalry attached.

**Check list – Order for a
HALT**

X X X X

2. *Decision or mission*, including: General location or area.

Details of general application: General areas assigned to major units – Antimechanized defense line – Boundaries – Outpost line – Reconnaissance and security; limit of responsibility. Refer to operation map, if issued.

3. *Cavalry*:¹ Liaison – Location(s) – Specific missions (what, when, where) in order of importance.

Outpost (if directly controlled by issuing commander): Composition – Conduct – Coordination with outposts of adjacent units – Limits of sector – Line to be held – Special missions – Time to be established.

Other security or reconnaissance forces operating directly under the issuing commander: Composition – Missions. *Main body:* Bivouac area for each unit, march group, or combat team (if not given in par. 2) – Outposts (if controlled by subordinate units) – Special missions.

Field Artillery: Extent to which to be prepared to support the outpost – Location – Readiness of artillery with main body for combat.

Antiaircraft artillery: Gun and automatic weapon defense.

Antitank units: Locations – Missions.

Aviation: Observation aviation: Areas of responsibility – Airplanes to be provided for special missions, with place, date, and hour to be available – Landing fields established and hour to be available – Location of airdrome (if not previously given in field orders). Balloon squadron or group: Location or movement – Missions for which to be prepared.

Combat aviation: Specific missions.

Chemical troops: Location or movement of unattached units – Missions, including: Firing instructions – Location of gas barriers or concentrations.

Engineers: Locations – Missions.

Tanks: Locations – Missions.

Other units: Locations – Missions.

- x. *Antiaircraft and antimechanized defense; passive measures and coordination of active measures* – Conduct in case of attack – Coordination of security measures – Liaison – Measures for secrecy – Preparations for future movements – Time by which units will be in position – Use or restrictions on use of chemicals.

X X X X

NOTE

1. Applicable to infantry force with cavalry attached.

**Check list – Order for a
MOVEMENT BY MARCHING IN ONE COLUMN**

X X X X

2. *Decision or mission*, Including: March objective – Time of starting.

Details of general application: Route – Initial point, with time head of main body is to pass same – Bivouac area at end of march¹ – Outpost line.²

TROOPS³

Advance, flank, or rear reconnaissance and security elements: Composition of each.⁴

Main body: Units or march groupings in order of march.

Outpost at end of march: Composition.²

3. *Cavalry*.⁵ For each tactical grouping directly controlled by the issuing commander: Areas or zones to be protected – Control lines, locations, or relative positions to be maintained – Missions – Reports of location or progress – Routes or zones – Time of starting.

Advance guard: Conduct in case of contact – Limit of responsibility for reconnaissance and security – Route (if not given in par. 2) – Special missions – Successive objectives to be seized – Time of starting or distance at which precede main body – Establishment and location of outpost at end of march.²

Other security and reconnaissance elements:⁴ Composition (if not given under Troops) – Areas or zones to be protected – Elements to be escorted – Locations or relative positions to be maintained – Missions for which to be prepared – Place in column – Route or zone – Special missions – Time of starting.

Main body: Time of starting or distance at which to follow advance guard⁷ – Bivouac areas for units or groups at end of march¹ – Hour for beginning periodic halts.

Field Artillery (elements not assigned to reconnaissance or security detachments): Readiness for combat and nature and extent of preparation to support detachments.

Antiaircraft artillery: Gun and automatic weapon defense to be furnished.

Antitank units: Locations – Missions – Missions for which to be prepared.

Aviation: Observation aviation: Area of responsibility – Cooperation with detachments – Coordination with aviation of higher and lower units – Landing fields established and hour to be available – Location of airdrome (if not previously given in field orders) – Special missions or airplanes to be held on call (with date, hour, and place) for special missions. Balloon squadron or group: Instructions for movement (if not included under Troops) – Preparations to be made for

future missions.

Combat aviation: Specific missions.

Engineers (elements not assigned to reconnaissance or security detachments): Special tactical missions.

Units not otherwise provided for: Missions.

Outpost at end of march, (when other than advance guard):^o

Composition (if not given under Troops)—Conduct—Line (if not given in par. 2)—Missions— Time by which to be established.

- x. *Antiaircraft and antimechanized defense; passive measures and coordination of active measures*—Priority on roads—Provisions to insure secrecy— Organization of protective measures at end of march¹—Time of closing In new bivouac¹— Reconnaissance of routes and new bivouac area.¹

X X X X

NOTES

1. Applicable only when the halt at the end of the march can be definitely foreseen and provided for.

2. Applicable only when the halt at the end of the march can be definitely foreseen and provided for and the outpost is to be detailed and directly controlled by the issuing commander.

3. When trains march with any of the groupings of the distribution they will be shown. When not shown it is assumed that they are otherwise disposed of in administrative orders or instructions. When unit trains or fractions thereof are excluded from

any unit that fact will be shown.

4. If more than one, list each separately.

5. Applicable to an Infantry force with cavalry attached.

6. Employ a separate lettered subparagraph for each.

7. In order to prevent interference in forming the column. It may be necessary to issue a march table as an annex or to include specific instructions as to the time and place each unit is to join the column.

**Check list-Order for a
MOVEMENT BY MARCHING IN MORE THAN ONE
COLUMN**

X X X X

2. *Decision or mission*, including: Formation or number of columns-March objective-Time of starting.

Details of general application: Axis of advance, routes, or zone-Boundary(ies) between units--Initial line, with hour at which heads of main bodies or designated elements of the advance guards are to pass same--Coordinating points, with time of passing same-Designation of a base column-Limit of responsibilities for reconnaissance and security-Lines to reach and lines to clear-Objectives, designated when command is advancing on successive lines--Bivouac area and location of outpost at end of march.¹ Refer to march table, if issued.

TROOPS²

Advance, flank, or rear reconnaissance and security elements³ detailed by and directly responsible to the issuing commander: Composition of each.

Combat teams: ^{3,4,5} Commander and composition of each.

Other columns: ^{3,6} Commander and composition of each.

3. *Cavalry*¹ (for each tactical grouping under direct control of the issuing commander): Area or zone to be protected--Control lines or relative position to be maintained-Missions--Reports of location or progress--Routes or zones--Time of starting.

Advance guard(s) detailed and directly controlled by the issuing commander: ^{5, 8, 9} Applicable matters normally appearing in paragraph 2 or under Troops, if not covered therein--Conduct in case of contact--Depth of security zone to be maintained in advance of columns of main body, or distance at which to precede base column--Special missions--Successive objectives to be seized, or lines to reach and lines to clear--Time of starting--Zone to be secured, or limit of responsibility for reconnaissance and security--Establishment and location of outpost at end of march.¹

Other reconnaissance or security elements¹⁰ detailed and directly controlled by the issuing commander: Composition (if not given under Troops) --Areas or zones to be protected--Elements to be escorted--Locations or relative positions to be maintained--Missions for which to be prepared--Place in column--Routes or zones--Special missions--Time of starting. For troops to establish outpost at end of march¹ (unless otherwise provided for): Coordination with outposts of adjacent units--Conduct--General line to be held--Limits of sector(s).

Combat teams or columns: ^{4,9} Applicable matters normally appearing in paragraph 2 or under Troops, if not covered therein--Conduct in case of contact--Contact with adjoining elements-Echelonment or relative position to be maintained--Initial

points and times for passing same, or distances at which to follow preceding element—Missions for which to be prepared—Organization of subordinate combat teams (general or specific)—Reports of progress to be rendered—Responsibility for reconnaissance and security⁵—Special control measures en route—Bivouac areas assigned at end of march.¹

Field artillery (elements not incorporated in combat teams or reconnaissance or security detachments): Readiness for combat and nature and extent of preparation to support combat teams or detachments.

Antiaircraft artillery: Gun and automatic weapon defense.

Antitank units: Locations—Missions—Missions for which to be prepared.

Aviation: Observation aviation: Cooperation with combat teams and detachments—Coordination with aviation of higher or lower units (areas of responsibility)—Landing fields established and hour to be available—Location of airdrome (if not previously given in field orders)—Special missions or airplanes to be held on call (with place, date, and hour) for special missions. Balloon squadron or group: Instructions for movement (if not included under Troops)—Preparations to be made for future missions.

Combat aviation: Special missions.

Other combat elements⁹ not assigned to combat teams or detachments and not otherwise provided for: Readiness for combat and nature of preparation to assist combat teams or other elements—Routes—Time of marching—Special missions—Bivouac area at end of march.¹

x. *Antiaircraft and antimechanized defense; passive measures and coordination of active measures.*—Composition, limitation on strength, and conduct of reconnaissance or security detachments not detailed and directly controlled by the issuing commander—Coordination of various columns—Liaison—Priority on roads—Provisions to insure secrecy—Times by which units will close in new bivouacs¹—Instructions regarding outpost at end of march¹—Organization of protective measures at end of march.¹ In an advance on successive lines: Designation of objectives on which halts will be made unless otherwise ordered, and on which halts will not be made unless ordered—Lateral coordination on march objectives—Line on which advance guards will begin advance on a broad front—Reports to be made—Times at which objectives will be reached (or other methods of coordinating movement).

X X X X

NOTES

1. Applicable only when the halt at end of march can be definitely foreseen and provided for.

2. If distribution of troops is not given in the order, attachments and detachments with time and place effective and time of reversion, If known, should be shown in appropriate subparagraphs of paragraph 3. For a march, attachments are effective when the column forms and cease when march conditions cease.

When trains march with any of the groupings of the distribution of troops, they will be shown, except in corps orders to divisions. When not shown, it is assumed that they are otherwise disposed of in administrative orders or instructions . When unit trains or fractions thereof are excluded from any unit, that fact will be shown.

3. If more than one, list each separately.

4. Combat teams are normally formed by attachments to the principal combat elements.

5. Unless protected by other troops, each combat team or column is preceded by an advance guard detailed by and directly responsible to the combat team or column commander.

6. Applicable to main body columns whose advance is protected by other troops, or to situations in which minor security forces only are required.

7. Applicable to an infantry force with cavalry attached.

8. Applicable only when the issuing commander details and directly controls the advance guard of the entire command or the advance guard(s) of one or more columns.

9. Employ a separate lettered subparagraph for each.

10. May include: Flank guards; rear guards; outpost troops at end of march; mobile detachments specially organized for distant missions or as a reserve of security means; detachments for the protection of rear areas or escorts for service elements.

**Check list—Order for a
MOVEMENT BY TRUCK OR BY TRUCK AND MARCHING**

X X X X

2. *Decision or mission*, including: Destination (if known or to be disclosed)—Method of movement—Number of columns—Number of shuttling trips—Rate of march for truck columns—Future action. Refer to the specific type of motor movement if details have been previously published to the command.
3. *Cavalry*:¹ Liaison—Routes or zone—Specific missions (what, when, where), in order of importance—Time of starting.

Detachments: Composition—Missions.

