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STAFF MANUAL 1944

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UNITED STATES MARINE CORPS

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Washington, D. C.

The Staff Manual is approved and published for the information and guidance of all concerned.

A. A. VANDEGRIFT,
Commandant of the Marine Corps.

Instructors Reading this Document

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THE STAFF AND COMBAT ORDERS

SECTION 1

STAFF DOCTRINES AND FUNCTIONS

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DOCTRINES

1.-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 other units as to the details of orders issued or received.

1.-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.

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.

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

1.-3. Classification of Staff Officers.—a. (1) The staff of a division or larger unit is subdivided into two main groupings.

(a) An **executive staff**, organized so as to include all functions of command, and composed of officers of the line and officers detailed as their assistants.

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

(2) In units smaller than a division, the same officer frequently performs duties of both an executive and special staff nature; normally there is no definite subdivision of such staffs into executive 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.

c. Liaison officers (par. 1-52).

1.-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 executive 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.

(a) 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.—**For convenience of operation it may be necessary to divide the staff into echelons, the composition of which will be determined by the tactical situation.

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PERSONNEL

1-5. Organization. Designation.—a. Brigades and higher units.—The executive staff group of brigades and higher units is organized in 4 sections corresponding to the functional subdivisions of command (par. 1-4). The group includes the necessary coordinating personnel. The chiefs of sections are usually designated as assistant chiefs of staff.

NOTE: In designating a staff section without regard to a specific unit the number of the section is preceded by an "S," i.e., S-1, S-2, S-3, S-4. When a staff section of a specific unit is designated the number of the section is preceded by the designating letter of the unit; i.e., Force-F, Corps-C, Division-D, Brigade-B, Regiment-R, Battalion-Bn; F-1, C-3, D-2, B-4, R-1, Bn-2, etc. This practice is applicable to U.S. Marine Corps staffs and is at variance with the custom of the U.S. Army.

The organization includes—

- (1) Coordinating personnel—chief of staff.
- (2) Staff sections.
 - Personnel section (S-1).
 - Military intelligence section (S-2).
 - Operations and training section (S-3).
 - Supply and evacuation section (S-4).

b. Units smaller than brigade.—In units smaller than the brigade to include the battalion, (or equivalent unit), duties corresponding to those of the executive staff group are assigned to officers listed below.

- (1) Chief of staff—the executive officer.
- (2) Personnel section—the adjutant (R-1, Bn-1).
- (3) Military intelligence section—the intelligence officer (R-2, Bn-2).
- (4) Operations and training section—the plans and training officer (R-3, Bn-3).
- (5) Supply and evacuation section—the supply officer (R-4, Bn-4).

1-6. 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 executive 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 executive 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.

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1.-7. **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 1-16 and 1-17.

1.-8. **Liaison.**—a. 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. 1-52 to 1-60 inc.).

THE EXECUTIVE STAFF

1.-9. **Duties.**—a. The general duties of the executive staff with troops are to render professional aid and assistance to the commanding 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 commander; and to supervise the execution of such instructions.

b. The detailed duties of the executive staff group are set forth in paragraphs 1-11 to 1-15. This subdivision of activities is intended only as a **guide** in assigning duties to the executive staff sections. The unit commander may and should make such adjustment of duties as best meets operating conditions.

c. The executive staff group is responsible for preparing and issuing all combat orders except those orders issued by the commander in person (par. 3-7).

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

1.-10. **Chief of Staff (executive in regiments and smaller units).**—The chief of staff or executive is the principal assistant and adviser to the commander. He transmits the decisions of the commander to appropriate staff officers for preparation of the necessary orders, or transmits 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.

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b. Directs and coordinates the work of the executive and special staff in respect to:

(1) Activities of the sections within the executive and special staff groups.

(2) Relations between the executive and special staff groups.

(3) Relations between the executive 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 or when authorized to do so. (In units where the second in command is designated by Tables of Organization as the executive, he ordinarily succeeds to the command when the commander ceases to function).

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 estimates, 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 executive 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.

1-11. Staff Secretary.—In Corps and higher units the Chief of Staff may have a Staff Secretary.

The Secretary usually performs the following duties:

a. Acts as executive officer for the Chief of Staff.

b. Maintains an office of temporary record for the Chief of Staff.

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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, or the Chief of Staff.

1-12. Personnel. (S-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. 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 S-3 in assignment and transfer of personnel).

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

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

(4) Leaves of absence and furloughs.

(5) Rewards and punishment.

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

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

(8) Postal service. (Coordination with S-4 for movement; S-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 executive 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 S-2 for identifications and questioning; S-4 for transportation and for location and construction of prisoner of war enclosures).

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

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(15) Sanitation. (Coordination with S-4).

(16) Relations with civil government and civilians in the theater of operations, including initial establishment and operation of military government or martial law. (Coordination with S-4 for transportation for civilians to be evacuated and feeding of civilians; S-3 for evacuation of civilians as it affects operations; S-2 for censorship.)

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

(18) Graves registration service, including administrative details of burials.

(19) Preparation of such parts of administrative plans and orders as relate to activities under the supervision of the personnel section. (Coordination with S-4).

(20) Custodian of registered publications.

1.-13. Military Intelligence (S-2) Section.—a. The military intelligence section is charged with the planning and preparation of such portions of orders as pertain to intelligence (par. 3-7); and 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 may include—

(1) Intelligence.—(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 the employment of aviation, the location, construction, vulnerability, and defenses of air objectives. (Coordination with S-1 for prisoner of war matters; S-3 for use of combat troops for intelligence missions; S-4 for examination of captured material.)

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

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

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

(e) Supervision of the solution of the enemy's secret communications.

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

(g) Supervision of the collection of information of the 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's capabilities. (Coordination with all staff sections).

(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 air attack.

(j) Distribution of military intelligence to the commander, interested staff sections, and 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. (Coordination with all staff sections).

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

(m) Planning for and supervision of combat intelligence training within the unit. (Coordination with S-3).

(n) Studies for future operations.

(2) Counterintelligence and counterpropaganda.—
The planning and preparation of orders for and supervision of activities concerning—

(a) Regulation of measures, other than tactical, to preserve secrecy. (Coordination with S-1 for military police matters and those relating to civilians).

(b) Regulation of the activities of newspaper correspondents, photographers, broadcasters, visitors, and other civilians accompanying or serving with troops. (Coordination with S-3 for activities to be disclosed).

(c) Regulation of dissemination of information to the public. (Coordination with S-3 for scope of subject matter; S-1 for morale matters).

(d) Censorship. (Coordination with S-1 for postal matters).

(e) Dissemination of false information to the enemy. (Ordinarily only in headquarters of theater of operations).

(f) Reception of visitors at all headquarters unless the function is delegated to the headquarters commandant or aides.

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- (g) Supervision of escorting of visitors.
- (h) Supervision of the collection and disposition of enemy documentary propaganda.
- (i) Preparation of measures to refute enemy propaganda among the troops or the civil population of the theater of operations.
- (3) Public relations duties.—(a) Formulation of plans and coordination and supervision of public relations personnel.
 - (b) Relations with press.
 - (c) Relations with radio.
 - (d) Relations with correspondents.
 - (e) Publicity.
 - (f) Propaganda.
 - (g) Counterpropaganda.

1.-14. Operations and Training (S-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.

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 S-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 S-2 for combat intelligence training).

(b) Selection of training sites and firing and bombing ranges. (Coordination with S-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; supervision 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 S-2).

(2') Instructions from higher units.

(3') Actions of adjacent or supporting units.

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(4') Location, morale, and capabilities of the troops. (Coordination with S-1 for morale matters).

(5') Needs for replacements and reinforcements. (Coordination with S-1 for replacements).

(6') Terrain and weather conditions. (Coordination with S-2).

(7') Status of equipment and supplies. (Coordination with S-4 for priorities of replacement of material and allocation of supplies).

(8') The signal communication situation.

(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 S-2 for intelligence missions of combat troops).

(2') Troop movements. (Coordination with S-4 for movements requiring transportation in addition to organic transportation and for routes).

(3') Tactical employment of units. (Coordination with S-4 for influence of supply and evacuation on operations; S-2 for capabilities of enemy; S-1 on morale of troops).

(4') Defense of administrative installations and lines of communication. (Coordination with S-4).

(5') Tactical measures to preserve secrecy and effect surprise. (Coordination with S-2).

(d) Preparation and authentication of operation orders and operation maps required to carry out the tactical plan, and their transmission to units and staff officers concerned (par. 3-7). (Coordination with S-2 for maps and for paragraphs and annexes dealing with enemy information, reconnaissance, and counterintelligence measures; S-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. (Coordination with S-2 for enemy capabilities; S-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 S-1 for assignment of personnel; S-4 for allocation of equipment).

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1.-15. Supply and Evacuation (S-4) Section.—a. The supply and evacuation section is charged with the preparation of policies for, and the supervision of supply, evacuation, transportation, and other administrative matters related thereto. It is responsible for advising the commander relative to the extent of the administrative (logistic) 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. 3-7), 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. (Coordination with S-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 S-3 for priorities).

(6) Traffic control. (Coordination with S-3 for tactical plan and secrecy).

(7) Construction, operation, and maintenance of utilities and other facilities relating to supply, shelter, transportation, and hospitalization.

(8) Evacuation and hospitalization.

(9) Assignment, movement, and control of supply, medical, technical, shore party and labor troops not employed as combat troops.

(10) Salvage.

(11) Collection and disposition of captured supplies, equipment, and animals. (Coordination with S-2 for examination of material).

(12) Property responsibility.

(13) Funds and priority of expenditure.

(14) Construction, operation, and maintenance of military railways.

(15) Operation of inland waterways.

(16) Procurement of real estate, shelter, and facilities, including their leasing, repair, maintenance, and disposition.

(17) Acquisition and improvement of airplane bases.

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(18) Preparation, authentication, and distribution of administrative orders, both fragmentary and complete (par. 3-7). (Coordination with S-3 for details of tactical plan; S-1 for details pertaining to the activities supervised by the personnel section).

c. The duties of the Supply and Evacuation Section include in addition the making of recommendations concerning:

(1) Protection of lines of communication and rear establishments.

(2) Location of rear establishments.

(3) Location of rear echelon of headquarters.

(4) New types of equipment.

THE SPECIAL STAFF

1.-16. **General.**—a. **General functions.**—The special staff provides technical and specialist advice and assistance to the commander and executive staff. The general functions of the special staff include—

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

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

(3) Coordination with the executive 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 a 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. 1-7).

1.-17. **Relation with Subordinate Units.**—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. As prescribed by the commander, a special staff officer's duties include:

a. Technical and tactical supervision, coordination, and inspection of subordinate units.

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1.-18. **Composition.**—a. Officers of the Special Staff include such of the following officers as may be assigned to the unit:

- | | | | |
|-------------------------------------|---|------|---|
| Usually
in
forward
echelon | { | (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. |
| Usually
in
rear
echelon | { | (13) | Adjutant. |
| | | (14) | Chaplain. |
| | | (15) | Paymaster. |
| | | (16) | Inspector. |
| | | (17) | Legal officer. |
| | | (18) | Quartermaster. |
| | | (19) | Postmaster. |
| | | (20) | Transport Quartermaster. |
| | | (21) | Auditor. |
| | | (22) | Tank Officer. |
| | | (23) | Waterborne Vehicle Officer. |
| | | (24) | Civil Affairs Officer. |

b. **Sections.**—Special staff sections are shown in Tables of Organization. They are headed by the special staff officers indicated in the above list, and such other special staff officers as may be assigned.

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

1.-19. **Duties.**—The duties of the several special staff officers as listed in paragraphs 1-20 to 1-40, inclusive, are intended as a guide. The commander adjusts duties to meet operating conditions. **In the performance of their duties, special staff sections are ordinarily subject to supervision and coordination by appropriate executive 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.

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1.-20. **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. Coordination, within limits prescribed by the commander, of the utilization of all air units of the command.

1.-21. **Antiaircraft Officer.**—a. Adviser to the commander and staff on all antiaircraft matters, including passive defense measures.

b. Determination of requirements and recommendations for apportionment of antiaircraft 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 antiaircraft artillery including recommendations for allotment to subordinate units.

1.-22. **Artillery Officer.**—a. Adviser to the commander and staff on artillery matters.

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

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

d. Coordination of the survey system within artillery units.

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

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

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

h. Coordination of fires of the 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.

1.-23. **Chemical (Gas) 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 not assigned to subordinate units.

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

i. Technical inspection of chemical supplies, equipment, and ammunition.

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 ammunition supply.

1.-24. 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. Advice on storage and distribution of engineer equipment and supplies, including camouflage materials.

d. Construction, maintenance, and repair of camps, warehouses, hospitals, and other structures in forward areas, including incidental installations (except signal communications) of roads and trails, and all means of river crossing, docks and piers.

e. The construction of such defensive works as may not be assigned to other troops.

f. Construction, repair, maintenance, and operation of 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.

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h. Surveys, mapping, and the procurement, and production 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 concerning camouflage, use of camouflage material, and protective coloration of all equipment except aircraft.

n. Examination of captured engineer equipment.

1.-25. 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 casualties.

f. Reception of visitors at certain headquarters.

1.-26. 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 material and ammunition by the enemy and our own troops, and the results obtained.

d. Supervision of 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 material.

f. Technical inspection of ordnance equipment.

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

1.-27. Provost Marshal.—a. Adviser to the commander and staff on matters pertaining to the duties of the military police.

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- 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. Control of the civil population, including circulation of individuals and mass movements of refugees, when circumstances require (in coordination with Civil Affairs Officer).
- g. Supervision of installations for refugees and the feeding of noncombatants, when necessary.
- h. Criminal investigation activities and custody and disposition of offenders.
- i. Coordination, within limits prescribed by the commander of military police in subordinate units.
- j. Recommendations as to location of straggler line and collecting points for prisoners of war.

1.-28. 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. 3-11, page 46).

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

NOTE: This is not to be construed as meaning the installation and operation of radar not an organic part of the unit. In such a case the Commander of the unit having radar is on the special staff of the unit to which attached.

d. Supervision of distribution and use of codes and ciphers and preparation of necessary supplements to them. (Coordination with S-1).

e. Determination of requirements, procurement, storage and distribution of signal equipment and supplies (under general supervision of S-4).

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 and tactical 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. (Under general supervision of S-3).

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

j. Supervision of such activities pertaining to signal intelligence.

k. Procurement, distribution, and replacement of communication officers and the procurement, distribution, promotion, and replacement of enlisted Communication Personnel (under general supervision of S-1).

1.-29. 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 and dental equipment and supplies.

d. Supervision, within limits prescribed by the commander, of the operation 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.

1.-30. 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.

1.-31. Adjutant.—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.

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d. 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.

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

g. Preparation and distribution of the station list.

h. Preparation and submission of reports on strength, casualties, captured material, prisoners of war, and incidental returns.

i. Supplying of blank forms, publications, and instructional matter.

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

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

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

1.-33. Paymaster.—a. Adviser to the commander and staff on fiscal matters.

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- b. Payment of the command.
- c. Custody of pay accounts.

1.-34. Inspector.—a. Inspections and investigations as the commander may direct.

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

1.-35. Legal Officer.—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-martial.

d. Review and recommendation as to action to be taken on Courts of Inquiry, Boards of Investigation, Administrative Reports, Accident Reports, claims (personal injury and property damage), claims within the purview of the Foreign Claims Commission, and reports submitted in accordance with Chapter 7, Marine Corps Manual.

1.-36. Quartermaster.—a. Adviser to the commander and staff on quartermaster matters.

b. Procurement, storage, and distribution of equipment and supplies.

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.

f. 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.

i. Payments for hired labor, for supplies purchased or requisitioned, and for damages or claims.

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

1.-37. **Postal Officer.**—Operation of the postal service in the unit.

1.-38. **Transport Quartermaster.**—Transport Quartermasters are special staff officers whose function is to plan and supervise (1), the loading of an organization (personnel, equipment and supplies) aboard a transport or transports, and (2) the subsequent unloading of that organization.

In an amphibious operation, each echelon from the individual landing team upward, requires a Transport Quartermaster or Loading Officer. However, only in Division and Corps does the Transport Quartermaster Section normally operate continuously as a special staff section; in the lower echelons the position will usually be filled only as required and then by assignment either from the troops to be embarked or from a higher echelon. Although Transport Quartermaster sections of the lower echelons normally do not function continuously, it is advisable that each such echelon constantly have within its organization an adequate number of trained Transport Quartermasters or Loading Officers.