Units to move by truck: If an entrucking table is not issued, give in a separate lettered subparagraph for each column: Composition—Order of march—Motor transport assignment—Regulating point—Route to each entrucking point and hour head of transport arrives at same—Hour to leave entrucking point—Route to initial point and hour head of transport arrives at same. Refer to entrucking table, if used. Route to destination—Bivouac area or future action.

Units to move by marching: See check list, "Order for a Movement by Marching."

Antiaircraft artillery: Gun and automatic weapon defense for truck and marching columns and for entrucking and detrucking areas.

Antitank units: March locations—Missions.

Aviation: Observation aviation: Coordination with aviation of higher and lower units—Airplanes to be held on call or for special missions with place, date, and hour—Landing fields established and hour to be available—Location of airdrome (if not previously announced in orders). Balloon squadron or group: Location or movement—Preparations for future missions.

Combat aviation: Specific missions.

- x. *Antiaircraft and antimechanized, defense; passive measures and coordination of active measures*—Instructions for detachments left behind—Measures for control of movement—Measures for secrecy—Refuelling—Trucks to be provided by units; time and place of reporting—Release of trucks—Instructions for successive trips in shuttling—Assembly or bivouac areas at end of movement.

X X X X

NOTE

1. Applicable to Infantry force with cavalry attached.

Check list-Order for a

PURSUIT¹

X X X X

2. *Decision or mission*, including: Nature of pursuit—Purpose—Scheme of maneuver.

Details of general application: Formation—Objective—Routes—Zones.

3.² *Encircling force:*³ Assembly--Commander--Composition—Initial march objective—Mission-Route(s) or zone—Time movement begins—Special instructions such as: Demolitions—Liaison—Reconnaissance—Security.

*Infantry (cavalry) (armored force)*⁴ in direct pressure:⁵ Mission—Zone of action—Special instructions such as: Liaison—Reconnaissance—Security.

Field Artillery: Organization for combat—Support missions—Displacement—Special fire missions.

*Cavalry:*⁶ Liaison—Objective—Routes or zone—Specific missions (what, when, where) in order of importance.

Antiaircraft artillery: Gun and automatic weapon defense.

Antitank units: Locations—Missions.

Aviation: Observation aviation: Areas of responsibility—Airplanes for artillery, command, infantry (cavalry), or special missions with place, date, and hour to be available—Cooperation with combat teams and detachments—Landing fields established and hour to be available. Balloon squadron or group: Location or movement—Observation to be performed—Preparation for future missions. Combat aviation: Specific missions.

Chemical troops: Location of unattached units—Missions. *Engineers:* Assistance to movement of other troops in overcoming natural or artificial obstacles—Special missions—Time and place of assembly for combat missions.

Reserve: Composition—Instructions for assembly—Movements—Preparation to be made.

Tanks: Locations—Missions.

Other combat elements: Locations—Missions.

X. *Antiaircraft and antimechanized defense; passive measures and coordination of active measures*—Liaison—Limit of pursuit and assembly point or area⁴—Measures for secrecy and deception—Priority on roads—Use or restrictions on use of chemicals.

X X X X

NOTES

1. Orders for pursuit are usually fragmentary.
2. Attachments and detachments with time and place effective and time of reversion, if known, should be given in appropriate subparagraphs.
3. If two encircling forces are employed, use a separate subparagraph for each.
4. Applicable to cavalry (armored) (entrucked infantry) forces.
5. Use a separate subparagraph for each immediate subordinate unit.
6. Applicable to infantry force with attached cavalry when all of the latter is not included in encircling force(s).

**Check list-Order for a
WITHDRAWAL FROM ACTION
to occupy a rearward position or to initiate a retirement**

X X X X

2. *Decision or mission, including:* Action prior to withdrawal—Scheme of maneuver—Time withdrawal is to begin—Rearward defensive position (if one is to be occupied) —Retirement to or in the direction of a designated position or locality—Subsequent action.

Details of general application: Boundaries between units or routes—Protection provided for withdrawal—Priority or times at which units are to break contact. If withdrawal is to be followed by retirement:¹ Number of columns—Routes—Staging areas with times of arrival and departure or phase lines with time to clear. Refer to march table, if issued.

TROOPS

- 3.² *Covering force:*³ Commander-Composition-Mission during withdrawal and retirement-Position-Time of occupation-Time of initiating withdrawal-Zone of responsibility. (Usually constitutes the rear guard for a retirement.)

Cavalry (when not included in covering force): Demolitions—Routes or zone—Specific missions (what, when, where) in order of importance-Liaison.

Rear guard: Assembly—Composition—Distance from main body-Initial position-Lines beyond which enemy is to be held for specific periods--Reconnaissance—Special instructions.

Flank guard(s): Place of assembly—Reconnaissance—Routes—Special missions—Time limitations.

Main infantry (cavalry) (armored) groups: ³ Method and time of breaking contact—Special missions, such as covering shell and flank protection—Zone of action or routes—Defensive positions or assembly area to be occupied—Initial point (or assembly area, if used in forming unit)—Formation of columns—Measures for control of march from assembly area—Other applicable instructions—Subsequent action.

Field artillery: Missions prior to withdrawal—Missions of units supporting covering force-Priorities and times of withdrawal—Routes—Place in march columns—Measures for secrecy and deception—Special missions—Subsequent action.

Antiaircraft artillery: Gun and automatic weapon defense—Time limitations—Subsequent action.

Antitank units: Locations-Missions—Movement. *Armored forces:* Locations—Missions—Movement. *Aviation:* Observation

aviation: Coordination with aviation of higher and lower units—Airplanes for special missions with place, date, and hour to be available—Landing fields to be established and hour to be available. Balloon squadron or group: Observation to be performed—Time and route of movement—Subsequent action.

Combat aviation: Specific missions.

Chemical troops: Missions, including: Firing instructions—Location of gas barriers or concentrations—Smoke screens—Time and route of movement—Destination.

Engineers: Demolitions and obstructions on routes open to the enemy and in flank and rear security—Reconnaissance—Laying out rearward positions—Time and place of assembly for combat use and for rearward movement.

Reserve (when not used as a covering force): Composition—Missions—Movement.

Tanks: Missions—Movement.

Other units: Missions—Time of rearward movement.

- x. *Antiaircraft and antimechanized defense; passive measures and coordination of active measures*—Composition, strength, and disposition of covering shell—Coordination of security measures for new defensive position or for the retirement—Demolitions and obstructions—Liaison—Measures to preserve secrecy—Priority on roads—Special reports as to location of units and the situation—Time by which movements must be completed.

X X X X

NOTES

1. If the withdrawal is to be followed by a rearward movement in route column, a distribution of troops should give the composition of columns. If a march table is not issued, instructions to each unit should give the time and place of joining march columns, or the initial order might cover only the withdrawal to assembly areas, and a subsequent order be issued covering the movement therefrom. See check list, "Order for Movement by Marching."

2. Attachments and detachments with time and place effective and time of reversion, if known, should be given in appropriate subparagraphs.

3. A separate subparagraph for each.

4. Applicable to a large force with attached armored forces.

SECTION IV

FORMS

■ 74. GENERAL.—In general, the forms outlined in this section are based on the division, but with the necessary modifications they are suitable for any unit. The forms do not cover all situations, nor can every item shown be applied to every situation. In making use of the forms, the units involved, the time available, and the particular situation must be kept in mind, and the details should be incorporated, selected, and modified accordingly. For forms of orders, etc., pertaining to a particular arm see the field manual for that arm.

■ 75. LIST OF FORMS.

<i>a. Estimates.</i>	<i>Form</i>
Commander's estimate of the situation.....	1
G-2 estimate of the enemy situation.....	2
Estimate of the supply and evacuation situation.....	3
Tactical study of the terrain.....	4
<i>b. Orders.</i>	
General form for a complete written field order.....	5
Complete administrative order.....	6
<i>c. Annexes.</i>	
Force personnel and tonnage table.....	7
Embarkation table.....	8
Landing schedule.....	9
Priority table for landing materiel and rear echelon personnel from S. S. "President Smith".....	10
Entraining table.....	11
Entrucking table.....	12
Intelligence annex.....	13
March table.....	14
<i>d. Reports.</i>	
G-1 periodic report.....	15
G-2 periodic report.....	16
G-3 periodic report.....	17
G-4 periodic report.....	18
Outline for unit report.....	19
<i>e. Journal and distribution list.</i>	
Journal.....	20
Distribution list.....	21

Items in light text are omitted, since they are beyond the normal scope of living history activities..

Form 1

COMMANDER'S ESTIMATE OF THE SITUATION¹

1. **MISSION.**—Assigned mission. (If it is multiple, determine priorities. If the estimate is to decide on the best line of action to accomplish an intermediate task which is necessary to the accomplishment of the mission, such task should be deduced in this paragraph.)
2. **THE SITUATION AND POSSIBLE LINES OF ACTION.**
 - a. *Considerations affecting the possible lines of action.* Determine and analyze those factors of the situation which will influence your choice of a line of action¹ as well as those which affect the capabilities of the enemy to act adversely. Consider such of the following and other factors as are involved: relative combat power, reinforcements, time and space, terrain, dispositions, status of supply and evacuation, weather.
 - b. *Enemy capabilities.*—Note all the possible lines of action within the physical capabilities of the enemy which can affect adversely the accomplishment of your mission.
 - c. *Own lines of action.*—Note all practicable lines of action open to you which if successful will accomplish your mission. (If there is only one such line of action, proceed directly to the decision.)
3. **ANALYSIS OF POSSIBLE LINES OF ACTION.**—Determine the probable effect of each enemy capability on the success of each of your own lines of action.
4. **COMPARISON OF OWN LINES OF ACTION.**—Weigh the advantages and disadvantages of each of your lines of action and decide which line of action promises to be the most successful in accomplishing your mission.
5. **DECISION.**—Translate the line of action selected into a concise statement of what the force as a whole is to do, and so much of the elements of when, where, and how as may be appropriate.

NOTE

1. Any or all of the items in the estimate may either be considered mentally or reduced to writing.

Form 2

G-2 ESTIMATE OF THE ENEMY SITUATION

Title

Place

Date and hour

1. SUMMARY OF THE ENEMY SITUATION.¹

- a. Enemy activities in forward areas and new identifications.
- b. Movements, concentrations, and establishments in rear areas.
- c. Terrain and weather as they affect the enemy.

2. CONCLUSIONS.

- a. *Enemy capabilities.*—An enumeration of lines of action open to the enemy which may affect accomplishment of the mission of the command.
- b. (1) A statement of the relative probability of adoption of the foregoing lines of action when such statement can be justified.
(2) Reasons justifying any statement made in (1) above.²

Chief of section.

NOTES

- 1. Omit subheadings when these are not applicable.
- 2. This justification usually must consist of definite information of enemy dispositions which favor one or more capabilities and militate against others. Under exceptional circumstances, even though the enemy dispositions may not favor any particular capability, a thorough knowledge of the enemy's tactical doctrine, recent performances, national psychology, and the character and mentality of the hostile commander may justify an Indication of priority. The basis for indicating a priority must be clearly stated. When the enemy dispositions do not favor any capability, the mere fact that G-2 thinks he would adopt a certain line of action if he were in the place of the enemy, or that the terrain favors a certain capability, is insufficient justification.