1.-39. **Auditor.**—Inspection of accounts as required by the commander.

1.-40. **Tank Officer.**—a. Adviser to the Commander and Staff on tank matters.

b. Supervision of the training of the tanks of the unit.

c. Recommendations as to missions for tank units, including recommendations for allotment to subordinate units.

1.-41. **Waterborne Vehicle Officer.**—a. Adviser to the Commander and Staff on amphibious vehicle matters.

b. Supervision of the training of amphibious vehicles of the unit.

c. Recommendations for the use of amphibious vehicles.

1.-42. **Civil Affairs Officer.**—a. Adviser to the Commander and Staff on matters pertaining to Civil Affairs and the control of civil population of occupied areas.

b. Coordination with civil authorities on plans, including those for police protection, blackout, anti-sabotage activities, civilian passive defense, and other civil affairs.

1.-43. **Special Staff Officers of Smaller Units.**—In regiments and smaller units, executive and special staff duties merge into each other and one staff officer frequently is charged with duties of both executive and special staff nature. In some units the same officer performs the duties of more than one of the staff sections.

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1-44. Functions.—The Assistant Division Commander.—The Assistant Division Commander is second in command of the Division, acting as a special assistant to the Division Commander. He will assume command if the Division Commander becomes a casualty, or, if so directed during the latter's absence. Other functions of the Assistant Division Commander will be as directed by the Division Commander and may properly consist of:

- a. Training inspection.
- b. Personal inspection and report on the progress of operations during battle.
- c. Command of a separate Provisional task group of appropriate size, operating at a distance from the Division.
- d. Command of a separate task group temporarily detached from the Division.
- e. Command of an advance echelon of Division Headquarters during the early stages of a landing operation.

In the execution of (a) and (b) above, the Assistant Division Commander will act at the personal direction of, and will report directly to, the Division Commander. In the execution of (c) above, the Assistant Division Commander will function within the chain of command of the Division, and will be accorded a status similar to that of the Commander of a combat team. In the execution of (e) above, the Assistant Division Commander functions within the chain of command of the Division in the capacity of senior officer present ashore.

1-45. Staff.—The Staff of the Assistant Division Commander assists him in his duty of training and combat inspection. It will likewise provide the nucleus of personnel for expansion into a functional staff for the command of a Provisional or detached task group.

STAFF RECORDS, MAPS, AND REPORTS

1-46. Staff Records.—A system of staff section records is essential in order to have information available for:

- a. Command decisions during operations.
- b. Higher headquarters.
- c. Historical record.

1-47. Office of Record.—The office of record is that of the adjutant.

1-48. Journals (Form 30, Section 5).—a. A journal is a chronological record of events affecting the unit or staff section. The minimum detail necessary to fix the time or other

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

c. The journal is a permanent record of the operations of the unit and is annexed to reports after action against the enemy. Original entries should not be altered but supplemented when necessary by later entries.

1.-49. Situation Maps.—A situation map is a map showing own and enemy disposition and activities at a particular time. A current situation map is kept and is often prepared as an appendix to special or periodic staff reports to permit the written contents of the report to be reduced to a minimum.

1.-50. Operation, Administrative, and Circulation Maps.—

a. Operation maps are prepared and issued by the S-3 section.

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

1.-51. 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 required.

c. In brigades 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 regiments and smaller units, a single unit report prepared under the supervision of the executive is usually sufficient (Form 29, Section 5).

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.

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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.

LIAISON

1.-52. 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.

1.-53. 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.

1.-54. Between Supporting and Supported Units.—a. Liaison between supporting and supported units, if established, is the function of the supporting unit.

b. 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.

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

1.-55. 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.

1.-56. 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.

1.-57. 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 directed by the higher commander.

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1.-58. **Selection of Liaison Officers.**—The minimum 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.

1.-59. **Duties of Liaison Officer.**—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.

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(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.

1.-60. 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.

STANDING OPERATING PROCEDURE

1.-61. 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.

Except for emphasis, training instructions are not properly included in an SOP, but should be covered in training directives. An SOP should be based on the several Field Manuals,

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but should not include repetition of matter specifically set forth in such Manuals. Briefly SOP sets up definite procedure for the issuing unit, where more than one method is indicated in a Field Manual. It governs in the absence of instructions to the contrary.

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.

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SECTION 2

ESTIMATE OF THE SITUATION

	Paragraphs
General	2-1 to 2-2
Elements of the Estimate	2-3 to 2-4
Discussion	2-5 to 2-7

2-1. 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 of 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.

2-2. 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.

2-3. 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, Section 5).

I. MISSION.

- a. Summary of the situation. The summary of the situation is a brief statement of essential facts set forth at once to assure that the Commander has in mind the circumstances which characterize the problem. Subsequent subdivisions of the Estimate should contain all facts that may influence the final Decision. Situations rarely remain static. Instead, they are more likely to change constantly. Therefore, it is particularly important that the summary include a statement as to present enemy activity that may affect the Commander's future action, or may change the situation between the time the estimate is commenced, and the time its resulting plan is put into operation.

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- b. Statement of the 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.

II. SURVEY OF OPPOSING STRENGTHS.

- a. Considerations affecting the opposing courses of action. Determine and analyze those factors of the situation which will influence your choice of a line of action as well as those which will affect the capabilities of the enemy to act adversely. Consider such of the factors listed below as are involved and any other factors not listed as are involved. For each factor considered, state the facts as known concerning your own and the enemy forces. **THEN STATE YOUR DEDUCTIONS FROM THESE FACTS AS TO THE EFFECT OF THE FACTOR ON THE ENEMY CAPABILITIES AND ON YOUR OWN CHOICE OF A LINE OF ACTION.**

Some factors affect the enemy only, and others affect you only. Consider only those factors listed in the form that have a bearing on the situation in question. Although the list of factors in the form is quite complete, you might occasionally want to consider some factor not listed. For example, the fact that you are operating in hostile or friendly territory, the character of the enemy commander, or the hostile tactical doctrines. **THROUGHOUT CONSIDERATION OF THE FACTORS YOU MUST MAKE A PARTICULAR EFFORT TO AVOID PRECONCEIVED IDEAS, AND MUST ADHERE STRICTLY TO THE FACTS AS KNOWN. WHERE INFORMATION OF THE ENEMY IS LACKING, AS IT WILL BE FREQUENTLY, IT MUST NOT BE IMPROVISED.**

- (1) Relative combat power. This is usually determined by a consideration of these factors: composition, numerical strength, arms and armament, combat efficiency, and assistance to be expected from neighboring troops.

- (a) Composition. By this is meant the combination of various arms, such as infantry, artillery, cavalry,

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combat aviation, mechanized units, mountain troops, ski troops, parachute troops, bridge trains, etc.

- (b) Numerical strength. (in units).

Under this heading you as commander should consider your own strength in complete tactical units, the enemy's strength in complete tactical units, and then compare the two. For example, in problems of regiments and divisions, a **battalion** is usually the unit of measure; in problems in minor tactics, a squad or platoon might be the unit. Indications of the strength of the enemy may be the road space he occupies, or the extent of the line which he holds.

- (c) Arms and armament. Under this heading should be considered not only rifles, machine guns, etc., but particularly antitank guns, gas, mechanized forces, combat aviation, flame throwers, and any new or unusual weapons.

- (d) Combat efficiency. (Including physical condition, morale, training, battle experience, and leadership.) In determining combat efficiency, you as commander should consider: physical condition, morale, training, battle experience, and leadership. All of these would be of vital importance under actual conditions in the field. No assumption should be made about the enemy unless it is based on reliable information or prior experience.

- (e) Assistance to be expected from neighboring troops. This heading is self explanatory. Assistance from neighboring troops means their help by fire across your front—which is a normal procedure in defensive fires—or such help as may be ordered by higher authority, for example, "the 1st Battalion, making its main effort

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on its right, will capture Hill 620 and assist the advance of the 2d Battalion."

- (2) Reinforcements. Reinforcements means increase in numbers from some force **not at present under the control of the commander.** No commander should count on reinforcement by reserves, other than his own, unless he has been told that he will have such reinforcement.

- (3) Time and space. (Including necessary troop movements and the time required.) Consider troop movements which may be necessary, and figure the time it will require to make such movements.

In the discussion of time and space the duration of daylight and phases of the moon are touched upon. This is necessary as it may restrict your courses of action. There may be insufficient time to press home an attack before dark. **By far its most important use is in connection with troop movements.** In this connection the expression "time and space" deals entirely with the time needed for a given body of troops to cover a given distance, and (or) to complete a certain maneuver. It must be remembered that no attack can be launched in less time than is required for the rearmost element of the attack force to move from the point where it receives orders to the line of departure.

Time and space must be figured exactly. A reasonable safety factor must be included where any doubt exists.

- (4) Terrain. (Including observation, field of fire, concealment and cover, obstacles, routes of communication, avenues of approach, and terrain features vital to the success of the mission.)

- (5) Dispositions. Disposition includes the location of troops on the terrain, their formation, and their state of readiness for combat.

- (6) Status of supply and evacuation. Under this heading is entered so much of those factors as affect the tactical situation,

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such as shortage of ammunition. Road nets favorable or unfavorable to supply, might be considered under this head.

- (7) Weather. Weather should be considered, because it may play an important part in military operations. Poor visibility due to fog may enable a unit to carry out a plan that would not be possible under normal conditions. Rain, snow, and ice may have an important bearing on the capability of the enemy, or of your own forces to carry out a plan of action. Rain, snow, or ice may hamper supply service and troop movement, make roads impassable, and crosscountry travel difficult.
- (8) Any other factors not listed above which are involved in the situation. Consideration should be given to whether you are operating in friendly or hostile territory, the effect of 5th column activities, sabotage, enemy's knowledge of your strength and dispositions, hostile tactical doctrines, character of enemy commanders, and many others.

IN CONNECTION WITH LANDING OPERATIONS THE SUBJECT OF HYDROGRAPHY MUST BE INCORPORATED, COVERING REEFS, BARRIER AND FRINGING REEFS; CURRENTS AND TIDES; SHOALS; DEPTH OF WATER; AND BEACHES.

III. ENEMY COURSES OF ACTION.

List, in general terms only, all possible courses of action which your deductions show to be within the physical capabilities of the enemy and WHICH CAN INTERFERE WITH THE ACCOMPLISHMENT OF YOUR MISSION. Enemy capabilities are arrived at from the consideration of and deductions from the factors of the situation as they affect the physical ability of the enemy to pursue certain courses of action.

In rare instances the enemy may be so limited by his situation, dispositions, and commitments that only one course of action is open to him. In this case the commander should not hesitate to so state. It is not sufficient to say the enemy can attack, defend, or withdraw; but when, where, and how he can attack or defend, and where he can withdraw to, as determined by calculation of time and space, must be included. Furthermore, it is prudent to ascribe to the

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enemy the most harmful capability so long as the situation does not clearly indicate the enemy's probable line of action.

IV. COMMANDER'S OWN COURSES OF ACTION.

- a. Appreciation of the mission. The Mission was originally stated in order to promote an understanding of the ultimate objective and to confine the Estimate within certain limits. The Mission is now restated because an appreciation of all its ramifications, in connection with the background now established, is necessary if the Commander is to evolve a plan which will meet his full responsibilities.
- b. List, in general terms only, all reasonable and practicable courses of action open to you which, if successful, will accomplish or facilitate the accomplishment of your mission. In simple situations it frequently will be possible to eliminate all but one of your own courses of action by the deductions made in paragraph II. In such a case the analyses and comparisons made in paragraph V are omitted and the estimate is completed by a statement of the decision.

V. DETERMINATION OF COMMANDER'S BEST COURSE OF ACTION.

- a. Analysis and comparison of the opposing suitable courses of action.

Review what will happen under all of the possible combinations if each of your courses of action were opposed by each of the hostile capabilities. This is to determine the degree of success, toward the accomplishment of your mission, that can be expected from each of your courses of action, and to discover the weakness of each when tested against each of the capabilities of the enemy. From these analyses, state briefly such of your conclusions as have an important bearing on your choice of a course of action.

- b. Final evaluation of commander's courses of action.

With reference to each of your own courses of action determine and state the decisive factor or factors that lead you to discard or adopt it and state, in conclusion, which course of action is most advantageous for carrying out your mission whatever capability the enemy may follow. Here honesty and avoidance of wishful thinking may indicate that your first idea of what to do is not

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the best. Consider the advantages and disadvantages of each of your lines of action. Does it offer a reasonable chance for success if opposed by the enemy's most harmful capability? Does it favor future action? If two plans appear to be equally favorable, adopt the one which will most favor future action.

VI. 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.

2.-4. The Abbreviated Estimate.—When decisions must be made rapidly time will not be available for a complete written estimate of the situation. Nevertheless, it will be found desirable to follow a logical outline and to write the most important deductions and conclusions in the sequence described. The following changes can be made in the estimate form:

I. MISSION.

- a. **Summary of the situation.** Omit.
- b. **Statement of the mission.** Write completely.

II. SURVEY OF OPPOSING STRENGTHS.

- a. **Considerations affecting the opposing courses of action.**
 - (1) **Relative combat power.** Write only the deduction.
 - (2) **Reinforcements.** Write only the deduction.
 - (3) **Time and Space.** Write only the deduction.
 - (4) **Terrain.** Write only the deduction.
 - (5) **Disposition.** Write only the deduction.
 - (6) **Status of Supply and Evacuation.** Write only the deduction.
 - (7) **Weather.** Write only the deduction.
 - (8) **Hydrography, etc.** Write only the deduction.

III. ENEMY COURSES OF ACTION.

Write completely.

IV. COMMANDER'S OWN COURSES OF ACTION.

- a. **Appreciation of the Mission.** Write completely.
- b. **Courses of Action.** Write completely.

V. DETERMINATION OF COMMANDER'S BEST COURSES OF ACTION.

- a. **Analysis and comparison of the opposing suitable courses of action.** Summarize the important factors.

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- b. **Final evaluation of commander's courses of action.**
Write completely.

V1 DECISION.

Write completely.

2.-5. 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 contact with the enemy is gained, the commander may be able to decide and announce that he will envelop one or the other flanks. 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.

2.-6. 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 days of preparation and the collaboration of various staff officers. For example in a large command with ample time S-2 may be called upon to estimate the hostile situation (Form 2, Section 5, S-2 Estimate); S-3 may be called upon to estimate the friendly situation; S-4 may be called upon to submit a S-4 estimate (Form 4, Section 5), 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 3, Section 5). 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.

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b. Use of the form for the commander's estimate.—Form 1, Section 5, 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, 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.

c. A detailed, written Commander's Estimate of the Situation will rarely, if ever, be found below division. In Divisions and larger units, however, written estimates are frequently used in the planning phase of a projected operation. This is especially true of amphibious operations. It is even doubtful if large units will ever prepare a complete written estimate covering any phase of an operation after the operation in question has begun. Estimates made during an operation will normally either be mental or by the use of brief notes.

However, even in the smallest unit possessing a staff (battalion) the commander will normally call on his staff for information concerning their sections prior to making major decisions. Thus, the battalion commander is, in effect, following the same procedure as a corps commander who requires his staff to make their detailed written contributions to his Estimate for a projected operation.

2.-7. In order to make certain that the Estimate remains a valid document it may be necessary to compile one or more Supplementary Estimates of the Situation prior to D-day. A practicable method is to compile a separate Estimate omitting all material already included in the original Estimate except where repetition is necessary for clarity or emphasis.

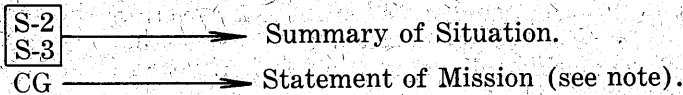
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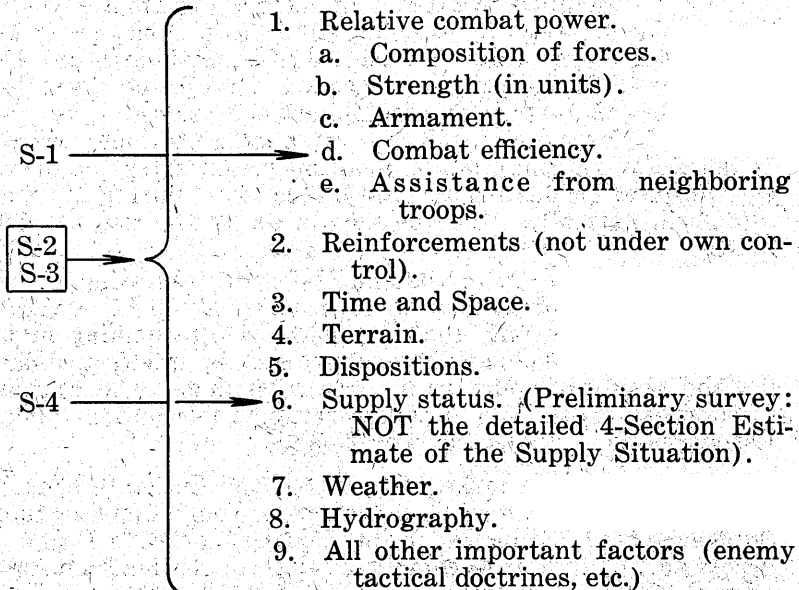
THE COMMANDER'S ESTIMATE OF THE SITUATION

(A breakdown showing normal contributions to the Commander's Estimate made by each staff section.)