Form 3

ESTIMATE OF THE SUPPLY AND EVACUATION

SITUATION

Issuing unit Place

Date and hour

Maps: (Those needed for an understanding of the estimate.)

1. TACTICAL CONSIDERATIONS.

a. Own forces (information from G-3).

- (1) Present dispositions of major elements of the command (map).
- (2) The tactical line of action under consideration. (3) Probable tactical developments under (2) above. (a) Period estimated to carry out (2) above.
- (b) Expected locations of major elements of the command at intervals during the period.
- (c) Probable nature of the combat at intervals during the period.

b. Enemy (information from G-2).

- (1) Present dispositions of major elements of enemy's forces (map).
- (2) Major capabilities— Action by the force as a whole.
- (3) Minor capabilities— Sabotage, air or ground raids, etc., likely to affect supply and evacuation.

2. LOGISTICAL AND OTHER FACTORS (information primarily from special staff).

a. Present locations of supply and evacuation installations (map).

b. Supplies and animal replacements.— Estimated expenditures or losses during period; quantities on hand, en route, available from local resources; credits.

c. Evacuation.— Estimate of casualties in men and animals; support by higher echelons; organic medical means; diseases likely to affect operations; surplus supplies; captured materiel; prisoners of war.

d. Lines of communication.

- (1) Railways— location, capacity, condition, critical points, availability, siding and terminal facilities.
- (2) Roads— all-weather net, secondary net; capacity, condition, critical points, availability.
- (3) Waterways— location, critical points, dockage facilities.
- (4) Airways— terminals; location and capacity.

- e. Transport.*—Requirements for each type, quantities of all types available, locations, cargo capacity, rates of speed.
- f. Labor.*—Requirements, quantity available.
- g. Terrain.*—As affecting location of establishments, security of lines of communication, operation of transport.
- h. Weather.*—As affecting supply and evacuation activities.

3. ESSENTIAL ELEMENTS OF SUPPLY AND EVACUATION

PLAN.-- List the several elements that should be considered, and where alternatives appear feasible discuss their relative advantages and disadvantages. (Usually the essential elements can be conveniently expressed under the following headings: lines of communication, installations, trains, supplies, transportation, traffic, evacuation, labor, protection.)

4. CONCLUSIONS.

- a.* State the essential elements of the supply and evacuation plan recommended.
- b.* Indicate whether or not the plan recommended will adequately support the tactical line of action under consideration.
- c.* State the unavoidable deficiencies in the plan, if any.
- d.* State the effect of possible major adverse conditions on the plan and either the alternative measures necessary to overcome them or the unavoidable deficiencies that will arise.

AC of S, G-4.

NOTES

1. A separate estimate will usually be required for each proposed line of action, but most of the data will be applicable to all lines of action. A separate conclusion for each, however, will be required.

2. Seldom will the entire estimate be reduced to written form. Usually paragraph 4 will be all that G-4 will Submit, either orally or in writing to the chief of staff and the commander for consideration and decision.

Form 4

TACTICAL STUDY OF THE TERRAIN¹

1. **PURPOSE AND OTHER LIMITING CONSIDERATIONS,**²—Consider the purpose for which the study is being made and such other considerations as serve to limit the area to be studied. Among these may be, according to circumstances, one or more of the following: the mission, apparent enemy capabilities. commander's decision.
2. **GENERAL TOPOGRAPHY OF AREA.**
 - a. Drainage system (principal streams).³
 - b. Ridge system (principal ridge lines, mountain ranges, relative elevations) .³
 - c. Routes (number, direction, adequacy. condition) ³
 - d. General nature of the terrain (flat, rolling, open, wooded, etc.).
3. **MILITARY ASPECTS OF THE TERRAIN.**—Divide the terrain under discussion into natural or tactical subareas; Within each subarea, consider the effect on our own or the enemy's operations of such of the following terrain elements as are applicable:
 - a. Avenues of approach and lines of communication.
 - b. Obstacles (natural and artificial).
 - c. Concealment and cover.
 - d. Observation.
 - e. Fields of fire (all weapons).
4. **CRITICAL TERRAIN FEATURES.**—Consider any terrain features which, as a result of the foregoing study, appear to be critical or vital for either combatant.
5. **TACTICAL EFFECT OF THE TERRAIN.**—Summarize the effect of the terrain in such tactical or administrative operations or disposition of either or both sides as may be appropriate. In case apparent enemy capabilities or tentative own lines of action, or both, are under consideration, it may be desirable to use subheads for each such capability and line of action in turn.

See Appendix II for details.

NOTES

1. The study may be mental, oral, or written, depending on circumstances. It may be used by staffs on occasions; also for training.

2. Graphic representation of some of the items of this paragraph on a map of the area may be helpful.

3. Outlining this feature in ink or pencil on the map may aid in visualizing the general topography of the area.

See Appendix II, Terrain Appreciation.

GENERAL FORM FOR A COMPLETE WRITTEN
FIELD ORDER ^{1 2 3}

Issuing unit
Place of issue
Date and hour of issue

FO _____

Maps: (Those needed for an understanding of the order.)

1. **INFORMATION.**—Include appropriate information covering—
 - a. *Enemy.*—Composition, disposition, location, movements, strength; identifications; capabilities. Refer to intelligence summary or report when issued.
 - b. *Friendly forces.*—Missions or operations, and locations of next higher and adjacent units; same for covering forces or elements of the command in contact: support to be provided by other forces.
2. **DECISION OR MISSION.**¹—Decision or mission; details of the plan applicable to the command as a whole and necessary for coordination.

TROOPS

(Composition of tactical components of the command, if appropriate.)

3. **TACTICAL MISSIONS FOR SUBORDINATE UNITS.**¹—Specific tasks assigned to each element of the command charged with execution of tactical duties, which are not matters of routine or covered by standing operating procedure. A separate lettered subparagraph for each element to which instructions are given.
 - x. Instructions applicable to two or more units or elements or to the entire command, which are necessary for coordination but do not properly belong in another subparagraph.
4. **ADMINISTRATIVE MATTERS.**—Instructions to tactical units concerning supply, evacuation, and traffic details which are required for the operation (unless covered by standing operating procedure or administrative orders; in the latter case, reference will be made to the administrative order).

INFORMATION is now called SITUATION.

In practice for a combat order, meteorologic data are included as paragraph c. This is useful only for a combat order, not a plan.

This is now called MISSION; since both alternatives are suggested in the FM, we suggest using that paragraph heading. Included is a concept of operation.

Most important in the TROOPS section is the nature of any reinforcements or cross-attachments. As US Army doctrine shifted to combined arms during the war, the composition of teams became vital. This element morphed into TASK ORGANIZATION.

Now called ADMIN/LOG (administration and logistics).

5. SIGNAL COMMUNICATION.

- a. *Orders for employment* of means of signal communication not covered in standing operating procedure. Refer to signal annex or signal operation instructions, if issued.
- b. *Command posts and axes of signal communication.* Initial locations for unit and next subordinate units; time of opening, tentative subsequent locations when appropriate. Other places to which messages may be sent.

Now called COMMAND AND SIGNAL.

Commander.

It is permissible (and general practice) for the signature line to be under the note "FOR THE COMMANDER", under the signature of the adjutant.

Authentication
 Annexes (listed):
 Distribution:

There is a standard distribution list for documents of an operational nature. We usually designate it by typing in "Distribution: A."

NOTES

- 1. For forms covering paragraphs 2 and 3 on complete field orders for particular operations, see the corresponding check lists at section III.
- 2. Complete oral or dictated field orders follow generally this same form; fragmentary orders conform to appropriate portions.
- 3. a. See paragraph 67 for scope of each paragraph and subparagraph.
 b. The form of the order, such as special methods of indenting, lettering, and heading paragraphs and subparagraphs, is of minor importance.

Form 6

COMPLETE ADMINISTRATIVE ORDER ¹

Issuing unit
Place of issue
Date and hour of issue

Most of the matters handled by the G-4 will not be required for tacticals (which are of short duration and so do not require many resupply or administrative planning above company level); I include it for information and so details can be incorporated into a good command post interpretation.

ADM 0 --- To accompany FO ---

In those days, the Army had five classes of supply (now there are ten):

Maps: (Those needed for an understanding of the order.)

Class I: Subsistence (rations)
Class II: Clothing and individual equipment
Class III: Petroleum, oil, and lubricants (POL)
Class IV: Engineer construction materials
Class V: Ammunition

1. SUPPLY.

a. Rations and forage.

- (1) Supply point(s) ²—location and units served.
- (2) Time schedule of distribution (may be separate).
- (3) Annex, plan of supply of rations and forage (when issued).

(“Class VI” was an imaginary category of alcoholic refreshment; the Class Six Store at the PX, a humorous reference to this Old Army term sells packaged liquor.)

b. Ammunition.³

- (1) Supply point(s)²—location and units served.
- (2) Credits—quantities (days or units of fire) allocated to subordinate units for stated period(s). (In large units, credits in terms of types, calibers, and rounds will be allocated in the administrative order.)
- (3) Dumps—limitations, if any, on stocks in dumps.

Each class of supply has its own supply points—fuel, ammo, rations, etc. It is critical to locate them correctly for access. When you need bullets, you gotta have them *right now*.

2. EVACUATION.

a. Casualties.

- (1) Personnel.
 - (a) Collecting station(s) ²—location(s) (division) .
 - (b) Clearing station(s) ²—location(s) (division).
 - (c) Hospitals (station, evacuation, surgical, and convalescent) ²—location (army and corps).
- (2) Animals.

- (a) Collecting station (s) ²—location(s) .
- (b) Veterinary evacuation hospitals²-location(s) (army only).

b. Burial.

- (1) Instructions.
- (2) Cemetery(ies)—location(s).

c. Salvage.—Collection and disposition—reports.

d. Captured material.—Disposition—reports.

Many overseas areas have primitive roads that can carry heavy military traffic only if carefully used.

e. Prisoners of war.

- (1) Collecting point(s)²—location(s)(division).
- (2) Inclosure(s)—location(s).
- (3) Responsibility for evacuation.

3. TRAFFIC.

a. Circulation.

- (1) Designation of main supply road(s).
- (2) Assignment of routes for special purposes, when necessary.

- (3) Marking of routes, when necessary.
- (4) Traffic priorities, such as troop movements, class III and class V supplies, fortification materials, class I supplies, etc.

b. Restrictions.

- (1) Limits of daylight traffic and use of lights, when necessary.
- (2) Movement of transportation; location(s) of forward initial point and rear initial point (where escorts are provided).

c. Control.

- (1) Traffic control posts, when necessary—locations.
- (2) Officers' control stations, when necessary—locations.

d. Construction and maintenance of routes.