I. MISSION.



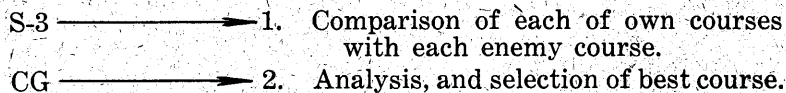
II. SURVEY OF OPPOSING STRENGTHS.



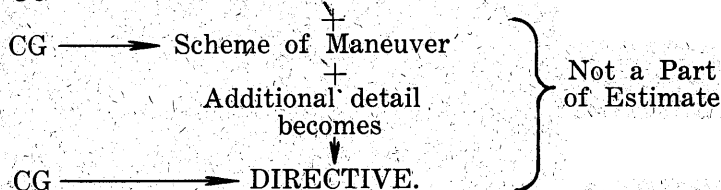
III. ENEMY COURSES OF ACTION. (From S-2 Estimate of the Enemy Situation).

IV. OWN COURSES OF ACTION. (re-state mission).

V. SELECTION OF OWN BEST COURSE OF ACTION



VI. DECISION



NOTE: Chief of Staff will normally communicate MISSION and decisions of Commander to the staff.

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SECTION 3

COMBAT ORDERS

	Paragraphs
General	3- 1 to 3- 8
Composition of orders	3- 9 to 3-16
Check lists	3-17 to 3-34

GENERAL

3-1. 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.

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

3-2. 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, which may be either mental or written. 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. However, the responsibility for the decision, plan, orders, and supervision rests solely upon the commander.

3-3. 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

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estimates, as contained in Section 4, 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 Section 2 for a detailed discussion of the commander's estimate.)

c. **Staff, estimates.**—Executive and special staff officers may be used to assist the commander by submitting contributions to the estimate section which pertain to their functions. In making staff estimates, use may be made of appropriate forms shown in Section 4.

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.

3-4. Supplementary Decisions.—a. Following the decision reached as a result of the estimate of the situation, certain supplementary decisions must be made as to the details of its execution.

b. A commander may authorize his subordinate commanders and executive 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.

3-5. 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.

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.

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f. The designation "Plan" is much used instead of "Order" in preparing for operations well in advance. The form is identical. The Plan becomes an Order when it has been disseminated and the signal given for its execution.

3.-6. Operation Plans.—An operation plan follows the same form as the operation order with the following exceptions:

a. The time that the plan is to be put into execution is not stated in paragraph 2.

b. In paragraph 3x there is a statement as to the manner that the plan will be put into execution, e. g., upon declaration of war, upon capture of the beachhead, upon order of CG, 1st Mar Div, etc. When the operation plan is put into execution it then becomes the operation order for the operation.

3.-7. Issuance of Orders.—a. When time permits, the commander's decision is translated into orders as follows:

(1) Each executive staff section prepares its appropriate portion of the operation and administrative orders coordinated by the chief of staff who presents them to the commander for approval.

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

(3) S-3 consolidates the operation order, and S-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. 3-11) 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. 3-11), 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.

3.-8. 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.

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COMPOSITION OF ORDERS

3.-9. General.—Combat orders are classified as operation orders, administrative orders, and letters of instruction.

3.-10. Scope of Operation Orders.—a. Purpose.—Operation 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.

b. **Methods of issue.**—(1) Operation orders may be in oral, dictated, or written form. The most important factor influencing the form and method of issuing an operation 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 operation order can be placed on a map or overlay.

c. **Complete or fragmentary.**—Operation 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 frequently used in divisions and smaller units. Fragmentary orders may be either oral or written; they may be

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accompanied by maps, sketches, or overlays, or they may consist of maps, sketches, or overlays with written instructions thereon. 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 operation order or in an annex if considered desirable.

3-11. Form of Operation Orders.—a. Form 5, Section 5, shows the standard sequence of an operation 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. An operation order may contain within itself all the information issued; when more appropriate, annexes may be attached.

3-12. Operation Orders.—The standard sequence divides a complete order into the Heading, Task Organization in certain orders, Body, and Ending. (See Form 5, Section 5).

a. **Heading.—**(1) The Heading contains the designation of the issuing unit, place of issue, hour and date of issue, file notation, classification, 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 hour and date are written in this sequence: the hour the order is signed, day, month, and year.

(4) The file notation is the unit's file number of the order.

(5) The classification is that of "RESTRICTED", "CONFIDENTIAL", "SECRET", or "TOP SECRET", as the case may be.

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

(7) 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 A)."

b. **Task Organization.—**(1) The Task Organization shows the tactical groupings into which the command is divided (advance guard, landing team, combat team, etc.) and the troops assigned to each.

(2) When a task organization is included, it is headed "TASK ORGANIZATION" and precedes paragraph 1 of the order, without number.

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

(4) The use of a task organization 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 Teams, Landing Teams, Rear Echelon, etc.

c. **Body.**—The body of the operation order contains information and instructions for components of the command. The body is divided into five paragraphs as follows each containing features essential to every complete operation 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 or overlay.

(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, Section 5). 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 an intelligence report, (Form 19, Section 4), 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 operation orders, although deductions based upon information already distributed may properly be included. Enemy information is given in subparagraph "a" and friendly troops information given in subparagraph "b".

(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

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

(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.

(b) 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.

(c) A final subparagraph of paragraph 3, always lettered "x", contains instructions applicable to two or more elements of the command and the commander's Essential Elements of Information as apply only to units under his command, or a reference to the Intelligence Annex containing the EEI's.

(d) Frequently subparagraphs of paragraph 3 can be shortened materially by inclusion of details on an operation map or overlay.

(e) When a command is divided for an operation into tactical groupings (e. g., advance guards, march columns, combat teams, 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 "Task Organization." (See (c) above.) Unless a "Task Organization" 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 Mar (less 1st Bn, atchd 2d Mar) :

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

2d Mar;

Atchd: 1st Bn, 1st Mar.

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

1st Mar (less 1st Bn, atchd 2d Mar 0200): 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 a 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 Bn, 1st Mar:

(1) 1st Bn (less Co A); * * * *

(2) Co A, * * * *

(4) **Paragraph 4.**—If an administrative order is to accompany an operation order, this paragraph will consist solely of a reference thereto, thus: "Adm 0 6-44". Otherwise, administrative instructions which must be known, at the time the operation 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 (Forms 9 and 10, Section 5). 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.

(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.

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

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

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

(1) **Signature.**—The original of an operation 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) **Annexes** (par. 3-15).—Annexes pertaining to an operation order are listed on the left side at the bottom of the order immediately following the body of the order. For clarity annexes are also referred to in appropriate paragraphs of the operation order.

(3) **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.

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

(4) **Authentication.**—Copies of an operation order are signed by the commander or chief of staff (executive officer), 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 distribution of the order, and consists of the word "OFFICIAL": followed by the signature of the authenticating officer and his official position D-2 or R-3, etc. Copies bearing the signature of the commander or his chief of staff need not be authenticated.

3-13. 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 operation order, or when the administrative order is issued prior to the publication of the operation order, or when an operation 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 operation orders; they may be issued, however, under circumstances which require administrative changes but which do not require operation orders. Standing Operating Procedure may be

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employed to eliminate, so far as practicable, items other than those pertaining to the tactical and geographic setup of the particular operation.

b. **By whom prepared.**—The administrative order is prepared by S-4 in cooperation with S-1 in divisions or higher echelons. Those parts that pertain to other staff sections are coordinated and transmitted to S-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 operation orders (par. 3-12) 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 and 7, Section 4. 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 S-4.

g. **Annexes.**—(1) An administrative order may be complete within itself or it may include annexes (par. 3-15).

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

3-14. 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.

3-15. 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 operation orders are antiaircraft defense, antimechanized defense, artillery, aviation, chemical warfare, engineer, intelligence, machine guns, organization of the ground, signal, naval gunfire, boat allocation, boat assignment table, landing schedule, and debarkation

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and approach schedule. 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 operation order, except that information and instructions already given in the operation or administrative order need not be repeated in the annex thereto.

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

(3) **Tables** (see Section 5 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 lettered.**—The staff section responsible for the preparation of a combat order will assign letters serially to the annexes which are to accompany it. For example: "Annex D, to Opn O 6-44, Signal Orders." Appendices which are necessary to amplify an annex are designated by a number. For example: "Appendix 1 to Annex D to Opn O 6-44, Circuit Diagram".

3-16. 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.

c. **Boundaries.**—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.

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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 day, month, and year, thus: 4 Aug. 44. In stating a night, both dates should be included, thus: night 4-5 Aug. 44.

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

(3) In the 24-hour clock system four numerals are used, the first two indicating the hour and the last two the minute after the hour.

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

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.

(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 features or place on the map.

(3) Roads are identified by name or by a sequence of points 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, counter-clockwise, 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.

g. **Abbreviations.**—Authorized abbreviations only will be used. Unfamiliar abbreviations even though authorized should be avoided.

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h. **Secrecy precautions.**—The regulations concerning classification of messages and other publications to insure secrecy are contained in Navy Regulations.

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 Quantico." No doubt arises in the latter case.

j. **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.

CHECK LISTS FOR OPERATION ORDERS

3.-17. **General.**—a. **Scope.**—The check lists following contain the principal items which may be included in paragraphs 2 and 3 of operation 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, Section 5 and Par. 3-12.)

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. **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 should 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

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as different times of attack for different elements). Minor items of general application (such as measures for secrecy) are generally included in paragraph 3x.

3.-18. Check Lists for Operation Orders.—The check lists (pp. 54-88) are for orders for the following types of tactical operations:

	Paragraphs
Attack	3-19
Attack Against a River Line	3-20
Defense	3-21
Defense of a Coastal Area	3-22
Defense of a River Line	3-23
Delaying Action	3-24
Development for Attack	3-25
Halt	3-26
Amphibious Operations	3-27
Movement by Marching in One Column	3-28
Movement by Marching in More Than One Column	3-29
Movement by Rail or by Rail and Marching	3-30
Movement by Truck or by Truck and Marching	3-31
Pursuit	3-32
Withdrawal From Action	3-33
Night Attack	3-34

3.-19. Check list—Order for an ATTACK.

X X X X X

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

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

3. **Main infantry 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.

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—Move-

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ments—Position areas, if necessary or desirable for coordination—Restrictions as to fire—Use of chemicals. Refer to 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, or special missions with place, hour and date available—Landing fields established and hour to be available—Location of airdrome (if not previously given in operation orders).

Combat aviation: Specific missions.

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

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. Anti-aircraft and antimechanized defense; passive measures and coordination of active measures—Hours at which movements to position will be completed—Limitations or priority on roads—Limitations on reconnaissance—Relief of units—Secrecy and surprise measures—Special instructions as to liaison—Use of restrictions on use of chemicals—EEI's.

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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.

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3.20. Check list—Order for an ATTACK AGAINST A RIVER LINE.

X 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 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.

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 Artillery Annex, if issued.

Antiaircraft artillery: Gun and automatic weapon defense.

Antitank units: Locations—Missions.

Aviation: Observation aviation: Area of responsibility—Airplanes for artillery, command, infantry, 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 operation orders).

Combat aviation: Specific missions.

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.

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- 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—EEI's.

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NOTES

1. Attachments and detachments with time and place effective 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.

3.-21 Check list—Order for a DEFENSE.

X 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 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.

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 Artillery Annex, if issued.

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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, 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 operation orders).

Combat aviation: Specific missions.

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:^{1,5} 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—EEI's.

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NOTES

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

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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. Special detachments may comprise: (1) forward to flank covering forces; (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.

3.-22. Check list—Order for DEFENSE OF A COASTAL AREA.

X X X X X

2. **Decision or mission, including:** Coastal subdivision of areas to be defended—General scheme or type of defense—Time defense is to be initiated.

Details of general application: Boundaries between subordinate units—Line beyond which enemy is to be held—Major tactical localities to be organized. Refer to operation map, if issued.

- 3.¹ **Main infantry groups** (a separate subparagraph for each unit allocated for the defense of a designated coastal subdivision or area): Mission, including designation of coastal subdivision or area to be defended—Commitment of reserves—Coordination with adjacent units and with naval local defense elements—Initial Location of observing stations to be manned by day and by night or during other periods of low visibility. Refer to Organization of the Ground Annex, if issued.

Artillery: General mission—Organization for combat and assignment of support missions—Positions to be occupied, prepared, or reconnoitered—Special fire missions, such as: Areas or beaches on which units will be prepared to place fires. Special instructions such as: Measures for secrecy and deception—Movements—Use of chemicals. Refer to Artillery Annex, if issued.

Antiaircraft Artillery: Gun and automatic weapon defense.

Antitank units: Locations—Missions.

Aviation: Observation aviation: Airplanes for artillery, command, infantry, or special missions with place, date, and hour to be available—Coordination

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with aviation of higher and lower units and with naval aviation—Landing field established and hour to be available—Location of airdrome (if not previously given in field orders).

Combat aviation: Specific missions.

Boat patrols: Coordination with naval patrols—Location of bases—Missions.

Chemical troops: Location of unattached troops—Missions, including: Firing instructions—Location of gas concentrations or barriers—Smoke missions. Refer to Chemical and Organization of the Ground Annexes, if issued.

Engineers: Demolitions and obstructions; special obstacles—Facilitation of movement of reserves—Organization of the ground—Time and place of assembly for combat use. Refer to Engineer Annex, if issued.

Harbor defenses: Special missions in support of mobile units opposing a landing attack. Refer to Annex for Permanent and Temporary Harbor Defenses, if issued.

Reserve: Units—Location(s)—Readiness for movement—Special missions, such as: Preparation of plans for counterattack(s)—Employment in organization of the ground.

Special detachments: Composition—Missions.

Tanks: Location—Missions.

- x. Antiaircraft defense; passive measures and coordination of measures—Coordination along boundaries—Coordination of plans for counterattacks—Intensive training of all units for parts to be played in execution of plans for defense—Liaison—Obstacles and demolitions—Organization of the ground—Priorities of work—Secrecy measures—Use or restrictions on use of chemicals—EEI's.

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NOTE

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

3.-23. Check list—Order for a DEFENSE OF A RIVER LINE.

X 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.

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

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

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 Artillery Annex, if issued.

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

Antitank units: Locations—Missions.

Aviation: Observation aviation: Area of responsibility—Airplanes for artillery, command, infantry 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).

Combat aviation: Specific missions.

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

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position or by which preparations are to be completed—Use or restrictions on use of chemicals.—EEI's.

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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 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.

3.-24. Check list—Order for a DELAYING ACTION.

X 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 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). Refer to operation map, if issued.

Artillery:³ 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, or special missions, with place, date, and hour to be

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available—Landing fields established and hour to be available—Location of airdrome (if not previously given in operation orders).

Combat aviation: Specific missions.

Chemical troops: Location or movement of unattached units—Missions, including: Firing instructions—Locations or 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.—EEI's.

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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.

3.-25. Check list—Order for a DEVELOPMENT FOR ATTACK.¹

X X X X X

2. **Decision or mission:** General location of development area—Scheme of maneuver and time of attack, if known.
- 3.² **Main elements designated to develop the hostile situation:** Missions or objective—Restrictions on strength to be employed—Preparations for future action.

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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.

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, or special missions with place and hour to be available—Landing field established and hour to be available.

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 attack orders are to be issued.—EEI's.

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NOTES

1. While a complete written operation 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.

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3.-26. Check list—Order for a HALT.

X 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. 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 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.

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 operation orders).

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 restriction on use of chemicals.—EEI's.

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3.-27. Check list—Order for AMPHIBIOUS OPERATIONS.

X X X X X

2. Decisions or mission, giving in general terms: Beaches—Objective (Beachhead)—Demonstrations—Scheme of maneuver after landing.

Details of general application: Transport Area—Line of Departure—Debarkation Tables—Landing Schedule—Time of Landing (H hour on D-day)—Direction of Attack—Zones of Action.

Details of general application: Direction of attack—Time of landing (H hour on D-day)—Zones of action. Refer to Annexes: Debarkation Tables, Landing Schedule, etc.

- 3.¹ Main infantry groups:^{2,3} Assistance to be given neighboring units—Beachhead to be established; designation, location, limits—Flank protection—Intermediate objectives—Liaison with other landing units—Place and time of landing—Zone of action. Refer to Annexes: Debarkation Tables, Landing Schedule.

Artillery:⁴ Method, place, priorities, and time of landing—Positions and missions after landing—Provision for artillery liaison with the Navy and coordination of naval fires—Priority of fires.

Antiaircraft artillery:⁴ Time and place of landing—Coordination with aviation and liaison with antiaircraft artillery of the Navy—Defense to be established during and after the landing.

Antitank units:⁴ Time and place of landing—Missions.

Aviation:⁴ Observation aviation: Coordination with aviation of higher and lower units and naval aviation—Missions.

Combat aviation: Specific missions.

Chemical Troops:⁴ Time and place of landing—Locations—Missions.

Engineers:⁴ Time and place of landing—Missions—Special assistance to other units.

Reserve:⁴ Composition and location of floating reserve.

Tanks:⁴ Time and place of landing—Locations—Missions.

- x. Antiaircraft and antimechanized defense; passive measures and coordination of active measures—Calls for naval supporting fire—Composition and employment of combat teams—Organiza-

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tion of beaches—Use or restrictions on use of chemicals, EEI's. Refer to Annex: Organization of Beaches, if used.

X X X X X

NOTES

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

2. Use a separate lettered subparagraph for each.

3. In larger units these groups will be Landing Teams, Combat Teams, Division, etc.

4. These units are those not attached to the Landing Teams or Combat Teams.

3.-28. Check list—Order for a **MOVEMENT BY MARCHING IN ONE COLUMN.**

X 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 line².

3. **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 to precede main body—Establishment and location of outpost at end of march.²

Other security and reconnaissance elements:³ Composition if not given under Task Organization—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 guard⁴—Bivouac areas for units or groups at end of march¹—Hour for beginning periodic halts.

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.

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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 operation orders)—Special mission or airplanes to be held on call (with date, hour, and place) for special 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):² Composition (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 EEI's.

X 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. Employ a separate lettered subparagraph for each.

4. 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.

3.-29. Check list—Order for a MOVEMENT BY MARCHING IN MORE THAN ONE COLUMN.

X 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—Objective, designated when

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...on successive lines—Bivouac area and location of outpost at end of march.¹ Refer to march table, if issued.

3. **Advance guard(s) detailed and directly controlled by the issuing commander:**^{5,7,8} Applicable matters normally appearing in paragraph 2 or under Task Organization, 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 elements⁹ detailed and directly controlled by the issuing commander: Composition (if not given under Task Organization)—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:^{4,8} Applicable matters normally appearing in paragraph 2 or under Task Organization, 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

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

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available—Location of airdrome (if not previously given in operation orders)—Special missions or airplanes to be held on call (with place, date, and hour) for special 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,—EEI's.

X X X X X

NOTES

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

2. If Task Organization 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 Task Organization 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.

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5. Unless protected by other troops, each combat team or column is proceeded 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 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.

8. Employ a separate lettered subparagraph for each.

9. 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.

3.-30. Check list—Order for a MOVEMENT BY RAIL OR BY RAIL AND MARCHING.¹

X X X X X

2. **Decision or mission, including:** Methods of movement—Routes and destination (if known or to be disclosed)—Time of movement.

3. **Units to move by rail (a lettered subparagraph for each entraining point):** Troops—Assignment to trains—Routes to entraining point—Time of arrival of each unit or reference to march table—Time of departure of each train—Time to clear detraining point—Future action (if further orders will not be issued at detraining point)—Composition of and special instructions for detachments in charge of entraining points. Refer to Entraining Table Annex, if issued.

Unit to move by marching: See check list, "Order for a Movement by Marching." Refer to March Table Annex, if issued.

Antiaircraft artillery: Gun and automatic weapon defense to be furnished for entraining points, marching columns, and rail movements.

Antitank units: Locations—Missions.

Aviation: Observation aviation: Coordination with aviation of higher and lower units—Airplanes to be held on call or for special mission with place, date, and hour to be available—Location of airdrome (if not previously given in operation orders).

Combat aviation: Specific missions.

x. **Antiaircraft and antimechanized defense; passive measures and coordination of active measures—**General instructions for detachments in charge

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of detrainning points—Duration of journey—
Secrecy and security—Special instructions for
loading—EEI's.

X X X X X

NOTE

1. May be adapted to movements by air transport and by water.

**3.-31. Check list—Order for a MOVEMENT BY TRUCK
OR BY TRUCK AND MARCHING.**

X 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. **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 issued. 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).

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—

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Release of trucks—Instructions for successive trips in shuttling—Assembly or bivouac areas at end of movement—EEI's.

3.-32. Check list—Order for a PURSUIT.¹

X 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 in direct pressure:⁴ Mission—Zone of action—Special instructions such as: Liaison—Reconnaissance—Security.

Artillery: Organization for combat—Support missions—Displacements—Special fire missions.

Antiaircraft artillery: Gun and automatic weapon defense.

Antitank units: Locations—Missions.

Aviation: Observation aviation: Areas of responsibility—Airplanes for artillery command, infantry, 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.

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.

Reserves: 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

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or area—Measures for secrecy and deception—
Priority on roads—Use or restrictions on use
of chemicals—EEI's.

X 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. Use a separate subparagraph for each immediate subordinate unit.

3.-33. Check list—Order for a WITHDRAWAL FROM ACTION TO OCCUPY A REARWARD POSITION OR TO INITIATE A RETIREMENT.

X 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.

- 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).

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 groups:³ Method and time of breaking contact—Special missions, such as covering screen and flank protection—Zone of action or routes—Defensive position or assembly area to be occupied—Initial point

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(or assembly area, if used in forming unit)—Formation of columns—Measures for control of march from assembly area—Other applicable instructions—Subsequent action.

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.

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.

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 screen—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—EEI's.

X X X X X

NOTES

1. If the withdrawal is to be followed by a rearward movement in route column, a Task Organization 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

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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.

3.-34. Check list—Outline for an Order for a NIGHT ATTACK by an Infantry Battalion.

Title.

Place.

Hour and date.

File No.

SECRET (or CONFIDENTIAL)

Operation Order

No.

Maps:

1. (a) Information of enemy (same as daylight order).
(b) Information of our own troops (same as daylight order).
(c) Information of supporting fires not under command of the attack unit. Give length of time, place and extent of scheduled fires; also place, extent and method of calling for emergency fires.
2. Decision.—The course of action decided upon to carry out the mission assigned the battalion to include: date and hour of attack, line of departure, boundaries if practicable, objective and compass direction of attack, formation to be used by attack force during the attack, rate of advance after leaving line of departure and assault line.
3. (a) Instructions to each participating rifle company as to the conduct of the attack. (Separate lettered subparagraph for each company.)
(b) Instructions to weapons company as to support of the attack. (Machine guns, AA-AT Guns and Mortars.)
(c) Instructions to reserve rifle company (if reserve company is used).
(d) Composition and initial disposition of reserve units.
(x) Instructions to all units.
 - (1) Restrictions on reconnaissance and maintaining secrecy of the attack.
 - (2) Location and time of occupation of the forward assembly area.

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(3) Formation for movement to forward assembly area.

(4) Time of movement to line of departure.

(5) Method of maintaining contact between units.

(6) Special provisions to insure identification of attack troops.

(7) Special provisions for flank protection.

(8) Course of action if the objective is taken (consolidation of position).

(9) Course of action and company rallying point in case of early discovery and failure of attack.

(10) Restrictions on loading and firing of rifles, lights, noise and other such routine details when deemed necessary.

(11) Action expected to be taken at daylight the next morning (if any).

(12) Special equipment or weapons to be carried.

(13) Any details applicable to that particular situation and not otherwise covered.

4. Administrative details.

(a) Details regarding distribution of extra ammunition and location of the battalion ammunition distributing point (if changed).

(b) Details regarding special means for evacuation of casualties and location of battalion aid station (if changed).

(c) Special details regarding food and water. (Usually to issue supper prior to dark and to carry one emergency ration with full canteens.)

5. Location of commander during the attack and prospective command post location on the new position.

(Signature)

Annexes:

Distribution:

Authentication:

NOTE: It is obvious that many of the above details would be unnecessary or out of place in an order for a daylight attack. At night, however, a unit must feel its way forward in darkness. Once it has jumped off, it is too late to make corrections or amendments. From that point on it has only the detailed provisions of the attack order to go by. If that order is not clear or has overlooked important details, the attack will suffer.

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SECTION 4

LOGISTICS

ADMINISTRATIVE ESTIMATES, PLANS AND ORDERS

4-1. 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 Operation Order, or when an Operation Order is not being published at a time administrative instructions to the command are necessary. Administrative Orders may be oral, dictated, or written, and in either complete or fragmentary form. When complete Administrative Orders are issued they usually, but not necessarily, accompany Operation 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.

4-2. Estimate of Supply and Evacuation Situation.—After the commander arrives at his decision and the basic tactical plan is formulated, it is possible for the 4-Section to proceed with its detailed Estimate of the Supply and Evacuation Situation for the contemplated operation. In view of the fact that the estimate involves the planning for the supply support of a **specific** operation, it cannot be undertaken until the commander arrives at his decision and necessary basic information concerning the tactical plan is made available to the supply officer.

The information gathered and analyzed in the Estimate of the Supply and Evacuation Situation is very helpful in arriving at the conclusion of whether or not the supply support will be adequate. Each echelon will normally complete only such parts of the estimate as are appropriate to that particular echelon. Normally, the higher the echelon, the more extensive will be its estimate. During the planning phase of an operation, this estimate will usually be prepared in writing. In subsequent phases, it may be written or unwritten.

After such an estimate is completed the information which has been accumulated has still further value, for within the contents of the Estimate of the Supply and Evacuation Situation is the bulk of the detail required for the formulation of the administrative plan or order, clearly organized and in usable form. The Estimate of the Supply and Evacuation Situation is the spade work of the supply plan.

4-3. Supply Plans.—**a. General.**—The plans of supply officers of all units are governed by the tactical situation, the terrain, the commander's decision, and the requirements of higher echelons of command as expressed in their administrative directives. In addition, the formulation of plans by "4's",

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are subject to the applicable provisions of the Staff Officers' Field Manual and call for an Estimate of the Supply Situation as given in Form No. 4, Sec. 5.

b. **Purpose.**—The Administrative Plan is prepared by the "4" in cooperation with the "1" of the Staff echelon concerned and incorporates the decisions arrived at through the Estimate of the Supply Situation. This plan has a two-fold purpose: (1) to present to the commander a recommended method of supply and evacuation; and (2) when approved by the commander to serve as a basis for orders to all subordinating units concerning these operations.

4.-4. **Basis.**—Administrative Orders are based on:

- a. Administrative Orders of higher authority.
- b. The commander's initial and supplementary decisions.
- c. Approved recommendations of special staff officers.
- d. The Administrative Plan.

4.-5. **Scope.**—Usually only the first Administrative Order issued by a command contains all of the items shown in Form No. 9 or 10, Sec. 5. Subsequent orders mention only items that are to be changed. However, the sequence of the form is preserved. Fragmentary administrative orders are frequently used which may be confirmed when desirable by a written order embodying all changes made. Administrative orders are authenticated by the "4". An Administrative order may be complete within itself or it may include annexes. When used, annexes are listed at the end of the order by number and name and are referred to in the proper paragraphs.

4.-6. **Administrative Orders of Lower Echelons.**—a. The extent and nature of the administrative and supply information normally included in operation orders of units smaller than divisions is limited to those items that require dissemination and are needed by subordinate units to insure coordination of effort. Nonessential details must be eliminated. Those of interest to a single agency or element should not be included in a general directive but transmitted individually. In short, orders promulgated in writing and more or less formally should approximate an irreducible minimum.

b. **Regiment.**—Paragraph 4 of a regimental field order embodies such of the following details as may be appropriate to a particular situation:

- (1) The location of the regimental ammunition distributing point.
- (2) The regimental route of advance of ammunition (in attack orders only).
- (3) The amount of ammunition to be dumped on the position (in defense orders only).

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- (4) The location of the Regimental Aid Station.
- (5) The engineer distributing point(s) and nature of materiel available at each.
- (6) Bivouac location for trains operating under regimental control.
- (7) Traffic restrictions.
- (8) Control of stragglers, civilians, and prisoners of war.

NOTE: The information in (1) should habitually be included; that in (2) habitually included in attack situations and in (3) in defense situations. The remaining items may be promulgated later or included initially, as circumstances warrant.

c. Battalion.—Paragraph 4 of the battalion field order embodies such of the following details as may be appropriate to a particular situation:

- (1) The hour and place of issue of extra ammunition, if not previously issued.
- (2) The battalion ammunition distributing point.
- (3) The battalion route of advance of ammunition (in attack orders).
- (4) The amount of ammunition to be dumped on the position (in defense orders).
- (5) The location of the Battalion Aid Station.
- (6) Location(s) and allotment of engineer tools and materials.
- (7) Bivouac location(s) for trains operating under battalion control.
- (8) Control of stragglers, civilians, and prisoners of war.

NOTE: The information in (1) and (2) should habitually be included; that in (3) habitually included in an attack. The remaining items may be promulgated later, or included initially, as circumstances warrant.

d. Other administrative details later.—This phrase is frequently used to avoid encumbering the written order with details. It conveys that essential information of an administrative nature, not included in the order, will be furnished later to the units affected. This later promulgation may be in the form of messages, either written or oral.

4.-7. Administrative Map or Overlay.—a. Contents.—(1) An Administrative Map or Overlay is a graphic representation of so much of the Administrative Order as can be placed intelligibly upon a map, through the use of abbreviations and symbols. It shows the general location of administrative installations as have been or are to be established with the time of opening.

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(2) Items that may appropriately be indicated on an Administrative Map or Overlay include: unit command post; rear boundary; location of rear echelon; general location of automatic supplies, fuel, ammunition, engineer, quartermaster, signal, ordnance, water, and medical supply points; main supply road with circulation arrows and traffic control points; distributing points for supplies and equipment that may be established in the forward areas; ammunition office, straggler line and straggler collecting points; prisoner of war enclosure; train bivouac line; collecting points; clearing station; cemetery; bivouacs of administrative elements.

b. **Preparation.**—(1) When possible a ground reconnaissance should be conducted before the locations for the administrative installations are determined but as this is sometimes impossible it is understood that the position of the symbols represent only the general area where that installation is to be found. When the exact location is chosen as a result of actual ground reconnaissance, signs will be placed as a guide. The map is prepared by the 4-Section preferably in time to be delivered with or as a part of the Administrative Order when issued simultaneously, as in a combined administrative and Overlay, the order itself appears on the Overlay.

(2) In the preparation of Administrative Maps, the following rules should be observed:

(a) The meaning of all data shown must be unmistakable.

(b) Only authorized conventional signs, symbols, and abbreviations should be used. If unusual symbols are used, a legend explaining such symbols should be placed on the map. Explanatory wording should be placed on the map wherever necessary to avoid misunderstanding.

(c) The amount of detail which is placed upon the map must be limited to that which can be shown without destroying its legibility.

(d) When the Administrative Map or Overlay is issued in conjunction with but not combined with the Administrative Order, it should bear an inscription showing that it is an annex to the Administrative Order it accompanies, the annex letter, the fact that it is an administrative map, the title, place of issue, date and hour of issue, and the signature and authentication. If an overlay, there should be included thereon a reference to the map used in its preparation and at least two definitely located points, easily distinguishable,

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such as coordinates or road junctions, for the purpose of orientation with the map. The following is a satisfactory inscription for an Administrative Overlay:

ANNEX A TO 1st MAC ADMINISTRATIVE ORDER

NO. 3——, ADMINISTRATIVE OVERLAY

1st MAC,
DUBLON, TRUK,
2 March, 19____, 1600.

File No. _____.

CONFIDENTIAL

Map: (Reference to map used).

Chart: (Reference to chart used).

(Legend of special symbols used, etc.).