- (1) Roads—priority of work on roads and bridges; general character of maintenance; bridge loads; coordination with road work of higher and subordinate units.
- (2) Railroads--same general character of instructions as for roads, including yards and sidings (army or detached corps).

4. SERVICE TROOPS AND TRAINS.

Bivouacs, release, movements, special missions, attachments, etc., when applicable.

5. PERSONNEL.

a. Stragglers.

- (1) Straggler line—location.
- (2) Collecting point(s)—location(s).

b. Surplus baggage.—Disposition of items such as individual packs, and extra clothing.

c. Mail.---Collection and distribution.

d. Shelter.

(1) Assignment.

(2) Quartering parties.

e. Strength reports.—When to be submitted and as of what date.

f. Replacements.

(1) Requisitions—when to be submitted.

(2) Assignment—locations, number per organization, date, and hour.

6. MISCELLANEOUS.

a. Rear boundary—location.

*b. Rear echelon of headquarters*²—location.

c. Protected areas (or zones in large commands)—locations, giving boundaries.

d. Administrative matters not otherwise covered.

Commander.

Authentication

Annexes:

Distribution:

NOTES

1. *a.* The form of the order, such as special methods of indenting, lettering, and heading paragraphs and subparagraphs, is of minor importance.

b. Standing operating procedure will obviate the necessity of some items.

c. Include only items which are changed.

2. Include hour and date of opening if not open already.

3. Subparagraphs similar to *b* with reference to other supplies and types within classes are added as necessary.

INTELLIGENCE ANNEX¹

Issuing unit
Place of issue
Date and hour of issue

Maps: (Those needed for an understanding of the annex.)

1. **SUMMARY OF ENEMY SITUATION.** – Refer to G-2 Situation Map and G-2 Report for details.
2. **ESSENTIAL ELEMENTS OF INFORMATION.**²
3. **RECONNAISSANCE AND OBSERVATION MISSIONS**
(to include areas to be observed, specific information desired, and time and destination of reports).³
 - a. Aviation.
 - (1) Reconnaissance missions.
 - (2) Balloon observation.
 - (3) Photography; include areas, localities, and objects to be photographed, with relative importance of objectives in each area, and scale of photographs and number of prints desired.
 - b. Ground reconnaissance and security detachments; ⁴ direct active measures to obtain identifications, when essential.
 - c. Observation posts.
 - d. Subordinate units in contact; ⁴ direct active measures to obtain identifications, when essential.
 - e. Field artillery.
 - f. Antiaircraft artillery.
 - g. Signal intelligence service; intercept and position finding.
 - h. Engineers.
 - i. Chemical troops.
 - x. Instructions pertaining to two or more intelligence agencies of the unit, such as routine instructions to report all identifications, gas concentrations, etc.
4. **MEASURES FOR HANDLING PRISONERS AND CAPTURED DOCUMENTS.**
 - a. Prisoners, deserters, and other persons; location of sorting and examining stations; manner of sending prisoners to the rear and the extent of delay permitted at lower

The EEI is a critical part of the annex. This defines what we need to know that we don't know now – the things that might surprise us. Is the 327 VGD Regiment still at BIDONVILLE? Is the road junction at 325729 occupied?

Prior to making a final combat order, we may need to send out a patrol. This patrol needs to be briefed by the S-2 and must be aware of the EEI.

Why location of OP's? Because a report of enemy activity 300 yards in front of OP6 is meaningless unless you know where OP6 is.

headquarters; special reports and classification of prisoners desired.

b. Documents and captured materiel.

(1) Provisions for collecting documents; manner of sending to the rear, with delay permissible at lower headquarters for examination or use.

(2) Particular kind of materiel required for examination; manner of obtaining materiel (through intelligence personnel with troops or from salvage officers) and manner of sending to the rear.

5. MAPS AND PHOTOGRAPHS.—List maps and photographs (both vertical and oblique) that will be supplied, with number of each class to each unit (when not covered by regulations): instructions concerning special requisitions and distribution.

6. COUNTERINTELLIGENCE.—Include counterespionage, censorship, press, camouflage, and propaganda; any change from standing instructions of general interest to the command.

7. REPORTS AND DISTRIBUTION.

a. Period to be covered by routine reports and distribution.

b. Special reports required from subordinate units (information to be sent, time to be made, etc.).

c. Agencies to be used in making reports (message centers, messengers, radio, telegraph, telephone, etc.).

d. Distribution of routine and special reports from higher headquarters.

e. Distribution of G-2 situation maps (usually the same as routine reports).

f. Periodic or special conferences of G-2 officers; who is to attend, time and place of meeting.

Commander.

Authentication

Distribution:

NOTES

1. Many items listed are capable of inclusion in standing operating procedure, and when so covered need not be included in the annex. Omit any subheading under which there is nothing to be directed or requested.

2. The essential elements of information consist of that information of the enemy, of the terrain not under our control, or of meteorological conditions in territory held by the enemy. which a commander needs in order to make a sound decision, conduct a maneuver, avoid surprise, or formulate the details of a plan. They include questions relating to enemy capabilities, other intelligence specifically desired by the commander, and information requested by other units.

3. To agencies other than those attached to or forming part of a subordinate unit.

4. Use a separate subparagraph for each subordinate unit and include therein all reconnaissance missions assigned to that unit.

G--2 PERIODIC REPORT

G-2 REPORT¹

From: (Date and Hour)

To: (Date and Hour)

Issuing unit

Place

Date and hour of issue

No.-----

Maps: (Those needed for an understanding at the report.)

1. ENEMY SITUATION AT END OF PERIOD.²

- a. *Enemy front line* (or nearest elements).—Location and nature.
- b. *Defensive organization*.—Trenches, emplacements, observation posts, command posts, obstacles, etc.
- c. *Units in contact*.—Composition of units, with identifications if known; location of their flanks; estimated combat efficiency (strength, training, physical condition, morale, and other pertinent factors) .
- d. *Artillery*.—Location and calibers.
- e. *Reserves and other forces capable of intervention*.—Location, strength, composition, dispositions, estimated combat efficiency, and where and when they probably can be employed.
- f. *Supply and evacuation establishments*.—Location and nature.

2. ENEMY OPERATIONS DURING PERIOD.²

- a. *General summary*.— Action of enemy force as a Whole.
- b. *Operations of component elements*.—
 - (1) Antiaircraft artillery.
 - (2) Antitank units.
 - (3) Armored forces.
 - (4) Artillery.
 - (5) Aviation, combat.
 - (6) Aviation, observation, including balloons.
 - (7) Cavalry.
 - (8) Chemical Warfare.

(9) Engineers.

(10) Infantry.

(11) Tanks.

(12) Administrative elements.

c. Miscellaneous.—Such enemy activities, movements, or changes since last report as are not conveniently included in *b* above.

3. MISCELLANEOUS.²

a. Estimated enemy casualties, including prisoners.

b. Morale.

c. Supply and equipment.

d. Terrain not under our control.

e. Enemy's probable knowledge of our situation—Observation, reconnaissance, prisoners and documents lost by us, inhabitants, etc.

f. Weather and visibility, including meteorological conditions in enemy territory.

g. Any enemy intelligence not specifically covered by headings of this report.

4. ENEMY CAPABILITIES.—A discussion of each of the lines of action open to the enemy which may affect the accomplishment of our mission, in the order of their possible imminence. For each capability, the effect of time, space, terrain, present known dispositions, and other factors in the situation should be evaluated. The earliest estimated time at which the enemy can put each into effect should be stated. When applicable, the possible result of the adoption by the enemy of any capability should be included.

AC of S, G-2.

NOTES

1. Submitted as ordered by higher authority or the commander. To be supported by such maps and annexes as are necessary to make a complete record of the existing situation and of the operations during the period. When any part of the subject matter of the report can be shown clearly on a map, this should be done. In such cases, no entry need be made under the appropriate heading of the report except the statement, "Map." Units smaller than the division usually submit one report based on the appropriate topical headings of the four section reports (form 19, p. 120). In a fast moving situation, this report may con-

sist of so few essentials which can be quickly complied and rapidly transmitted.

2. Omit any subheading under which there is nothing to report.

G-3 PERIODIC REPORT

—————
G-3 REPORT¹

From: (Date and hour)

To: (Date and hour)

Issuing unit

Place

Date and hour of issue

No.-----

Maps: (Those needed for an understanding of the report.)

1. **OUR FRONT LINE** (or most advanced elements) .
2. **LOCATION OF TROOPS.**—Situation at close of period. including command posts. boundaries, and any troops in movement.
3. **INFORMATION OF ADJACENT UNITS AND SUPPORTING TROOPS.**
4. **WEATHER AND VISIBILITY.**
5. **OUR OPERATIONS FOR THE PERIOD²**
 - a. Infantry (including tank and antitank units).
 - b. Field artillery.
 - c. Antiaircraft artillery.
 - d. Armored forces.
 - e. Aviation.
 - (1) Combat.
 - (2) Observation.
 - j. Cavalry.
 - g. Chemical troops.
 - h. Engineers.
 - i. Signal.
 - j. Miscellaneous.
6. **COMBAT EFFICIENCY.**— Arrived at by consideration of the status of training; the losses in officers, men, animals, and material; the morale; and any other conditions peculiar to

the unit considered. For divisions, this report should show efficiency of combat regiments; it may include other units such as special troops.

7. RESULTS OF OPERATIONS.

AC of S, 0-3.

NOTES

1. Submitted as ordered by the commander. To be supported by such maps and annexes as are necessary to make a complete record of the existing situation and the operations during the period. When any part of the subject matter of the report can be shown clearly on a map, this should be done. In such cases no entry need be made under the appropriate heading of the report except the statement. "Map." Units smaller than the division usually submit one report based on the appropriate topical headings of the four section reports (form 19, p. 120).

In a fast moving situation this report may consist of a few essentials which can be quickly compiled and rapidly transmitted. 2. Omit any subheading under which there is nothing to report.

2. Omit any subheading under which there is nothing to report.

Form 19

OUTLINE FOR UNIT REPORT

UNIT REPORT¹

No. _____

Prom: (Date and hour)

To: (Date and hour)

Unit

Date

Place

Maps:

1. ENEMY.²

- a.* Show units in contact.³
- b.* Show enemy reserves that can affect our situation.³
- c.* Brief description of enemy activity during period covered by report.
- d.* Brief estimate of enemy strength, material means, morale, and his probable knowledge of our situation.
- e.* Conclusions covering plans open to the enemy which can affect our mission, including the effect of time, space, terrain, present known dispositions, and other factors, on each such plan, and the earliest estimated time at which the enemy can put each into effect.

2. OWN SITUATION.⁴

- a.* Show our front line or most advanced elements.³
- b.* Location of troops, command posts, boundaries, etc.³
- c.* Location of adjacent units and supporting troops.³
- d.* Brief description of our operations during period covered by report so that higher headquarters may grasp and understand quickly the picture presented. The items that go to make up the situation as of the hour of the report should be shown on the situation map.
- e.* Concisely worded estimate of the combat efficiency of our command.
- f.* Results of operations during the period covered by the reports.³

3. ADMINISTRATIVE.⁵

- a.* Concise statement concerning status of strength of command and replacements needed.
- b.* Casualties, classified as shown on form 15, page 112.
- c.* Prisoners captured.
- d.* Evacuation, if status is other than normal. .

- e. Location of supply and evacuation establishments of interest to higher headquarters. Show on situation map.
 - f. Concise statement concerning status of supply, i. e., rations, ammunition, gasoline, and oil. Express in terms of days of supply or days of fire, if practicable.
 - g. Condition of roads and circulation in area of unit. Show graphically on situation map if practicable.
4. **GENERAL.**⁶—Such pertinent comments regarding the situation as may be appropriate and not covered elsewhere in the report.

(Grade and organization)
Commanding.

NOTES

1. To be prepared under the supervision of the executive.
2. Compiled from data submitted by S-2.
3. Portray on situation map If practicable.
4. Compiled from data submitted by S-3.
5. Compiled from data submitted by S-1 and S-4.
6. To be used only when directed by the commander or the executive.

JOURNAL

_____ Journal¹

Organization.....

From: (Date and hour)

To: (Date and hour)

Place

Time ²		Serial No.	Time dated ³	Incidents, messages, orders, etc.	Action taken ⁴
In	Out				

NOTES

1. The journal is the daybook of the section or unit. It contains briefs of important written and oral messages received and sent and notations of periodic reports, orders, and similar matters that pertain directly to the section or unit. Copies of messages and other data pertaining to the section or unit and furnished by it for purposes of information to other

sections or units are not entered in the journals. The journal is supplemented by the journal file; this file contains copies of all messages, orders, and other documents arranged in the order of entry in the journal. A brief synopsis of the contents of oral messages or orders should be entered in the journal proper.

2. Refers to time of receipt or sending in this office.

3. Refers to time information originated, and thus calls attention to age of the information.

4. Following symbols may be used: M, noted on situation map; S, standard distribution at CP; T, Information furnished troops.

APPENDIX I

ESTIMATE OF THE SITUATION

■ **1. GENERAL.**—Every military operation should have a definite aim. All missions assigned incident to an operation are contributory to this end. A commander's mission as conveyed in orders or instructions from higher authority should require the adoption of a definite course of action in meeting the situation which confronts his command. The course of action adopted should be the result of a sound decision. *A sound decision results from a timely and proper estimate of the situation.*

■ **2. PURPOSE.**—The purpose of the estimate is to insure that the commander will give due consideration to all factors in the situation, including enemy capabilities (lines of action which may interfere with the accomplishment of his mission), to the end that he may adopt a line of action which—

- a. Favors the accomplishment of his mission.
- b. Offers the best prospects of success.

If more than one line of action meets these requirements equally, that one should be adopted which most favors future action.

■ **3. ELEMENTS OF THE ESTIMATE.**—The following discussion takes up in order the paragraphs of the form for the commander's estimate of the situation (form 1, p. 90).

a. *Paragraph 1 (Mission).*—In estimating the situation the commander carefully considers his mission as set forth in the orders or instructions received from higher authority, or as deduced by him from his instructions and his knowledge of the situation. The mission is the actuating factor of the estimate, and the commander's decisions are the basis for the formulation of tactical plans.

b. *Paragraph 2 (The Situation and Opposing Lines of Action).*—(1) The purpose of this paragraph is to determine—

(a) The physical capabilities of the enemy to interfere with the accomplishment of the mission, and

(b) All of the reasonable and practicable lines of action open to the commander which, if successful, will favor the accomplishment of the mission. Enemy capabilities and our own possible lines of action are arrived at by deductions of the effects of the factors of the situation to favor or hinder our own or enemy lines of action considered.

(2) Factors are usually considered in the order of their importance in a particular situation. The consideration of each factor divides itself naturally into—

- (a) A statement of the facts, and
- (b) A deduction from these facts.

To simplify the reason for this niggling process: one of the great dangers in devising a plan for a military operation is that we may pick the first approach that sounds good without considering the consequences and the alternatives. This is a human weakness we can't well afford in war.

What many living historians fail to appreciate is that military operations are not undertaken with the objective of getting into a fight and burning powder. An operation has an objective or desired end state; the mission is a statement of the objective in active terms—what the force is supposed to do.

This is an idea reenactors have a terrible time accepting. Such wisdom separates the reenactor from the living historian.

The deductions indicate the influence of the facts on the commander's choice of a line of action and on the physical capabilities of the enemy to act adversely. As a general rule, not more than two or three own lines of action need be carried forward for further analysis.

(3) Following a consideration of all pertinent factors in the situation, those enemy capabilities which deductions have indicated may interfere with the accomplishment of the mission are enumerated for further analysis in connection with the commander's own lines of action. Where warranted, the relative order of probability of adoption of the indicated enemy capabilities is noted. (Form 2, p. 91, G-2 Estimate.)

(4) The final step in this paragraph is the enumeration of such of the commander's own lines of action as are to be carried forward for analysis and comparison in the light of enemy capabilities. Only those lines of action are retained for further consideration which, if successful, will accomplish or facilitate the accomplishment of the mission.

c. Paragraph 3 (Analysis of Opposing Lines of Action).—In this paragraph each of the "own lines of action" remaining for consideration after the conclusions reached in paragraph 2 is separately weighed in turn against each capability of the enemy which may interfere with the accomplishment of the mission. The results to be expected in each case are visualized. The advantages and disadvantages of each line of action with respect to the enemy's ability to oppose it are thus determined.

d. Paragraph 4 (Comparison of Own Lines of Action).—In this paragraph the advantages and disadvantages noted as a result of the analysis made in paragraphs 2 and 3 for each "own line of action" are summarized, and the various lines of action are compared and weighed. That line of action which appears to offer the greatest prospect of success is selected; among lines of action offering equal prospects of success, that one is chosen which most favors future action. The commander formulates his decision accordingly.

e. Paragraph 5 (Decision).—The decision reached as a result of the estimate is expressed in the form of a brief statement clearly setting forth the line of action adopted.

■ **4. THE ESTIMATE A CONTINUOUS PROCESS.**—The estimate of the situation is a continuous process for the commander. With each change in the situation, he must revise his estimate and decide either to continue the line of action upon which he is proceeding or to announce a new decision. Usually the commander of a large unit (division or corps) will not be able to make a tactical decision containing all the elements of his plan in his early estimates. For example, when hostile contact is expected, the initial decision may be merely to continue a march already begun. As information of the enemy is accumulated, the commander may be able to decide further that he will attack. Where and when the attack will take place and the tactical method of attack may have to be determined later as the situation develops. As

Students at Army schools like the C&GSC at Fort Leavenworth are required to jump through every one of these hoops. It is fair, though, to ask whether commanders in the field do all this. The answer is: *probably not*.

Extensive field and command experience counts. The Estimate of the Situation is an example of what Herman Wouk called "a master plan designed by geniuses for execution by idiots." After long exposure to the day to day pressures of operating in combat, the best commanders simply develop an individualized way of thinking that draws on templates, mental SOP's and shortcuts; the whole process is probably most like the unknowable machinery in the mind of a high functioning autistic who can instantly identify the day of the week for any given date. The French call this the *coup d'oeil militaire*, or "military stroke of the eye". Sometimes we have leisure to count buttons, sometimes we have to zip up our fly and make decisions based on the cerebral gut.

contact with the enemy is gained, the commander may be able to decide and announce that he will envelop one or the other flank. The place, time, and objective of the attack may still be dependent upon enemy action or upon information not yet obtained. The decisions as to the other elements of his plan may have to be deferred until the enemy is fixed in position. Supplementary decisions that may be made at this time may concern the action to be required of the covering forces and the information agencies. On the other hand, when action is urgent a commander may have to make his complete decision and issue orders in compliance with his mission, regardless of scanty information or a rapidly changing situation.

■ **5. EXTENT OF THE ESTIMATE.** — *a. General.* — The estimate should be as thorough as the time available will permit. It may thus vary from a short, almost instantaneous, mental estimate, to a carefully written document requiring hours of preparation and the collaboration of various staff officers. For example in a large command with ample time G-2 may be called upon to estimate the hostile situation (form 2, p. 91, G-2 Estimate); G-3 may be called upon to estimate the friendly situation; G-4 may be called upon to submit a G-4 estimate (form 3, p. 92), expressing the influence of the supply and evacuation factors on the contemplated lines of action; and the engineer or other staff officers may be called upon to submit an estimate of the terrain (form 4, p. 94). Portions of these estimates, if approved, may be incorporated in the proper places in the commander's estimate. In any case the estimate should be sufficiently complete to include a determination of the enemy capabilities, the lines of action open to the commander, and a consideration of the effect of the enemy capabilities on each of these lines of action, before arriving at a decision.

b. Use of the form for the commander's estimate. — Form 1, p. 90, for the commander's estimate establishes a sequence in which the elements of a tactical situation should be considered. When time is not pressing, the form may be physically referred to and a complete written estimate may be made by the commander. When time is pressing, as it usually will be in the division and smaller units, the form may be used as a mental check list to insure that the commander does consider all elements of the situation in arriving at his decision.

[See Form 1, above.](#)

APPENDIX II

TERRAIN APPRECIATION

■ **1. GENERAL.**—*a.* Terrain appreciation is the evaluation of the area of probable military operations to determine the effect of the terrain on the lines of action open to opposing forces in the area. The purpose of this appendix is to describe the means of evaluating terrain and show the effects of terrain on tactical dispositions.

b. The character of the area or region of military operations often exercises a decisive influence upon the course of operations. The more important factors to be considered in evaluating terrain include not only the natural features such as ridges, streams, bodies of water, woods, and open spaces but also man-made features such as roads, railways, and towns.

c. Ground forms such as a succession of ridges and valleys may influence military operations by aiding or hampering the movement of military forces. An advance parallel to the ridges and valleys is mechanically easier than movement across successive ridges.

d. The opportunity to utilize favorable terrain features may determine the salient features of the commander's plan of action.

■ **2. TERRAIN FACTORS.**—No matter what the type of terrain and no matter what the tactical situation, terrain can always be evaluated in terms of the following five factors:

Observation.

Fields of fire.

Concealment and cover.

Obstacles.