By Command of LtGen M:

/s/ X

Brig Gen, USMC
Chief of Staff

Official:

/s/ S

Col, USMC

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(e) Before issue, the Administrative Map or Overlay should be carefully checked against any written part of the Administrative Order to assure completeness and accuracy.

(f) A combined Administrative Order and Overlay is prepared by writing a brief and concise Administrative Order directly on the Overlay. The form of such an order should follow the prescribed form and sequence and should bear the designation; Administrative Order No. _____ and Overlay (Map) combined.

4.-8. The 4-Section Check List.—In situations where it is not practicable to complete an Estimate of the Supply and Evacuation Situation, Supply officers of the various echelons may use the "4-Section Check List" as a means of accomplishing an orderly examination of the supply and evacuation situation. As each problem is considered in the light of the existing conditions, the supply officer decides what, if any, changes should be made in the current supply system. The information compiled through the use of the check list forms the basis of subsequent fragmentary administrative orders, recommendations to the Chief of Staff (or executive officer in regiments and battalions) and if necessary a new Administrative Order.

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4-SECTION CHECK LIST

Unit.
Place.
Time and date.

Maps: (Those needed for an understanding of the plan; identify and give scale.)

1. **SUPPLIES.**—Separate consideration to classes, types, or supply branches, as necessary):
 - a. **Requirements.**—Probable expenditures; stocks on hand; local resources; reserves desired.
 - b. **Procurement.**—Stocks to be requisitioned or credits to be requested; time, rate, method, and place of delivery.
 - c. **Installations.**—Time and place of opening or closing; service troops required to operate, including labor, transportation, and reserve; troops to be served by each; limitations on stocks; mobility.
 - d. **Distribution.**—Time and method of issue; limitations on subordinate unit stocks; destruction and abandonment of supplies.

2. EVACUATION:

- a. **Casualties.**—(Separate consideration to personnel and animals.)
 - (1) **Casualty Rate.**—Present rate; anticipated increases or decreases in rate.
 - (2) **Installations.**—Time and place of opening or closing; troops required for operation, including reserves; troops to be served by each; mobility.
 - (3) **Operation.**—Evacuation policy; channels of evacuation; methods of support of lower units; abandonment of wounded.
- b. **Materiel.**—(Separate consideration to classes, types, or supply branches, as necessary.)
 - (1) **Recovery, Evacuation, and Maintenance:**
 - (a) **Maintenance Rate.**—Present rate; anticipated increases or decreases in rate.
 - (b) **Installations.**—Time and place of opening or closing; troops required to operate, including labor, transportation, and reserves; troops to be served by each; mobility.
 - (c) **Operations.**—Evacuation policy; channels of evacuation; method of support of lower units; destruction and abandonment of damaged materiel.

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(2) **Salvage.**—(Same as for Recovery, Evacuation, and Maintenance.)

(3) **Captured Materiel.**—(Same as for Salvage.)

3. **LINES OF COMMUNICATION:**

a. **Traffic:**

(1) **Plan:**

(a) Points and units to be served; roads available, their condition and capacity; provision for reconnaissance; coordination with other units.

(b) Designation of main supply road(s); secondary circulation.

(c) Traffic priorities; traffic restrictions, as lights, speeds, distances.

(2) **Control:**

(a) Requirements of traffic plan; special requirements due to traffic priorities or tactical movements.

(b) **Installations.**—Time and place of opening or closing; troops required to operate, including reserves.

(c) **Operation.** — Means of enforcement; marking of routes.

b. **Construction and Maintenance:**

(1) **Roads:**

(a) Requirements in materials, maintenance, troops and equipment.

(b) Priority of work, standards of maintenance, coordination with other units.

(2) **Railroads.**—(Same as for Roads).

4. **TRANSPORTATION.**—(Separate consideration to motor, rail, water, and air transport, as necessary):

a. **Requirements.**—For troop movements, for attachment to service installations; for retention in pool, including reserves.

b. **Installations.**—Such as transportation headquarters, motor pools; time and place of opening or closing; troops required, including reserves.

c. **Operations.**—Responsibility for control, methods of request, assignment and use, assumption and relinquishment of control of transport of lower units.

5. **TRAINS AND SERVICE TROOPS:**

a. **Trains.**—Requirements for control of trains of lower units; assignment of general restrictions or specific areas; methods of assumption and relinquishment of control.

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b. **Service Troops:**

- (1) Recapitulation of requirements of service troops, both operating and in reserve; future requirements.
- (2) **Installations.**—Location, time and place of opening or closing of bivouacs, administrative control headquarters.
- (3) **Operations.**—General operational and administrative instructions not otherwise covered; alert plans for and assignment of missions to inactive or reserve service units.

6. **MISCELLANEOUS:**

- a. **Rear Boundary.**—Recommendation for location.
- b. **Security and Protection.**—Instructions for protective measures, information as to missions, locations, time of arrival or leaving of tactical units having security or protective missions.
- c. **Administrative Matters Not Otherwise Covered:**

AC of S, D-4.

4.9. **The Medical Annex.**—a. **General.**—Where the situation demands greater detail than is normally included in the body of an Administrative Order, a Medical Annex is attached.

b. **Contents.**—The Medical Annex incorporates the decisions of the Staff Medical Officer as determined by his Estimate of the Medical Situation. A good Medical Annex is dependent upon a good Estimate of the Medical Situation and therefore calls for close cooperation between the medical members of the staff and all other officers of the staff. It is necessary that the medical officer writing the annex should know the operation plan and also the intelligence information available. The headings which follow are only a guide to the facts which must be considered—there may be others in certain situations—and although consideration should be given to these subjects they may not all be included in the written plan. Only the facts which are either deviations from normal usage of medical organizations or are pertinent to the successful accomplishment of the military mission, should be included.

c. **Estimation of Casualties.**—In order to determine whether the medical personnel and equipment are sufficient it is necessary to know the number of casualties expected and also the number of admissions to the sick list for non-battle causes. The number of casualties is dependent entirely on the quantity and quality of the opposition. Intelligence information and the plan of operation will aid greatly in this estimate. Based on figures from World War I and action in the Solomon Islands the following percentages are offered only

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as a guide. Of all casualties 16 to 20 per cent will be killed, 40 per cent will be stretcher cases and 40 to 44 per cent will be ambulatory cases. Against a strongly defended beach, with unfavorable terrain features 30 to 35 per cent casualties will be sustained. Against a moderately defended beach with favorable terrain features 20 per cent casualties will accrue. Of these casualties approximately 30 per cent will occur the first day. In a defensive position a casualty percentage of 20 per cent may be used as a basic estimate. For a severe battle day use 10 per cent as a basic figure for that day. The admission rate to the sick list for non-battle causes is about 0.6 per cent daily, but after a few months the rate of 4 per cent daily on the sick list is the average rate. In particularly unhealthy areas the daily increment of sick will be much higher. Estimation of casualties is essential to determine the number of APA's and AKA's necessary for care of wounded in initial phase and also the number of hospital beds necessary in later phases. In determining the number of hospital beds you consider that 16 per cent of engaged personnel plus 4 per cent from non-battle causes would be sufficient. These percentages are not ironclad but only a guide and should be corrected depending on the information on the enemy situation plus our own operation plans.

d. **Organization.**—From preceding consideration we can now decide whether we need medical reinforcements or more supplies. The distribution of our medical personnel is then determined on the number of combat teams, their mission and the enemy situation. Only changes in the normal attachment of medical detachments are included in the written plan.

NOTE: Include also the medical equipment carried and instructions to medical troops, including the medical Battalion.

e. **Sanitation.**—Include sanitary orders that are indicated plus the following considerations on preventive medicine:

1. **Water.**—Local sources of water supply should be considered from a viewpoint of adequacy and contamination. Method of sterilization should also be considered dependent on material available. The quantity of water is dependent on the time element involved plus the military mission. At least 1 gal. water per day per man should be provided and may be divided into 1½ quarts for drinking and 2½ quarts for cooking and drinking with meals. In defensive positions 5 to 10 gallons per day should be provided for all purposes. If streams are available for washing this amount would be considerably less.

2. **Food.**—All information obtainable about local foods should be weighed and the utilization of local sources then determined. Fruits and vegetables peculiar to the locality should be investigated and possibility of their use as emergency rations should be decided. Consider carefully whether vitamin pills should be given to supplement the regular ration.

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Salt.—In the tropics, salt loss is a serious condition and some arrangement should be made to replace this salt loss. As a general rule, two, (2) five (5) grain tablets of salt after eating will suffice. It is best to take the salt with food to avoid a gastric upset. Other methods are two (2), ten (10) grain salt tablets per quart of water consumed or one quarter ($\frac{1}{4}$) teaspoonful of salt per quart of water.

4. Local Diseases.—From intelligence data or from medical bulletins the prevalence of diseases peculiar to a locality may be determined and preventive measures including immunizations should be covered in this section. Include only those facts which are to be emphasized or which may not be known by all medical personnel of the organization.

f. **Evacuation.**—This is divided into two sections in an amphibious operation as (a) Enroute, (b) After Debarcation. What to do with casualties that occur aboard the various type craft; specific directions to various medical personnel involved in the line of evacuation; what ships are to be used to care for casualties and how to get them to these ships. It is necessary to know the facilities available aboard the various ships and the number of patients they can care for including stretcher and ambulatory cases. After the medical detachment has reached the beach where are the collecting stations and Field Hospitals; what areas do they serve; and from and to where do they evacuate? It must be remembered that wounded needing surgical procedures should only be placed on ships with the necessary facilities. Determine what and how frequently evacuation reports should be made and to whom submitted.

g. **Supplies.**—Consider what supplies the medical detachments will take ashore in the initial landings. Determine what items of unit reserve will be retained by the units after landing and what items will revert to Force Medical dumps. For replenishment of supplies decide where your medical dumps are to be and the manner in which supplies are obtained. Usually a supply dump is set up by the main Field Hospital with smaller dumps in the other Field Hospitals. Supplies usually go from Field Hospital to the collecting stations and thence to the units needing them. In defensive setups the supplies move directly from the dump to the unit requesting them. There will normally be automatic exchange of stretchers, splints and blankets in order to maintain a constant level in the lower echelon aid stations. Include in this consideration the necessity and possibility of airplane drop method of resupply.

h. **Medical C. P.**—Although this is not a true command post it is the location of the senior medical officer who advises in all medical matters. Make this location clear in the annex. It is usually, however, in the vicinity of the organization C. P.

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n. Here again we should reiterate that only those points to be emphasized or those which are deviations from normal routine should be included in the medical annex. In defensive positions it might be a good idea to include not only the location but capacity of the various hospitals available.

Medical problems other than those covered in this discussion might need clarification and if so this should be included in the annex.

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SECTION 5

FORMS

Form 1	Commander's Estimate of the Situation
Form 2	S-2 Estimate of the Enemy Situation
Form 3	Estimate of the Terrain
Form 4	Estimate of the Supply and Evacuation Situation
Form 5	Complete Written Operation Order
Form 6	Form for Artillery Annex
Form 7	Field Artillery—Subparagraph of Operation Order
Form 8	Engineer Annex
Form 9	Complete Administrative Order (Operations Ashore)
Form 10	Complete Administrative Order (Landing Operations)
Form 11	Unit Personnel and Tonnage Table
Form 12	Cargo Manifest
Form 13	Supply Loading Analysis
Form 14	Debarkation Priority List
Form 15	Stowage Plan
Form 16	Loading Summary
Form 17	Profile Loading Plan
Form 18	Medical Annex
Form 19	Intelligence Annex
Form 20	Signal Communication Annex
Form 21	Landing Schedule
Form 22	Boat Assignment Table
Form 23	Debarkation and Approach Schedule
Form 24	Landing Diagram
Form 25	S-1 Periodic Report
Form 26	S-2 Periodic Report
Form 27	S-3 Periodic Report
Form 28	S-4 Periodic Report
Form 29	Outline for Unit Report
Form 30	Journal
Form 31	March Table
Form 32	Entrucking Table
Form 33	Entraining Table
Form 34	Intelligence Plan
Form 35	Request for Reconnaissance
Form 36	Counterintelligence Plan
Form 37	Intelligence Annex to Special Action Report
Form 38	Shore Party Annex

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UNCLASSIFIED**COMMANDERS ESTIMATE OF THE SITUATION****I. MISSION.**

- a. **Summary of the Situation.**—Summarize briefly the present situation of enemy and own forces.
- b. **Statement of Mission.**—If higher authority has not given a clearly defined mission, the Commander must derive his mission and so state it.

II. SURVEY OF OPPOSING STRENGTHS.

- a. Determine and analyze those factors of the situation which will influence your choice of a course of action. Study these factors from the standpoint of the enemy as well as your own forces. Include such of the following as are appropriate, plus any others that effect the situation:
 - (1) Relative combat power
 - (a) Composition of forces
 - (b) Strength (in units)
 - (c) Armament
 - (d) Combat efficiency (morale-disease-etc.)
 - (e) Assistance from neighboring troops.
 - (2) Reinforcements (not under own control)
 - (3) Time and space
 - (4) Terrain
 - (5) Dispositions
 - (6) Supply situation
 - (7) Weather
 - (8) Hydrography
 - (9) Any other important factors

Make a DEDUCTION for each of above factors.

III. ENEMY COURSES OF ACTION.

List only those courses of action of which the enemy is actually capable AND WHICH CAN INTERFERE WITH THE ACCOMPLISHMENT OF YOUR MISSION.

IV. COMMANDERS OWN COURSES OF ACTION.

- a. Restate the mission.
- b. List, IN GENERAL TERMS, only those courses of action of which you are capable, AND WHICH WILL ACCOMPLISH YOUR MISSION.

V. SELECTION OF COMMANDERS BEST COURSE OF ACTION.

- a. Compare each of own courses of action with each of enemy courses.

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- b. Analyze above comparison and select that course of action which promises to be most successful in accomplishing the Mission.

VI. DECISION.

The decision is that course of action finally adopted. It is restated here and amplified by certain definite deductions obtained from previous parts of the Estimate.

SUPPLEMENTARY ESTIMATE OF THE SITUATION

- Par. I. Mission.—Omit.
- Par. II. Survey of Opposing Strengths.—Include only information received since original Estimate was made.
- Par. III. Enemy Courses of Action.—Re-discuss in the light of information in paragraph II. It may develop that the enemy has now committed himself to one of the courses of action given him in the original Estimate, or adopted an entirely unanticipated course.
- Par. IV. Own Courses of Action.—Omit, unless information in Paragraphs II and III makes the adoption of an entirely new course mandatory.
- Par. V. Comparison of Opposing Courses.—Consider the effect of the additional enemy information received since the original Estimate upon the course of action adopted originally. Consider the effect (if any) of this information on your own courses that were rejected in the original Estimate. Conclude if the original decision should be retained or discarded. If it is to be discarded, then a new Operation Plan is necessary. This may well be one of the several alternate plans already prepared.

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2-SECTION ESTIMATE OF ENEMY SITUATION
(To be used for Amphibious Planning)

Title
Place
Hour and date

1. SUMMARY OF ENEMY SITUATION.
 - a. Composition and Strength (include Order of Battle).
 - b. Combat Efficiency.
 - c. Armament.
(Use Overlay, Map).
 - d. Dispositions.
 - e. Supply.
 - f. Time and Space. (include Time and Space Factors).
 - g. Reinforcements.
 - h. Assistance from Neighboring Troops.
2. TERRAIN, HYDROGRAPHY, METEOROLOGY, ETC.
 - a. Hydrography.
 - b. Terrain.
 - c. Meteorology.
 - d. Other Factors (Civilian people, enemy doctrine, etc.)
3. ENEMY CAPABILITIES, IN ORDER OF PROBABILITIES.
 - a. Statement justifying assigned order.

Chief of Section

- NOTES:
1. Omit subheadings when those 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 -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.

~~UNCLASSIFIED~~ESTIMATE OF THE TERRAIN¹

1. MISSION.

(Express, if practicable, in terms of the terrain and staked out on the map.)

2. POSSIBLE PLANS OF ACTION.

- a. Enemy (name, without discussion, possible enemy plans of action that will interfere with the accomplishment of our mission).
- b. Own (name, without discussion, possible plans open to us that will accomplish the mission).

3. GENERAL TERRAIN STRUCTURE.

- a. Drainage system. (Emphasizing with a blue pencil the stream lines on the map will aid in studying terrain structure.)
- b. Ridge system. (Mark with a brown or red pencil the axis of the principal ridge lines on the map. Emphasizing the drainage lines and the ridge lines on the map will be found a great aid to the visualization of terrain, since it brings in to prominence the low points and the high points and makes apparent their inter-relation.)

4. DISCUSSION OF PRINCIPAL TERRAIN FEATURES.

- a. List the principal terrain features of tactical importance, considering generally the factors mentioned in paragraph 4 b, below.
- b. Discuss the above-listed terrain features with respect to their influence upon:

Observation
Field of fire
Concealment
Obstacles
Communications.

As a result of this discussion, determine the relative importance of the principal terrain features. Search for a vital feature, that is, one whose possession by us or whose denial to the enemy is vital to the success of the mission or the immediate undertaking; also determine which terrain features, while not vital, are so important as to be considered key-points in the operation.

Consider the influence of the terrain not only upon the immediate undertaking but also upon possible

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later developments of the operation and the consequent effect of these developments upon the tactical dispositions of our own and friendly troops.

5. CONCLUSIONS,

Line of enemy action best favored by the terrain.

Line of our own action best favored by the terrain.

6. CONSIDERATIONS OF DETAIL.

Influence of terrain on any special points of the detailed plan of action or maneuver.

NOTE: The Estimate of the Terrain will normally be prepared by S-2 and S-3 working together. The Engineer can assist materially in the preparation of this Estimate.

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FORM 4

**ESTIMATE OF THE SUPPLY AND
EVACUATION SITUATION**

Issuing unit.
Place.
Hour and date.

Maps: Those needed for an understanding of the estimate.

I. BASIC LOGISTIC FACTORS.

A. Tactical Requirements, Own Forces (Information from S-3).

1. Present distribution of major elements of command.
2. 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 at intervals during the period.

B. Estimated Materiel Required:

1. Amount of Equipment, by groups (weight, square feet, cubic feet where applicable) to be embarked initially.
2. Amount of Supplies, by groups (weight, square feet, cubic feet where applicable) to be embarked initially.
3. Amount of Equipment, by groups (weight, square feet, cubic feet where applicable) to be embarked after first trip.
4. Amount of Supplies, by groups (weight, square feet, cubic feet where applicable) to be embarked after first trip.

C. Sources of Procurement:

1. Base(s) of supply.
2. Equipment and Supplies available at base:
 - a. Equipment: (Groups 1-9).
 - b. Supplies: (Groups 10-13 include water under Group II).
3. Equipment and Supplies available in theater of operation.
 - a. Equipment: (by groups).
 - b. Supplies: (by groups) (includes water under embarked initially).

D. Evacuation:

1. Estimated casualties.
2. Adequacy of organic medical means.

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3. Diseases likely to affect operations.
4. Support needed from higher medical echelons.
5. Medical material to be embarked.

E. Lines of Communication:

1. Amount of organic transportation available for supply and evacuation.
2. Railways—location, capacity, condition, critical points, availability, siding and terminal facilities.
3. Roads—condition, capacity, critical points, availability.
4. Waterways—navigable rivers and streams.
5. Airfields—location, condition, capacity.
6. Transport:
 - a. Number of each type ship available.
 - b. Number of each type ship required.
 - c. Amount of aircraft available for supply and evacuation.
 - d. Number of landing craft and boats available for supply and evacuation.
7. Labor:
 - a. Troop and civilian labor available for embarkation.
 - b. Troop and civilian labor required for embarkation.
 - c. Troops required for debarkation.
 - d. Troops available per ship for debarkation.
 - e. Navy personnel required for assignment to Shore Party.
 - f. Availability of native labor for supply and evacuation purposes after landing.
8. Embarkation:
 - a. Port facilities.
 - b. Total time required to embark force.
 - c. Latest date which embarkation can begin.
9. The maximum amount of supplies and equipment which can be debarked in the time allotted by the Naval Attack Force Commander.
10. Hydrography, terrain, and weather as affecting supply and evacuation.

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II. CONCLUSIONS.

- A. Indicate whether or not the planned operation can be supported from the standpoint of logistics.
- B. If not, indicate the unavoidable deficiencies.

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FORM 5

**GENERAL FORM FOR A COMPLETE WRITTEN
OPERATION ORDER (Notes 1, 2, 3)**

Issuing Unit.
Place of issue.
Hour and date of issue.

File No. _____
CLASSIFICATION.
Opn O No. _____

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

TASK ORGANIZATION: (The tactical grouping of the force into units each of which will be given a mission in the subparagraphs of paragraph 3.)

- (a) **Task Unit Title,** Rank and name of its commander. Composition of Task Unit.
 - (b) Enumerate other Task Units in similar manner after appropriate letters (b), (c), (d), etc.
Each Task Unit will be given a mission in the corresponding subparagraph of Paragraph 3.
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** (note 1).—Decision or mission; details of the plan applicable to the command as a whole and necessary for coordination.
 3. **TACTICAL MISSION FOR SUBORDINATE UNITS** (note 1).—Specific tasks assigned to each element of the command charged with the 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) Instruction 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. Essential Elements of Information as apply to units of the command.

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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).
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 axis 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.

Commander

Annexes (listed)

Distribution

Authentication (by S-3)

NOTES

1. For forms covering paragraphs 2 and 3 or complete operation orders for particular operations, see the corresponding check lists.
2. Complete oral or dictated operation orders follow generally this same form; fragmentary orders conform to appropriate portions.
3. a. See paragraph 3-11 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.

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FORM 6

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FORM FOR ARTILLERY ANNEX

(Should be printed on Artillery Operation Overlay)

ANNEX _____ TO OPERATION ORDER _____ (Organization),

Title.
Place.
Hour and date of issue.

File No. _____
CLASSIFICATION.

Maps

TASK ORGANIZATION.

- (a) Title of each major grouping of artillery, rank and name of commander.
Composition.
 - (b) (List all other groupings with appropriate letter as (c), (d), etc.)
1. (a) **INFORMATION OF THE ENEMY.**—General information necessary to give subordinates a clear picture of enemy's situation; also, if available, specific information of known or probable targets for subordinate units. (Generally covered by reference to par. 1 of the Operation Order).
- (b) Information of friendly troops affecting employment of artillery of unit issuing order.
- (1) Mission and scheme of employment of artillery of unit issuing order.
 - (2) Zones of action or defensive sectors of units to be supported.
 - (3) Information of neighboring, supported, or supporting artillery.
 - (4) Information of other units or agencies of value to the artillery.
 - (5) Topographical or geodetic information not shown on reference maps.
2. **MISSION OF THE ARTILLERY.**—Including area in which it will be prepared to mass the bulk of its fires: Information concerning preparation or counter-preparation, when known.
3. (a) Tactical mission of each subordinate unit, or major grouping.
- (1) Tactical mission of each unit. (Separate subparagraph for each.) Zone of Fire.
 - (2) Positions (areas). Time of occupation. (Shown on overlay.)
 - (3) Routes and orders of march (when applicable).

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- x. Tactical instructions applicable to two or more units.
- (1) Minimum range line (front lines as designated).
 - (2) Firing Chart to be used.
 - (3) Base, check, reference, registration points.
 - (4) Registration, times, restrictions.
 - (5) Survey—orientation.
 - (6) Restrictions on reconnaissance and circulation.
 - (7) Schedule fires.
 - (8) Rates of fire.
 - (9) Liaison.
 - (10) Air observation.
 - (11) Meteorological messages.
 - (12) Priorities granted certain units over others.
 - (13) Essential elements of information.
 - (14) Declination constant (when applicable).
 - (15) Instructions for local security.
- Other items may be added as necessary. Not all of above will be necessary in a given order.
4. (a) Instructions concerning supply, evacuation, traffic, personnel, etc., which are not covered by the administrative order. (If all matters are covered by the administrative order reference is made to that order in lieu of par. 4.)
- (b) Ammunition.
- (1) Amount per unit (to be landed).
 - (2) To be stocked in dumps, etc. (when not covered by administrative order).
5. (a) Plan of signal communication (refer to signal annex.)
- (b) Communications as pertaining to artillery.
- (c) Command posts: Designated by coordinates, overlay, or to be reported. (All units in artillery.)

Commander.

Annexes (listed)
Distribution:
Authentication.

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FORM 7

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**FIELD ARTILLERY SUBPARAGRAPH OF A
DIVISION OPERATION ORDER**

3. c. Designation of unit.
 - General mission of the field artillery. Length of preparation and general instructions concerning employment of local and general counterpreparations.
 - Missions and position areas of subordinate units.
 - Direct or general support mission.
 - Special fire missions (as appropriate to situation).
 - General position area. Included only when special restrictions should be placed on locations.
 - Special instructions as: use of chemicals, movements, restrictions on registrations, etc.
 - Reference to field artillery annex when issued.

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UNCLASSIFIED**OUTLINE OF AN
ENGINEER ANNEX¹**

Annex ____ to Operation Order (Plan) No. ____.

ENGINEERTitle.²
Place.
Hour and date.³

File Notations.

SECRET (or CONFIDENTIAL)

Maps:

TASK ORGANIZATION⁴

- (a) Title of each major grouping of engineer units, rank and name of commander.

Composition.

- (b) (Similarly enumerate other groupings after appropriate letter (b), (c), etc.)

1. INFORMATION.

- (a) Enemy.
(b) Own forces.
(c) Engineering⁵.
 (1) Streams.
 (2) Roads.
 (3) Materials, etc.

2. MISSION.

3. (a) Title of each major grouping of engineers. (Separate lettered subparagraph for each grouping.) Statement of the principal task, minor tasks, and detailed instructions for the grouping listed.

- 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, such as:⁶

- (1) Control.
(2) Priorities of engineer work.
(3) Essential elements of engineer information.

4. (a) Refer to administrative Order (Plan), if issued; when necessary, give important administrative details for internal operation of units.

- (b) Types of special equipment needed and location.

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5. (a) Signal Communication—refer to annex, or if annex is not issued, to signal operation instruction. Important instruction relative to use of signal communication when of sufficient importance to the entire command to warrant repeating.
- (b) Axes of signal communication (where appropriate) of the engineer command and next subordinate units.
- (c) Initial location of command posts of the engineer command and next subordinate units.
- (d) Time used.

Signature⁷

Appendices⁸

Distribution⁹

(Authentication)¹⁰

- NOTES: (1) The purpose of the Engineer Annex is to provide a means of amplifying the information and instructions pertaining to the engineer units contained in the parent Operation Order (Plan) without affecting the brevity or clarity of the latter. The annex may be issued in any form that will serve the purpose. When an Engineer Annex is used the body thereof usually contains part or all of the body of the Operation Order (Plan) issued by the engineer commander; both are prepared under his supervision. In the form given above the Engineer Annex constitutes the complete Operation Order (Plan) which would be issued by the engineer commander in a situation where the engineer unit control is centralized and highly coordinated. The amount of detail in an Engineer ANNEX can normally be reduced considerably.
- (2) The title of the Engineer Annex should be the same as that of the Operation Order (Plan) to which annexed.
- (3) The Engineer Annex accompanies the parent order or plan and should, therefore, bear the same date and hour as the parent order or plan.
- (4) A Task Organization table is not used when the tactical components of a command constitute its organic parts as set forth in Tables of Organization or is S.O.P. for an organization.
- (5) Include in subparagraph (c) information of an engineering nature that will be of particular importance for the operation.
- (6) Assignment of specific mission and measures necessary for the coordination of all other engineer units being employed.
- (7) Signed by the Chief of Staff.
- (8) Appendices are numbered serially.
- (9) Distribution same as for parent Operation Order (Plan).
- (10) Authentication by third Section.

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FORM 9

COMPLETE ADMINISTRATIVE ORDER¹
(Operations Ashore)

Issuing unit.
Place of issue.
Hour and date of issue.

File No.

CLASSIFICATION

ADMINISTRATIVE ORDER

No. _____ } To accompany
Operation Order No.¹ _____

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

1. SUPPLY.

a. Rations.

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

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.

c. Motor Fuel.

- (1) Supply points—location of units served.
- (2) Dumps—limitations on stocks.

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.

b. Burial.

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

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- c. Salvage.—Collection and disposition—reports.
- d. Captured materiel.—Disposition—reports.
- 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, rations, ammunition, fuel, fortification materials, etc.
- b. Restrictions.
 - (1) Limits of daylight traffic.
 - (2) Blackout line.
- 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 instruction 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.

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- (2) Standing operating procedures.
- 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 headquarters²—location.
 - c. Protected areas (or zones in large commands)—locations, giving boundaries.
 - d. Administrative matters not otherwise covered.

Commander.

Annexes:

Distribution:

Authentication (by S-4)

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 groups are added as necessary.

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FORM 10

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COMPLETE ADMINISTRATIVE ORDER

(Landing Operation)

Issuing unit,
Place of issue,
Date and hour of issue.

File No.

ADMINISTRATIVE ORDER } To accompany
No. _____ } Operation Order No.¹ _____

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

1. UNIFORM AND EQUIPMENT (as applicable).

This paragraph includes instructions as to amounts of supplies, classes 1 to 5, inclusive, to be initially embarked for assault units, garrison units with assault units, and garrison units not with assault units, as applicable. Also such information as is necessary pertaining to amounts of supplies to be embarked as Initial Landing Supplies; Initial Reserve Supplies, and Beach Reserve Supplies. A separate sub-paragraph may be inserted to prescribe the uniform for debarkation.

2. SUPPLY.

- a. General.—Statement regarding initial administrative procedure as necessary or to fix responsibility until the capture of a specified objective.
- b. Initial Landing Supplies.
 - (1) Rations.²
 - (a) Amount to be carried by debarking personnel—a special subparagraph for task groups when necessary.
 - (2) Ammunition—Landing.
 - (a) Artillery except AA (normally prescribed loads).
 - (b) AA Artillery (number of rounds or units of fire).
 - (c) Infantry Units.
 - (d) Other units in special lettered paragraphs if considered necessary.
 - (3) Water.
 - (a) Manner and source of supply.

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- (b) Instructions pertaining to development of local resources storage and distributing points.
- (c) Reports from lower echelon.
- (4) Gasoline and Oil.—Manner and source of supply.
- (5) Medical Supplies.—Manner and source of supply or reference to medical annex if prepared.
- (6) Dumps.
 - (a) Special instructions to special task groups.
 - (b) Initial reserve supplies on beaches.
 - (1') Ammunition (expressed in units of fire for various weapons.)
 - (2') Water (number of gallons per man and type of container).
 - (3') Rations (number of days and types).
 - (4') Gasoline and oil.²

3. EVACUATION.

a. Casualties.

(1) Personnel.

- (a) Manner in which each task group is to effect evacuation and to what initial point.
- (b) Reference to Medical Annex, if any.
- (2) Vehicular—collection and disposition—reports.
- (3) Ordnance—collection and disposition—reports.

b. Burial.

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

c. Salvage.—Collection and disposition—reports.

d. Captured materiel.—Disposition—reports.

e. Prisoners of war.

- (1) Instructions governing collection and handling.
- (2) Instructions governing captured civilians.
- (3) Reference to special instructions contained in Intelligence Annex of Operation Order, if any.

f. Civilian Control.

- (1) Evacuation, if any, from specified areas.
- (2) Restrictions imposed.
- (3) Reference to proclamation for civilian control.

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4. TRAFFIC.

- a. Priority of landing supplies and equipment.
- b. Control and Circulation Ashore. By whom directed including priority of movement.
- c. Construction and Maintenance:
 - (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 instruction as for roads, including yards and sidings.
 - (3) Other.²

5. TRANSPORT.

- a. General.
- b. Beaches.
 - (1) Instructions pertaining to special equipment such as bulldozers, tractors, and cranes which may be required to assist beach traffic.
- c. Trains.
 - (1) Information regarding transport of higher echelon.
 - (2) Instructions pertaining to unit transport of lower echelon.

6. PERSONNEL.

- a. Stragglers.
 - (1) Straggler line—location.
 - (2) Collecting point(s)—location(s).
- b. Surplus equipment.—Disposition of items of organizational and personal equipment not required for operation.
- c. Mail.—Collection and distribution.
- d. Strength reports.—When to be submitted and as of what date.
- e. Replacements.
 - (1) Requisitions—when to be submitted.
 - (2) Assignment—locations, number per organization, date, and hour.

7. MISCELLANEOUS.^{1b}

- a. Shore parties (Instructions covered in this paragraph will usually pertain to matters not covered by existing SOP.)
 - (1) Composition and allocation.

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- (2) Special instructions pertaining to consolidation of activities.
 - (3) Allocation of personnel from higher echelon, if available.
 - (4) Instructions regarding detail of additional personnel, if available.
 - (5) Reference to Shore Party Annex, if any.
- b. Beach masters.
- (1) Names of officers assigned to such duty for each landing area and transports from which assigned.
 - (2) Special instructions if any.
- c. Rear Echelon CB(s)—location.
- d. Administrative matters not otherwise covered.