Communications.

a. Observation of the ground on which a fight is taking place is essential in order to bring effective fire to bear upon the enemy. Observation also aids in increasing the effectiveness of fire directed on an enemy stopped by obstacles. The value of cover and concealment is based on denial of observation of the enemy. Observation also affords information as to what the enemy and the commander's own troops are doing and makes it possible for the commander to control the operations of his own troops.

b. Fields of fire are essential to the defense. An ideal field of fire for infantry is an open stretch of ground in which the enemy can be seen and in which he has no protection from fire as far as the limits of effective range of the infantry weapons. This is rarely realizable, and how nearly it can be approached depends primarily on the terrain. Fields of fire can be improved by cutting or burning weeds, grass, and crops; by clearing brush and

BFO's

*Can you see the sons of bitches?
Can you shoot them?
Can they see or shoot you?
Is there anything that affects your
ability to maneuver?
Can you keep in contact with adjacent
friendly units?*

trees; by demolishing buildings, and by cutting lanes through woods; but concealment must be considered in each instance. The time and labor available for such improvement should be considered in evaluating the terrain. On the offensive, infantry suffers when the defenders have good fields of fire and therefore finds such fields of fire disadvantageous.

c. Concealment and cover.—Concealment from view both from the air and from the ground may afford cover only while the enemy does not know that the natural or artificial feature is occupied. Cover includes protection from fire, provided by accident of the terrain, or that provided by other natural or artificial means.

d. Obstacles are obstructions to the movement of military forces. Some of the natural obstacles of military value are mountains, rivers, streams, bodies of water, marshes, gullies, steep inclines, and heavily wooded terrain.

(1) Mountains which are parallel to the direction of advance of a force limit or prohibit lateral movement and protect the flanks; when perpendicular to the advance they are an obstacle to the attacker and an aid to the defender.

(2) Rivers are similar to mountains in their effect on forces moving parallel and perpendicular to them; in addition, rivers flowing parallel to the advance may be used as routes of supply.

(3) Marshes frequently provide more delay to an advance than bodies of water, because it is generally more difficult to build causeways than bridges. Mechanized vehicles can be restricted in movement by dense woods, marshes, steep inclines, gullies, stumps, large rocks, and bodies of water 3 or more feet in depth.

e. Communications (that is, roads, railroads, waterways, airways, and their facilities) are important to both offense and defense for the movements of troops and supplies. In some situations, especially in the operations of large bodies of troops, the means of communication are of vital importance.

■ **3. OBJECTIVES.**—Terrain objectives, normally, are clearly defined features, the capture of which will insure the defeat of a hostile force, or from which the operation can be continued, or the success exploited. Terrain objectives, in the attack by ground forces, usually are located in or in rear of the hostile artillery area. One may be a terrain feature affording commanding observation, another a critical point in the hostile command system or on essential supply routes, and another an obstacle to armored forces. In some situations, the objective is clearly indicated by the mission; in others it is deduced from the situation.

■ **4. MAPS AND RECONNAISSANCE.**—Maps are the basis for terrain studies but should be checked by air reconnaissance, air photographs, and ground reconnaissance. Works of man, especially routes of communication, are changing constantly, and even natural ground forms may change.

Also, bear in mind that all this battle-field preparation and landscape architecture advertises your position to the enemy.

A truly profound thought: What is good for you is often *bad* for the enemy, and vice versa.

All things being equal, it is better to shoot down a hill than attack up one.

This comment is a survivor of an earlier day when armies were often supplied by riverine sources. By the 1940's such supply was rare – the U. S. Army in particular was too well equipped with wheeled transport to rely on barges and supply craft.

At the beginning of the war, radio communications were fairly crude and the doctrinal thinkers were very conservative; messengers, particularly on motorcycles, were expected to be a primary means of keeping in touch. This is why the problem of lateral communications in parallel compartments was considered so important. Note also that the new frequency-modulated radios were line of sight and could not penetrate dirt and rock.

Army Map Service maps are quite good; once you are in a foreign country you may have good topo maps, but more likely they will be obsolete or hard to find. You may be working with some collection of hallucinations or artistic intuitions, or even a Baedeker's travel guide of Southeast Borneo.

■ **5. CLASSIFICATION OF TERRAIN TERMS.**—*a.* Features such as ridges, streams, woods, roads, and towns divide practically all terrain into more or less separate areas. Such an area frequently consists of a valley lying between two ridges or an open space between two wooded areas. When the terrain features inclosing the area prevent direct fire and ground observation into the area from positions outside, the area is called a "compartment." The location, size, and shape of a terrain compartment determine its suitability for tactical use by a unit of a given size.

b. Terrain compartments are classified in accordance with the direction of the longer dimension in relation to the unit utilizing the terrain. Thus, a compartment whose longer axis extends in the direction of movement of a force or leads toward or into a position is called a "corridor"; while compartments extending across or oblique to the direction of movement of the force or its front are designated as cross or lateral, or oblique compartments (corridors).

c. Terrain compartments may be of any size or shape. They may be simple or complex, with the interior subdivided into smaller compartments. The limiting features at the edges may be high or low, continuous or discontinuous; a compartment may be inclosed on only two sides or on all sides.

■ **6. INFLUENCE OF CORRIDORS ON ATTACK.**—*a.* In general, a corridor favors the attack because it limits the lateral organization of the defender's fire. Troops attacking within a corridor are afforded some defilade from hostile small arms located outside it. The features bounding it limit ground observation. This is of special importance since it reduces the effectiveness of hostile artillery fire. While a unit advancing or attacking along a ridge is subject to direct observation and fire from the enemy's troops that are located on either side of the ridge, a unit advancing or attacking in a corridor is subject to direct observation and fire only from that corridor. The attacker can concentrate his attention and fire power upon the neutralization of this hostile direct fire and ground observation.

b. It may be concluded that a corridor leading toward or penetrating the enemy's position usually implies a combination of terrain factors favorable to the attack, in that it affords an avenue of approach and facilitates infiltration and penetration. The attacker, therefore, seeks to utilize corridors wherever they exist.

c. Where terrain is the decisive factor, boundaries between tactical units in the attack should coincide with the boundaries of corridors. The reasons for this fundamental are as follows:

(1) When a subordinate commander is given a mission, he receives a responsibility which includes the full authority to control a given area. This area is designated by boundaries which should be located on the ground so that there is no misunderstanding as to the division of authority.

Unlike many of the throwaway space-filler points made in FM's, the matter of terrain compartments is an absolutely critical concept. For example, Fort Indiantown Gap is full of corridors. Here the terrain, natural and manmade, tends to direct and shape your possible movements – and *the enemy is aware of your limitations.*

Yes, the terrain may favor us with corridors helpful to the attacker. However, the enemy is also aware of this. The best avenues are likely to be covered by fire and mines, and strewn with barbed wire entanglements and barriers. A bumper, but that's why they say war is hell.

(2) In the attack, the ridges on each side of a valley corridor afford essential observation. Accordingly, the boundaries of areas of responsibility naturally fall along the crest of the ridges on the sides of the corridor. (See fig. 1.) If woods form one of the limiting features, the zones of action should include that portion of the margin of the woods from which the enemy can observe and fire directly into the corridor.

■ 7. INFLUENCE OF CORRIDORS IN THE DEFENSE.—*a.* In the defense, boundaries are usually located within corridors.

b. The defense is built around a series of tactical localities the retention of which will insure the integrity of the position. These localities generally include the high ground which affords observation and command of the attacker's approach. One subordinate commander should be responsible for each front line locality. Since these localities usually include the high ground for observation, the boundaries are located between the higher places, i. e., Within corridors. A boundary is usually placed along the slope of one of the ridges inclosing a valley. (See Fig. 2.) Similarly, it is preferable to avoid placing a boundary within a woods or a village.

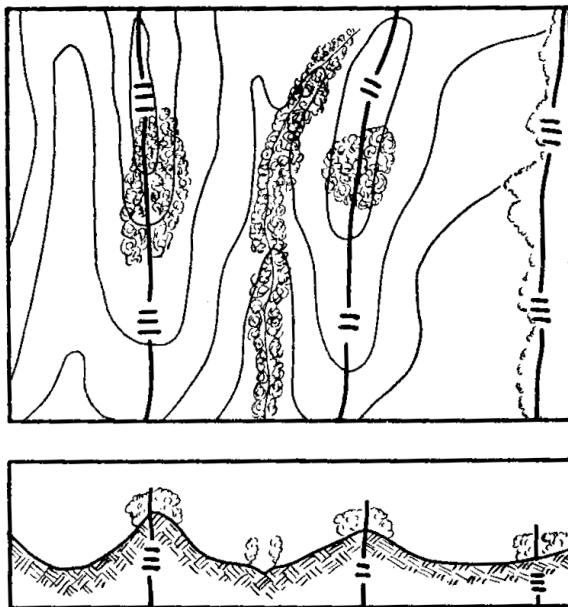


FIGURE 1.-Boundaries in attack.

c. At longer ranges to the front, however, boundaries are intended primarily to coordinate artillery fire, and will be influenced by the location of possible hostile assembly areas and routes of approach. Due to these factors and others at the longer ranges, boundaries which indicate sectors in front of the defensive position frequently are placed along the crest of a ridge. (See fig. 3.)

Important tip: Never place unit boundaries along a road or in the middle of a terrain corridor. NEVER. If you do it, responsibility is ambiguous, and either unit may decide it's the other one's problem. The enemy can drive a division through uncertainty.

d. The extension of the boundaries to the rear either in attack or defense is influenced largely by the location of roads which are needed for the movement of supplies.

■ 8. INFLUENCE OF CROSS COMPARTMENTS (CROSS CORRIDORS) ON DEFENSE.—*a. General.*—Observation and fields of fire are practically continuous across the front throughout the length of most cross compartments. This is a distinct advantage to the defender for it permits him to concentrate artillery and small arms fires upon various parts of the front without changing observation posts. It also favors the development of a system of crossed flanking fires. In attacking a defensive position which has utilized a cross compartment, the attacker must neutralize a relatively wide front which usually has no definite limits on the flanks. Thus an attacking unit usually cannot neutralize all of the fires bearing upon it but must depend upon adjacent units for assistance. Responsibility becomes less clear-cut, and more dependence must be placed upon cooperation between adjacent units.

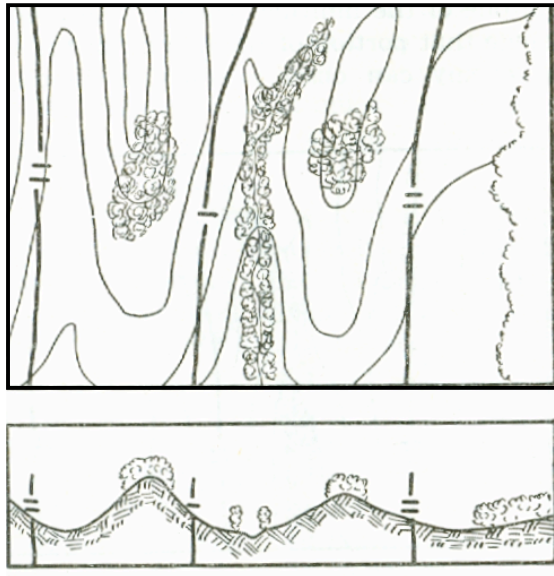


FIGURE 2.—Boundaries in defense.

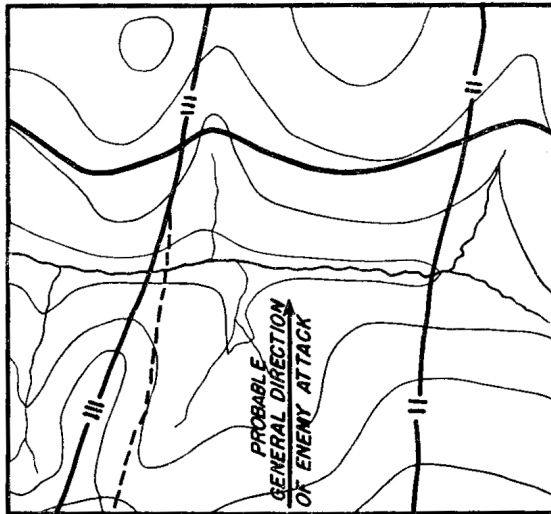


FIGURE 3. — Boundary in defense; adjustment to terrain at longer small arms ranges.

NOTE.—Broken line indicates normal location of a regimental boundary; corresponding solid line indicates adjusted boundary.

b. Observation and field of fire.—The forward limit of a cross compartment is also the limit of the defender's observation and fields of fire. The attacker's observation and fields of fire are limited by the terrain feature which closes the cross compartment on the defender's side. Therefore, as far as the effect of the attacker's weapons is concerned, his attack is well-supported until it reaches that terrain feature, but the support thereafter suffers a material reduction in effectiveness until such time as the artillery observation and infantry supporting weapons can be moved forward to command the next succeeding terrain feature. Successive cross compartments in rear of the initial position afford the defender observation and fields of fire for successive defensive positions.

c. Concealment and cover.—The limiting terrain feature on the defender's side of a cross compartment affords cover for his troops. He is able to maneuver his reserves and to maintain his rear installations with relative safety from ground operations until the attacker passes beyond this terrain feature. The attacker also is afforded cover for his initial dispositions by the limiting feature on his side of the cross compartment, but as the attacker crosses the crest of the ridge and emerges from the forward limits of the cover afforded by this feature, his forces become exposed to hostile observation and fire.

d. Obstacles.—In the valley cross compartment, the main stream is located across the direction of advance of the attacker. Its influence as an obstacle constitutes one of the advantages of the cross compartment to the defense, particularly where the obstacle can be covered by observed fires.

This means that the defender is using successive elevations to mask the movements behind his OPL and MLR. The author adds the caution (a BFO) that once the attacker has overrun the defended high ground, the rear area is visible.

■ **9. AIDS TO THE STUDY OF TERRAIN.**—a. Drainage lines and ridge lines form the natural basis for the study of terrain With respect to the shape of the ground. When such study of ground forms is made on a map or aerial photograph, it can be aided materially by —

(1) Emphasizing the drainage lines by marking them heavily.

(2) Drawing in heavy lines along the crests of ridges, called "ridge lining."

(3) On contoured maps, emphasizing certain contours with heavy lines or coloring the map areas between selected contours with a separate tint or color for each range or elevation in order to make the ground forms and commanding elevations more apparent.

b. Drainage lines always form a connected system or systems of branching lines. Ridge lines form similar systems of branching lines, since spurs and the smaller ridges branch off from large main ridges just as small streams and gullies branch off from the main stream. Drainage lines and ridge lines thus form two interlocking branching systems which, either singly or together, indicate clearly the general shape of the ground. When both systems are emphasized on a map or photo, different colors should be used; preferably blue for drainage lines and brown for ridge lines to conform to the usual map colors. The more important ridge or drainage lines can be given special emphasis by drawing them in with heavier lines.

c. It will frequently occur that ridge lines and drainage systems are not the only terrain features of outstanding importance in a tactical situation. There may be forests, towns, railroads, etc., to which particular attention must be paid. In such cases, these features can be emphasized in much the same ways as described above for ridge lines and drainage systems.

■ **10. TACTICAL STUDY OF THE TERRAIN.**—a. *Purpose.*—An appreciation of the terrain is an important element in every tactical operation. Its tactical study may be mental, oral, or written, depending upon circumstances. It may be made by the commander himself, or by any subordinate designated by him. Form 4, page 94, is designed as an aid to the systematic study of terrain.

b. *Limiting considerations.*—The study of the terrain should comprise all of the area involved in the contemplated operation. The details of the study are affected by other considerations. A commander making a tactical study of the terrain is limited by his mission and his own and the enemy capabilities. G-3 in preparing details of a tactical study of the terrain is limited by the capabilities of his own force and by the commander's decision or directive for the operation; G-2 is usually limited by the enemy capabilities. The specialist, such as the tank commander, the artillery commander, the chemical officer, or the engineer, Will

The practice of coloring between contour lines cited in (3) is an onerous task but an incomparable aid to understanding key terrain features. We generally don't have time to do this in combat, but at an Army school it can be done by your spouse after hours with colored pencils while you study other things. You may finish the course without a spouse, but it becomes an officer to set the correct priorities.

See Form 4.

find his study limited by the powers and limitations of his arm or service.

c. *General topography.*—Any deductions made as to the tactical effects of the terrain must be based on a knowledge of the topographical features of the area under consideration. The following should usually be considered:

(1) *Drainage system.*—streams and valleys are of particular importance because, together with the intervening ridges, they constitute the general framework of the terrain.

(2) *Ridge system.*—This is the complement of the drainage system discussed above and should be approached in the same manner.

(3) *Routes of communication.*—The road net available for tactical maneuver or for supply; the presence or absence of rail facilities, navigable waters, and airplane landing facilities all come under this subhead.

(4) *General nature of the terrain.*—All the foregoing information is briefly summarized in a final paragraph.

d. *Military aspects of the terrain.*—Having stated the facts upon which further conclusions are based, the study now proceeds to the evaluation and interpretation of these from the military point of view. Here the study may assume the aspect of an intelligence study, of an operations study, or of both. As a means of systematization, the area is divided for purposes of discussion into natural subareas; or if there are no distinctive natural boundaries into subareas delimited with regard to the tactical situation. Within each subarea, terrain elements which affect the military situation are considered; where applicable, each element is considered both from the enemy's viewpoint and from our own.

e. *Critical terrain features.*—As a result of the above study it frequently happens that a certain terrain feature, for example a dominant hill or ridge, or an obstacle to mechanized attack, becomes critical in the contemplated operation, so that its possession by either the enemy or by our own forces will have a marked influence upon the operations of either side. If there is such a terrain feature it should be briefly discussed at this point. If there is not, a statement to that effect should be made.

f. *Tactical effect of the terrain.*—This portion of the study should summarize the effect of the terrain on the immediate tactical or administrative situation. Using the systematic method of approach, it will in many cases be desirable to discuss each enemy capability separately, from the viewpoint of the effect of the terrain upon it, and then to discuss in a similar manner each line of action contemplated by our own troops.

APPENDIX III

USE OF MAPS, OVERLAYS, AND OBJECTIVE FOLDERS WITH COMBAT ORDERS

■ **1. GENERAL.**—Combat orders may be clarified and shortened by the use of overprinted or marked maps, overlays to maps already in the hands of troops, or objective folders. These maps or overlays are issued as annexes to and accompany the orders to which they apply. The supply of maps can be conserved by use of overlays. The types of maps or overlays used with combat orders and the items of information shown on each are as prescribed in paragraphs 2 to 8, inclusive.

■ **2. SITUATION MAPS.**—These maps show the tactical or administrative situation at a particular time, usually for use as graphic aids in carrying on the work of a staff section or as annexes to staff reports (par. 70).

■ **3. OPERATION MAPS.**—*a.* An operation map is a graphic presentation of all or parts of a field order. Conventional signs, military symbols, abbreviations, and writing or printing are used. Such maps are especially useful in showing lines and areas, saving descriptions.

b. Items such as the following may be shown:

(1) Enemy.—Location, strength, and composition of units and installations (estimated or known) .

(2) Friendly.

Location of covering forces or other troops in contact with the enemy.

Line of departure.

Boundaries between zones or sectors of major elements of the command.

Time of attack. Assembly positions.

Objectives of major elements.

General location of main effort of major elements. Defensive organization.

Limiting lines for artillery fires.

Areas gassed or to be gassed.

Location of command posts of the command and of major subordinate units, axes of signal communication, and advance message centers.

Routes .

The essence: Most field orders can be transmitted on a series of overlays. One picture is worth a thousand words.

The sitmap is generally updated daily or as needed to reflect changes. This is usually a topographic map (or several topo maps together in a mosaic) with an overlay of tracing paper or clear acetate marked with grease pencil. The staff keeps it up to date.

An operation overlay describes how a particular military activity will be executed. The staff devises the overlays, which are then printed (usually with the FO text added).

Maps/overlays with widely different functions are usually maintained separately; if all the information is drawn on one overlay, it would be crowded with lines and symbols and difficult to interpret. Also, by using different overlays we can reduce the number of maps needed.

■ **4. ADMINISTRATIVE MAPS.**—These maps are used when convenient to show details such as the following:

Supply and evacuation installations. Train bivouacs.

Rear echelon.

Straggler line.

Collecting points for stragglers. Collecting points for prisoners of war. Main supply road (s).

Line forward of which no lights will be shown.

Necessary tactical details.

■ **5. CIRCULATION MAPS.** These maps show the measures for traffic regulation. On them may be shown such information as the road net, traffic control stations, prescribed circulation on roads, roads prohibited or restricted by higher authority, and the location of the various supply, evacuation, and administrative installations. More effective traffic control will be obtained if, in addition to circulation maps, military police and sign posting of roads are used. The measures governing circulation are based on the tactical supply, and evacuation requirements applied to the existing available roads. The following guides should be used in preparing a circulation plan and in showing the details on a circulation map:

- a. Routes should be provided for loaded vehicles over the best roads and by the shortest routes.
- b. Two-way roads should be left as such unless one-way traffic is necessary.
- c. Use of roads should be restricted to those allocated by higher authority or under control of the unit.
- d. Provide right-hand turns for traffic leaving or entering a two-track road.
- e. Select standings for motors so as not to interfere with traffic. Parked transportation blocks a one-track road and reduces a two-track to a one-track road.
- f. Arrows should be used to indicate traffic directions.
- g. Avoid two-way intermittent traffic over one-track portions of routes.

Think how handy this overlay would be at Indiantown Gap in January.

A line route map is a simplified sketch showing only roads. It is not generally used as an overlay, but as a simple plan of road network and routes.

■ **6. CIRCUIT DIAGRAMS AND LINE ROUTE MAPS.**—see FM 24-5.