Commander.

Annexes:

Distribution:

Authentication:

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, particularly in paragraph 7a.
- c. Include only items which are changed.
2. Similar subparagraphs added as necessary.
3. Only such paragraphs and sub-paragraphs as are needed for the administrative order will be used; those not required will be omitted, which will necessitate appropriate change in numbering of paragraphs.

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FORM 11

WHEN THIS FORM IS FILLED IN IT WILL BECOME RESTRICTED
UNIT PERSONNEL AND TONNAGE TABLE

To be embarked on USS _____

Troop Officers		Troop Enlisted		Total	
	Line No.		Square Feet	Cubic Feet	Weight (lbs.)
TROOP SPACE	1	BAGGAGE	x		
	2	OFFICE EQUIPMENT*	x		
	3	ORGANIZATIONAL INITIAL COMBAT EQUIPMENT*	x		
	4	TOTAL, Lines 1-3	x		
GENERAL CARGO	5	ORGANIZATIONAL EQUIPMENT*	x		
	6	SPECIAL EQUIPMENT*	x		
	7	BAGGAGE NOT REQUIRED ENROUTE	x		
	8	TOTAL LINES 5-7	x		
VEHICLES	9	HAND CARTS			
	10	VEHICLES			
	11	TOTAL LINES 9-10			
	12	TOTAL WEIGHT OF PERSONNEL—@224 lbs. per man	x	x	
	13	TOTAL, Lines 4, 8, 11, 12			
OTHER SUPPLIES AND REPLENISHMENTS					
GENERAL CARGO	14	AMMUNITION (Small Arms)	x		
	15	ENGINEER	x		
	16	GENERAL SUPPLY	x		
	17	MEDICAL	x		
	18	MOTOR TRANSPORT	x		
	19	ORDNANCE	x		
	20	POST EXCHANGE	x		
	21	RATIONS (Special-C, D, K, etc.)	x		
	22	RATIONS (Other than above)	x		
	23	SIGNAL	x		
	24	TOTAL LINES 14-23	x		
		25	HIGH EXPLOSIVES	x	
	26	PYROTECHNICS	x		
	27	PETROLEUM PRODUCTS	x		
	28		x		
	29	GRAND TOTAL—Lines 13, 24, 25, 26, 27, 28			
	30	TOTAL WEIGHT IN LONG TONS	x	x	

* A manifest will be submitted with this form including all equipment entered in Lines 2, 3, 5 and 6.

NOTE: This form approved by Commandant of the Marine Corps, 13 April, 1944, for instructional purposes.

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FORM 11 (Cont'd)

VEHICLES *

PRIOR- ITY NO.	TYPE	VEHICLE NUMBER	DRIVER	LENGTH	WIDTH	HEIGHT	SQ. FT.	CU. FT.	WEIGHT		TYPE LOAD
									LOAD**	TOTAL	

Include mounted and towed guns, tanks, hand carts, wheeled and tracked vehicles, trailers, etc.
included only in Lines 9, 10, 11, 13, 29 and 30.

GRAND TOTAL OF WEIGHT, SQUARE AND CUBE MUST AGREE WITH LINE #11.

NOTE: This form approved by Commandant of the Marine Corps, 13 April, 1944, for instructional purposes.

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[illegible]

NOTE: This form approved by Commandant of the Marine Corps,
13 April, 1944, for instructional purposes.

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UNGLASSIFIED

NOTE: This form approved by Commandant of the Marine Corps, 13 April, 1944, for instructional purposes.

EMBARKED ON

TYPE OF SUPPLY	Amt. per Cont.	LOADED ON VEHICLES			PRIORITY 1 ISSUE TO TROOPS			PRIORITY 2 INITIAL RESERVE SUPPLIES			PRIORITY 3 BEACH RESERVE SUPPLIES			GRAND TOTALS		
		No. Cont.	Cu. Ft.	Wt. in lbs.	No. Cont.	Cu. Ft.	Wt. in lbs.	No. Cont.	Cu. Ft.	Wt. in lbs.	No. Cont.	Cu. Ft.	Wt. in lbs.	No. Cont.	Cu. Ft.	Wt. in lbs.
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FORM 14

DEBARKATION PRIORITY LIST

ORGANIZATION

EMBARKED ON USS

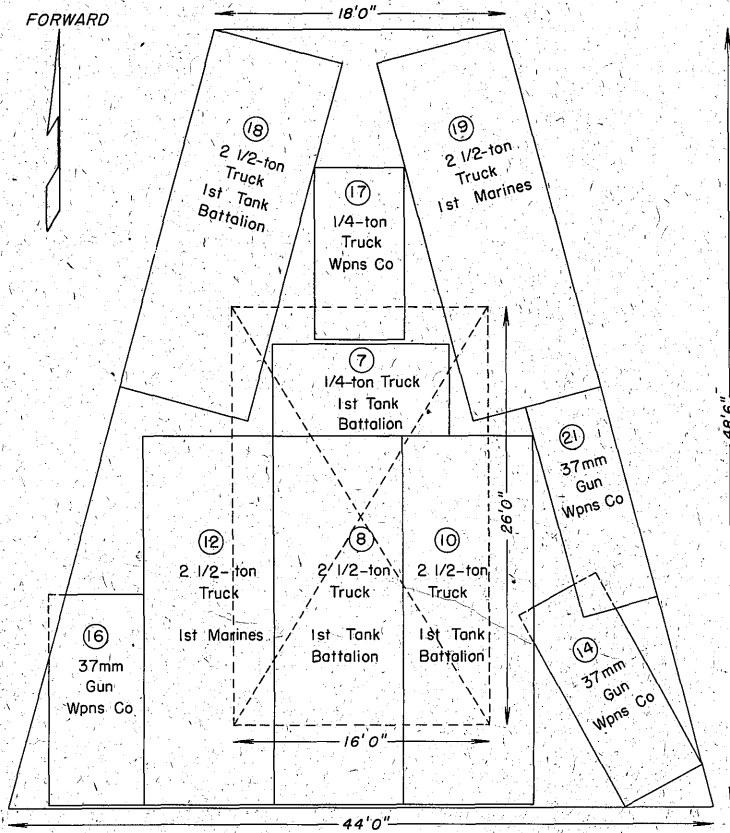
Priority Number	Description	Organization	Vehicle Use Number	Driver	*Where Stowed

* To be filled in by TQM.

NOTE: This form approved by Commandant of the Marine Corps, 13 April, 1944, for instructional purposes.

FORM 15

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U.S.S. _____

#1 Hold Section
1st Platform

Clearance: 10'6"
Square ft: 1479
Cubic ft: 15529

STOWAGE PLAN
(SAMPLE)

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FORM 16

LOADING SUMMARY

Sheet No.

DATA ON CARGO SPACE			DATA ON MATERIEL TO BE LOADED				
Hold & Platform Nos.	Capacity		Organization	Type of Materiel	Amount		
	Square Ft.	Cubic Ft.			Square Ft.	Cubic Ft.	Lbs.

Make special notations on reverse side.

NOTE: This form approved by Commandant of the Marine Corps, 13 April, 1944, for instructional purposes.

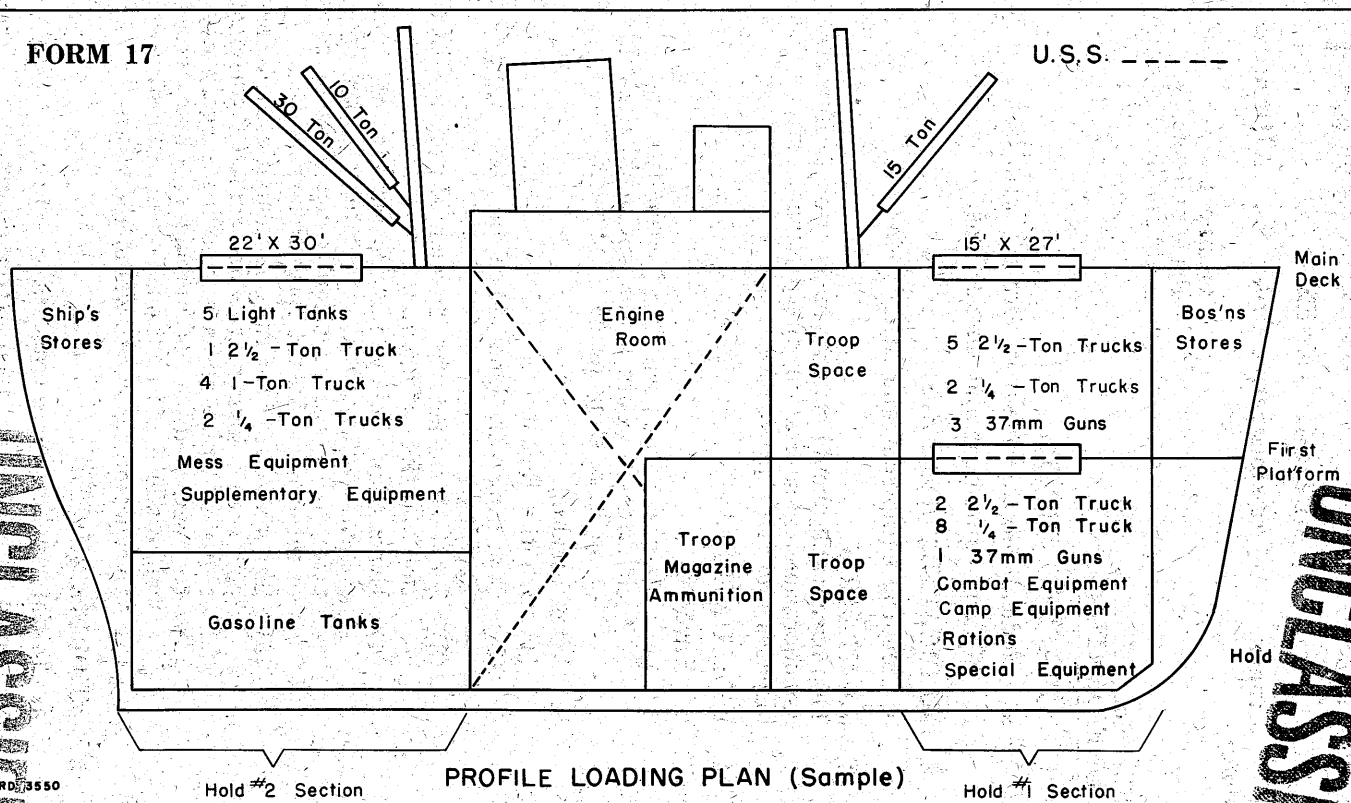
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FORM 17

U.S.S. -----



PROFILE LOADING PLAN (Sample)

Hold #2 Section

Hold #1 Section

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MEDICAL ANNEX

Annex ____ to Administrative Order No. ____ (Organization.)

Issuing unit,
Place of issue,
Date and hour of issue.

File No. _____

CONFIDENTIAL.

1. ATTACHED TROOPS.

- a. Medical detachments not normally attached.
- b. Medical equipment and instructions.

2. MEDICAL BATTALIONS.

- a. Medical equipment and instructions.

3. SANITATION.

This paragraph should contain in addition to important considerations on sanitation, any pertinent data on local diseases and their prevention.

4. EVACUATION.

a. Enroute.

- (1) Method of disposition of casualties and non-effectives enroute as on small ships as LST or on large ships as AKA or APA.

b. After Landing.

- (1) On the Beach.
- (2) Collecting Stations—Location and time of Opening.
- (3) Field Hospitals and division Hospital—Location and time of opening.
- (4) Evacuation Policy i.e. the length of time patients will be held in theater of operations prior to their evacuation to hospitals of zone of interior or distant Base Hospitals.
- (5) Ships allocated for care of casualties in transport area. Ships may be designated as Surgical ships, to which all cases needing surgery may be evacuated, or as ambulance ships which will render treatment but no definitive surgery.
- (6) Evacuation reports to whom and when.

5. MEDICAL SUPPLY.

- a. Initial supplies where obtained.
- b. Resupply where and from whom obtained.

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- c. Miscellaneous data as to air drop, etc.
- 6. MEDICAL COMMAND.
 - a. Senior Medical officer, troops—location afloat.
 - b. Senior Medical officer, troops—location ashore.

Commanding Officer.

Annexes:

Distribution:

Authentication: (By the chief of 4-section)

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FORM 19

INTELLIGENCE INDEX

UNCLASSIFIED

Annex _____ to Operation Order No. _____ (Organization.)

File No. _____
CLASSIFICATION

Issuing unit.
Place of issue.
Hour and date of issue.

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

1. SUMMARY OF ENEMY SITUATION.—Refer to S-2 Situation Map and S-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. Air warning service; 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 headquarters; special reports and classification of prisoners desired.
 - b. Documents and captured material.
 - (1) Provisions for collecting documents; manner of sending to the rear, with delay permissible at lower headquarters for examination or use.

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- (2) Particular kind of material required for examination; manner of obtaining material (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 concerning special requisitions and distribution, or of special 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 S-2 situation maps (usually the same as routine reports).
 - f. Periodic or special conferences of S-2 officers; who is to attend, time and place of meeting.

Commander.

Distribution:

Authentication (by S-2)

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.

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FORM 20

Form for

SIGNAL COMMUNICATION ANNEX

UNCLASSIFIED

Annex ____ To Operation Order No. ____ (Organization).

Title.
Place.
Hour and date of issue.

File No. ____
CLASSIFICATION

Maps:

1. (a) Such information of the enemy as is necessary for communication personnel. Include knowledge of enemy signal installations and probable enemy signal intelligence.
(b) Such information of friendly troops as is necessary for communication personnel. Includes commander's plan of attack, boundaries between units, observation posts, axes of signal communication and location of command posts, medical and supply units requiring signal communication, and information relative to any existing signal communication facilities in the area.

(NOTE: Where other annexes are used, refer to those annexes; where operation overlay is used, refer to that overlay. This will greatly shorten this paragraph.)

2. General plan for the installation, operation and maintenance of signal communication. If special considerations require an hour to be fixed for the establishment of signal communication, this hour will be stated.
3. (a) In orders of a brigade or higher headquarters, give the detailed instructions for that signal company or signal battalion in subparagraphs below. If a lower unit, follow same outline:
 - (1) Message centers (including advance message centers).
 - (2) Messenger service.
 - (3) Radio communication (including ship-to-shore).
 - (4) Visual communication (including ship-to-shore).
 - (5) Sound warning system.
 - (6) Wire communication.

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(7) Signal intelligence and air warning service.

(8) Signal supply.

(b) CT_____ (same headings as shown under para. a).

(c) CT_____ (same headings as shown under para. a).

(d) CT_____ (same headings as shown under para. a).

(NOTE: If annex is written by a unit lower than a brigade, give orders for appropriate subordinate units in b, c, and d.)

(e) Artillery regiment (or attached or supporting artillery units).

(f) Similar instructions for any other tactical units operating directly under the organization headquarters.

(x) Instructions applying to more than one unit. These instructions are listed in separate subparagraphs, each covering a separate signal communication agency.

4. Priority of signal troops on roads; location of signal supply distributing point, or depot; special instructions relative to the issue of signal supplies.

5. (a) A statement indicating the current index of SOI.

(b) Location of division signal office if not at division command post, or where signal officer can be located. (Location of communication officer in lower units.)

(c) Effective time zone.

Commander.

Appendices (List).

Distribution:

Authentication (by S-3).

NOTE

For further clarity, enclosures containing a signal operations overlay giving detailed information of location of signal units and command posts and charts illustrating such items as radio nets and circuit diagrams may be included with the annex. These items may be APPENDICES to the SIGNAL ANNEX.

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FORM 21

LANDING SCHEDULE

Appendix _____, Annex _____, to Division Operation Plan No. _____

LANDING SCHEDULE

File No. _____.

CLASSIFICATION

_____ Mar. Div.

Place

Date and Hour

LANDING SCHEDULE * * * - - - _____ **Marine Division**

Landing Team No.	Beach	Boat ¹ or LVT Group No.	TROOP UNIT	Time of Landing
1-1	Red-1	1-1	1st Bn, 1st Marines, reinforced (Other organizations)	H-hour

(over)

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PRIORITIES OF LANDING UNITS IN SECOND TRIP
OF BOATS

Ship Embarked	Troops and Equipment	Beach	Ships Furnishing Boats as Required
APA-15	A Co., Tank Battalion (Other organizations)	Red-1	APA-15, AKA-5

Commander

Distribution:

Authentication: (by S-3)

NOTES

1. The boat group is usually organized for the first trip of the boats only, and is numbered the same as the landing team it carries ashore. It includes the boats carried by the APA on which the LT is embarked, supplemented as required by boats from other ships. The boats available to form each Boat Group are shown in the Boat Allocation Annex. These specially organized boat groups are normally dissolved after the first boat trip, and boats operate from their own ship unless otherwise directed.