■ **7. OBJECTIVE FOLDERS.**—Objective folders are used by combat aviation units in planning and executing air attacks against certain classes of objectives. They consist of a folder or envelope on which are indicated the contents and reference or file number, and contain descriptive and statistical data, photographs, maps, charts, overlays, or drawings to show location, approaches, defenses, and other important data concerning the objective. (FM 1-40,)

■ **8. NOTES ON EMPLOYMENT.**—The following points should be observed in the use of maps, sketches, overlays, or objective folders:

- a.* The meaning of all data shown must be unmistakable.
- b.* Authorized conventional signs, symbols, and abbreviations should be used (FM 21-30). If unauthorized symbols are used, a legend explaining such symbols should be placed on the map. Explanatory wording should be used where necessary.
- c.* Where reproduction is involved, the limiting size of sheets which can be put through the available engineer presses must be considered.
- d.* The reproduction of sketches, overlays, and written instructions by means of duplicating devices may save time.




















FM 21-30 is not available in this library because existing PDF copies are of poor quality and many symbols are unreadable. I am in the process of obtaining an original. A summary of military symbology and how to use it is included in this appendix.

Special printing presses (they used to be called “jellyrolls”) are used to reproduce overlays for distribution. The overlays are indexed to specified maps.




Annex A: Map Symbols

This annex is not part of FM 101-5.

MAP SYMBOLS

	Infantry (cross-straps)		Antiaircraft
	Armor (track)		Tank destroyer
	Armored infantry (on half-track)		Engineer
	Armored cavalry (bandoleer on track)		Medical
	Cavalry (bandoleer)		Transportation
	Artillery (cannon ball)		Ordnance
	Armored artillery (cannon ball on track)		Headquarters (exact Location at lower tip Of staff)
	Enemy unit (if red marker not available)		Parachute infantry
	Parachute		Transportation unit (truck)
	Motorized		

•	Squad
••	Section
•••	Platoon
I	Company/battery
II	Battalion
III	Regiment/group
X	Brigade/combat command
XX	Division
XXX	Corps
XXXX	Army
XXXXX	Army Group

C		503	"C Company, 503rd Parachute Infantry (Regiment)". Battalion is not indicated because there is only one C Company in an infantry regiment, and it is in the 1st battalion.
		XX 29	"29th Division Artillery". The divarty is nominally under the command of an Artillery colonel on Division staff, and as such is nominally a "group" indicated by III).
CCB		2	"Combat Command B, 2nd Armored Division"



Observation post, manned by Bty A, 2nd Artillery



Supply points: (l-r) Ration point, fuel point, ammo supply point.



Gassed area.



Defended area. On an overlay, this indicates the general area occupied by a unit in the defense (in this case, a company; unit designator is added). Unit size marker is on the side away from the enemy.

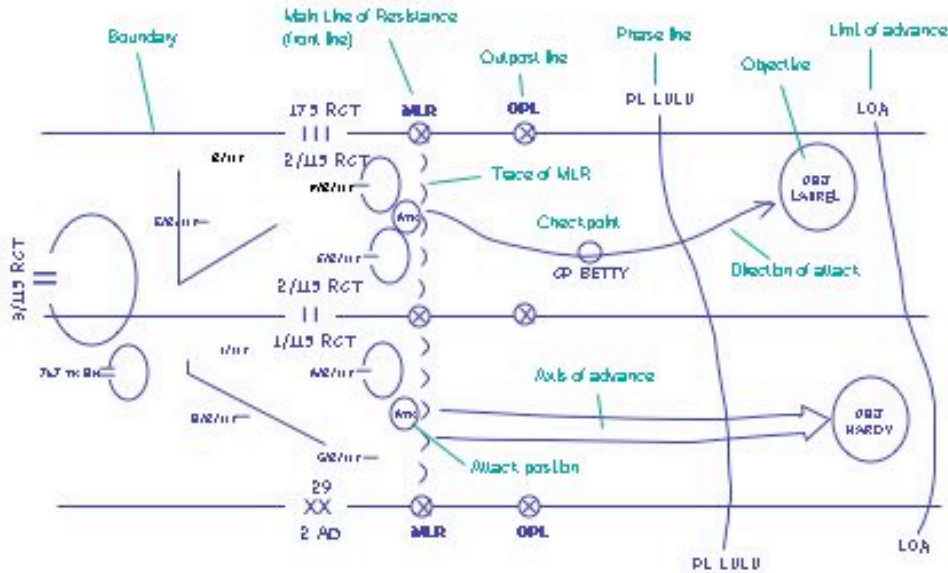




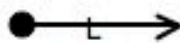
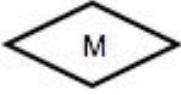
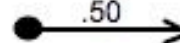

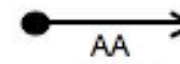





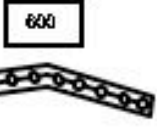
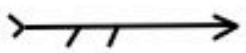
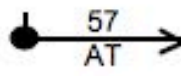
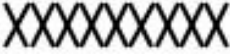
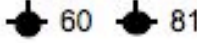





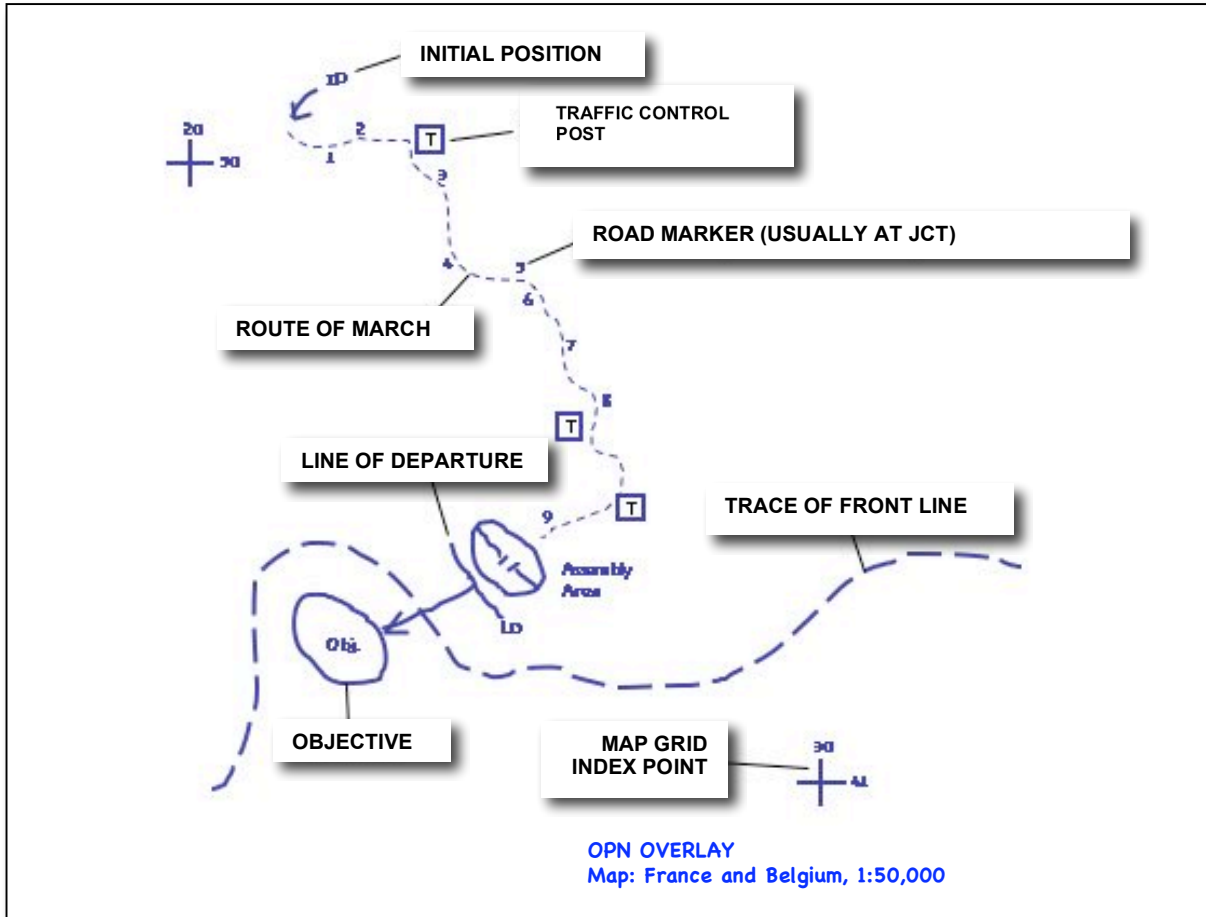


Diagram above shows common control measures used on map overlays. This situation shows the sector of the 115th Infantry Regimental Combat Team (RCT); here, the 115th and the 747th Tank Battalion (attached to 115th to form 115 RCT). 1st and 2nd Battalions of the 115th are on line, 3rd Battalion is in reserve to the rear. Note that some terms have been changed since the 1940's – the MLR to the FEBA (Forward Edge of the Battle Area) and OPL to COPL (Combat Outpost Line). The 115 will assault and secure Objectives LAUREL and HARDY. 2/115 will secure LAUREL (direction of attack passes through CP BETTY, which is actually a bridge); 2/115 with 747 TK BN secures OBJ HARDY (since this is an armored attack, we use the freer axis of advance (thick arrow). RCT will consolidate on LAUREL and HARDY; no movement in strength beyond marked LOA (limit of advance).

	Automatic rifle.		Self-propelled howitzer.
<p>Machine guns (arrow pointed in general direction of fire.)</p>		155	
	Cal. .30, water cooled, heavy.		Light tank.
	Cal. .30, air cooled, light.		Medium tank.
	Cal. .50.		Fort, general.
	Antiaircraft.		Concrete pillbox.
<p>Sector of fire of single MG (arrows indicate sector, heavy solid bar shows danger space covered by terrain).</p>			Steel-turret pillbox.
			Fortified area.
	Rifle firing rifle grenade.		Mine belt (numerals mean number of mines, mines in definite pattern; boundaries drawn to scale.)
	"Bazooka".	600	
	AT gun, showing caliber.		Barbed wire entanglement.
	Mortars.		Four-strand barbed wire fence.
	Self-propelled gun.		Tank barrier.
155			Road block.
	Half-tracked vehicle.		

Here is a simplified map overlay for a night attack (from an actual C&GS School exercise in 1943). The map is based on a formal check list for night counterattack, which is added below to clarify the sense of the overlay.



The tracing paper is placed over the map, and two convenient map grid intersections are selected and marked first so the overlay can be accurately aligned; then the S-3 draws the graphic form of the check list on the overlay, using (if available) blue pencil to indicate friendly activity.

From check list for a night counterattack: This particular example is taken from the notes of some poor major who attended the C&GSC at Fort Leavenworth in 1944 and left his notes in a trunk to be sold on eBay sixty-odd years later.

Check list for a

NIGHT COUNTERATTACK

1. Major unit(s): 9th Inf (-1st Bn)

1st Bn 7th Inf Lift fires from Obj at H + 120 min
Min -- Fire on Obj commencing H + 60
 Lift fires from Obj at H + 120 min

5. Artillery Support:

a. Div Arty fire concentrations according to attached
schedule—(omitted)

[Fire support annex.](#)

6. Miscellaneous:

a. Secrecy

All talking forbidden

No smoking or display of lights

Bayonets fixed

No vehicles forward of LD