2. These forms are prepared in consultation with Navy personnel after the plan of landing has been determined.

3. In conjunction with these forms, the following may be appended:

- a. Boat diagrams indicating location of personnel and equipment within each boat.

- b. Boat assignment tables indicating the organization of boats into boat divisions and personnel carried in each boat.

- c. Sketch of landing beaches.

(over)

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FORM 22

BOAT ASSIGNMENT TABLE

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Boat or LVT No.	Personnel and Materiel	Boat Spaces	Formations

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FORM 23

DEBARKATION AND APPROACH SCHEDULE

BOAT (LVT) GROUP NO. _____, APA NO. _____

_____ SIDE

1. BASIC INFORMATION.

Line of departure to beach: _____ yds; Course _____
 Control point to line of departure: _____ yds; Course _____
 Rendezvous areas to control point: _____ yds; Course _____
 H-hour: _____; D-day: _____

2. METHOD OF PROCEEDING FROM RENDEZVOUS AREAS. (As a boat (LVT) group or separately by waves, etc.)

3. BASIC TIME FACTORS.

- Hour of landing _____ wave _____
- Running time of _____ wave from rendezvous areas to beach at _____ knots _____
- _____ wave leaves rendezvous areas (a minus b) _____
- Time last loaded boat (LVT) clears transport to time of leaving rendezvous areas _____
- Hour _____ wave must clear transport (c minus d) _____
- Transport debarkation interval _____
- Latest hour to start lowering boats (LVT's) (e minus f) _____

4. DEBARKATION SCHEDULE.

Boats (LVT)	Wave No.	Principal Unit	Alongside by (time)	Clear by	Remarks
(Insert Boat (LVT) No.)					(Usually state here the time each wave completes loading).

5. APPROACH SCHEDULE. NOTE: (It is usually better to make this before making the Debarkation Schedule.)

	Hour to leave rendezvous	Hour to leave control point	Leave line of departure	Land
1st Wave				1st wave lands at H-hour, normally.
2d Wave				
3d Wave				
4th Wave				
5th Wave				
6th Wave				

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FORM 24

ANNEX ____ to Opn O
LANDING DIAGRAM
Formation No. 1

UNCLASSIFIED

File No. _____

CONFIDENTIAL

WAVE
No. 1

BD-2
○
LVT-21
○ LVT-22 LVT-23
○
LVT-24

BD-1
*
○
LVT-11
○ LVT-12 LVT-13
○
LVT-15

WAVE
No. 2

BD-4
○
LVT-41
○ LVT-42 LVT-43
○ LVT-44 LVT-45
○
LVT-46

BD-3
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○
LVT-31
○ LVT-32 LVT-33
○ LVT-34 LVT-35
○
LVT-37

LEGEND

BD—BOAT DIVISION

*

○—WAVE GUIDE

NOTE: Bn comdr and Bn X in free
boats not shown in dia-
gram.

BY ORDER OF LIEUTENANT COLONEL:

/s/

Major, USMC,
Bn X.

Distribution:

Special

Official:

/s/

Major, USMC,
Bn-3.

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S-1 PERIODIC REPORT

S-1 REPORT 1

From: (Hour and Date)

To: (Hour and Date)

Issuing unit,
Place of issue,
Hour and date of issue.

No. _____

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

1. STATION LIST.
2. ADMINISTRATIVE INSTALLATIONS FOR REPLACEMENTS, PRISONERS OF WAR, STRAGGLERS, AND REFUGEES.—Location at close of and changes during period.
3. STRENGTH OF THE COMMAND (by organization).
4. CASUALTIES (by organization).
 - a. Killed.
 - b. Sick, gassed and wounded (subdivided into evacuated and nonevacuated).
 - c. Captured.
 - d. Missing.
5. GRAVES REGISTRATION (status of burials and location of cemeteries).
6. REPLACEMENTS (received or expected).
7. PRISONERS OF WAR (captured and evacuated).
8. STRAGGLERS (by organization).
9. MORALE (show state of subordinate units if not uniform).
10. CIVILIAN POPULATION (status of evacuation; unusual events incident to control and administration).

S-1.

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- 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 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 30). When a marked change has occurred in any organization, this fact will be noted.
- (2) Omit any subheading under which there is nothing to report.

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S-2 PERIODIC REPORT

S-2 REPORT 1

From: (Hour and Date)

To: (Hour and Date)

Issuing unit,

Place,

Hour and date of issue.

No. _____

Maps: (Those needed for an understanding of 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.

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- 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.

S-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 brigade usually submit one report based on the appropriate topical headings of the four section reports (form 30). 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.

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S-3 PERIODIC REPORT

S-3 REPORT 1

From: (Hour and Date)
To: (Hour and Date)

Issuing unit,
Place,
Hour and date 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 PERIOD.²
 - a. Infantry (including tank and antitank units).
 - b. Artillery.
 - c. Antiaircraft artillery.
 - d. Armored units.
 - e. Aviation.
 - (1) Combat.
 - (2) Observation.
 - f. Chemical troops.
 - g. Engineers.
 - h. Signal.
 - i. 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.

S-3.

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- NOTES: (1) Submitted as ordered by the command. For being 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 a 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 brigade usually submit one report based on the appropriate topical headings of the formation reports (form 30). 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.

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S-4 PERIODIC REPORT

S-4 REPORT 1

From: (Hour and Date)
To: (Hour and Date)

Issuing unit,
Place,
Hour and date of issue.

No. _____

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

1. LOCATION OF ADMINISTRATIVE TROOPS AND INSTALLATIONS.²—Changes during and location at close of period.
2. STATUS OF SUPPLY (all classes).—On hand, en route, remaining credits; broken down into the several classes, and as necessary further broken down into important items.
3. STATUS OF TRANSPORTATION.—By organization; vehicles on hand serviceable and unserviceable; replacements expected.
4. STATUS OF EVACUATION (men and animals).—Evacuation during period and casualties on hand at close of period.
5. CONDITION OF ROADS AND STATUS OF CIRCULATION.
6. SALVAGE AND CAPTURED MATERIAL.—Amounts, kinds, reissues, and evacuation of.
7. ACTIVITIES.—Anything of particular importance or of unusual nature.

S-4.

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- 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 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 brigade usually submit one report based on the appropriate topical headings of the four section reports. Omit any subheading under which there is nothing to report.
- (2) Less installations pertaining to replacements, prisoners of war, stragglers, and refugees. (See par. 2, S-1 Periodic Report.)

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OUTLINE FOR UNIT REPORT

UNIT REPORT¹

No. _____

From: (Hour and Date)
To: (Hour and Date)

Issuing unit,
Place,
Hour and date of issue.

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.

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- b. Casualties, classified as shown on Form 26.
 - 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 chief of staff or 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.

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JOURNAL

Journal 1

Organization

From: (Hour and date)

To: (Hour and date)

Place

Time *		Serial No.	Time dated *	Incidents, messages, orders, etc.	Action taken *
In	Out				

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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.

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FORM 31

MARCH TABLE

MAPS:

Serial No.	Organization and Commander	Present Location	Route	Location by hour—date	MARCH			CONTROL OF MOVEMENT		
					Rate	Type	Time Length (Min.)	Location	Earliest Allowable Arrival Time	Latest Allowable Arrival Time

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FORM 32

ENTRUCKING TABLE ¹

Issuing unit
Place of issue
Hour and date of issue

Annex _____ to Opn O _____
Maps²:

1	2	3	4	5	6	7	8	9
Group No.	Troops	Motor Transport assignment	Regulating point and date and hour head passes same	Route from regulating point to entrucking point	Entrucking point and hour head reaches same	Hour entrucking begins	Hour head leaves entrucking point	Route from entrucking point to initial point and hour head passes same

Column clears initial point at _____

Distribution: _____
Authentication _____ Commander.

NOTES

1. This form will be used for a detrucking table by substituting detrucking for entrucking.
2. When an operation map is used, entries in this form are considerably simplified.

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Issuing unit

Place of issue

Hour and date of issue

Annex to Opn O

Maps:

Entraining points:

Detraining points:

A _____

X_____

B_____

Y 1997-1998 2000-2001 2002-2003 2004-2005 2006-2007 2008-2009 2010-2011 2012-2013 2014-2015 2016-2017 2018-2019 2020-2021 2022-2023 2024-2025 2026-2027 2028-2029 2030-2031 2032-2033 2034-2035 2036-2037 2038-2039 2040-2041 2042-2043 2044-2045 2046-2047 2048-2049 2050-2051 2052-2053 2054-2055 2056-2057 2058-2059 2060-2061 2062-2063 2064-2065 2066-2067 2068-2069 2070-2071 2072-2073 2074-2075 2076-2077 2078-2079 2080-2081 2082-2083 2084-2085 2086-2087 2088-2089 2090-2091 2092-2093 2094-2095 2096-2097 2098-2099 2100-2101 2102-2103 2104-2105 2106-2107 2108-2109 2110-2111 2112-2113 2114-2115 2116-2117 2118-2119 2120-2121 2122-2123 2124-2125 2126-2127 2128-2129 2130-2131 2132-2133 2134-2135 2136-2137 2138-2139 2140-2141 2142-2143 2144-2145 2146-2147 2148-2149 2150-2151 2152-2153 2154-2155 2156-2157 2158-2159 2160-2161 2162-2163 2164-2165 2166-2167 2168-2169 2170-2171 2172-2173 2174-2175 2176-2177 2178-2179 2180-2181 2182-2183 2184-2185 2186-2187 2188-2189 2190-2191 2192-2193 2194-2195 2196-2197 2198-2199 2200-2201 2202-2203 2204-2205 2206-2207 2208-2209 2210-2211 2212-2213 2214-2215 2216-2217 2218-2219 2220-2221 2222-2223 2224-2225 2226-2227 2228-2229 2230-2231 2232-2233 2234-2235 2236-2237 2238-2239 2240-2241 2242-2243 2244-2245 2246-2247 2248-2249 2250-2251 2252-2253 2254-2255 2256-2257 2258-2259 2260-2261 2262-2263 2264-2265 2266-2267 2268-2269 2270-2271 2272-2273 2274-2275 2276-2277 2278-2279 2280-2281 2282-2283 2284-2285 2286-2287 2288-2289 2290-2291 2292-2293 2294-2295 2296-2297 2298-2299 2300-2301 2302-2303 2304-2305 2306-2307 2308-2309 2310-2311 2312-2313 2314-2315 2316-2317 2318-2319 2320-2321 2322-2323 2324-2325 2326-2327 2328-2329 2330-2331 2332-2333 2334-2335 2336-2337 2338-2339 2340-2341 2342-2343 2344-2345 2346-2347 2348-2349 2350-2351 2352-2353 2354-2355 2356-2357 2358-2359 2360-2361 2362-2363 2364-2365 2366-2367 2368-2369 2370-2371 2372-2373 2374-2375 2376-2377 2378-2379 2380-2381 2382-2383 2384-2385 2386-2387 2388-2389 2390-2391 2392-2393 2394-2395 2396-2397 2398-2399 2400-2401 2402-2403 2404-2405 2406-2407 2408-2409 2410-2411 2412-2413 2414-2415 2416-2417 2418-2419 2420-2421 2422-2423 2424-2425 2426-2427 2428-2429 2430-2431 2432-2433 2434-2435 2436-2437 2438-2439 2440-2441 2442-2443 2444-2445 2446-2447 2448-2449 2450-2451 2452-2453 2454-2455 2456-2457 2458-2459 2460-2461 2462-2463 2464-2465 2466-2467 2468-2469 2470-2471 2472-2473 2474-2475 2476-2477 2478-2479 2480-2481 2482-2483 2484-2485 2486-2487 2488-2489 2490-2491 2492-2493 2494-2495 2496-2497 2498-2499 2500-2501 2502-2503 2504-2505 2506-2507 2508-2509 2510-2511 2512-2513 2514-2515 2516-2517 2518-2519 2520-2521 2522-2523 2524-2525 2526-2527 2528-2529 2530-2531 2532-2533 2534-2535 2536-2537 2538-2539 2540-2541 2542-2543 2544-2545 2546-2547 2548-2549 2550-2551 2552-2553 2554-2555 2556-2557 2558-2559 2560-2561 2562-2563 2564-2565 2566-2567 2568-2569 2570-2571 2572-2573 2574-2575 2576-2577 2578-2579 2580-2581 2582-2583 2584-2585 2586-2587 2588-2589 2590-2591 2592-2593 2594-2595 2596-2597 2598-2599 2600-2601 2602-2603 2604-2605 2606-2607 2608-2609 2610-2611 2612-2613 2614-2615 2616-2617 2618-2619 2620-2621 2622-2623 2624-2625 2626-2627 2628-2629 2630-2631 2632-2633 2634-2635 2636-2637 2638-2639 2640-2641 2642-2643 2644-2645 2646-2647 2648-2649 2650-2651 2652-2653 2654-2655 2656-2657 2658-2659 2660-2661 2662-2663 2664-2665 2666-2667 2668-2669 2670-2671 2672-2673 2674-2675 2676-2677 2678-2679 2680-2681 2682-2683 2684-2685 2686-2687 2688-2689 2690-2691 2692-2693 2694-2695 2696-2697 2698-2699 2700-2701 2702-2703 2704-2705 2706-2707 2708-2709 2710-2711 2712-2713 2714-2715 2716-2717 2718-2719 2720-2721 2722-2723 2724-2725 2726-2727 2728-2729 2730-2731 2732-2733 2734-2735 2736-2737 2738-2739 2740-2741 2742-2743 2744-2745 2746-2747 2748-2749 2750-2751 2752-2753 2754-2755 2756-2757 2758-2759 2760-2761 2762-2763 2764-2765 2766-2767 2768-2769 2770-2771 2772-2773 2774-2775 2776-2777 2778-2779 2780-2781 2782-2783 2784-2785 2786-2787 2788-2789 2790-2791 2792-2793 2794-2795 2796-2797 2798-2799 2800-2801 2802-2803 2804-2805 2806-2807 2808-2809 2810-2811 2812-2813 2814-2815 28

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Z 1999 May 2000 Apr 2001 Mar 2002 Feb 2003 Jan 2004 Dec 2005 Nov 2006 Oct 2007 Sep 2008 Aug 2009 Jul 2010 Jun 2011 May 2012 Apr 2013 Mar 2014 Feb 2015 Jan 2016 Dec 2017 Nov 2018 Oct 2019 Sep 2020 Aug 2021 Jul 2022 Jun 2023 May 2024 Apr 2025 Mar 2026 Feb 2027 Jan 2028 Dec 2029 Nov 2030 Oct 2031 Sep 2032 Aug 2033 Jul 2034 Jun 2035 May 2036 Apr 2037 Mar 2038 Feb 2039 Jan 2040 Dec 2041 Nov 2042 Oct 2043 Sep 2044 Aug 2045 Jul 2046 Jun 2047 May 2048 Apr 2049 Mar 2050 Feb 2051 Jan 2052 Dec 2053 Nov 2054 Oct 2055 Sep 2056 Aug 2057 Jul 2058 Jun 2059 May 2060 Apr 2061 Mar 2062 Feb 2063 Jan 2064 Dec 2065 Nov 2066 Oct 2067 Sep 2068 Aug 2069 Jul 2070 Jun 2071 May 2072 Apr 2073 Mar 2074 Feb 2075 Jan 2076 Dec 2077 Nov 2078 Oct 2079 Sep 2080 Aug 2081 Jul 2082 Jun 2083 May 2084 Apr 2085 Mar 2086 Feb 2087 Jan 2088 Dec 2089 Nov 2090 Oct 2091 Sep 2092 Aug 2093 Jul 2094 Jun 2095 May 2096 Apr 2097 Mar 2098 Feb 2099 Jan 2100 Dec 2101 Nov 2102 Oct 2103 Sep 2104 Aug 2105 Jul 2106 Jun 2107 May 2108 Apr 2109 Mar 2110 Feb 2111 Jan 2112 Dec 2113 Nov 2114 Oct 2115 Sep 2116 Aug 2117 Jul 2118 Jun 2119 May 2120 Apr 2121 Mar 2122 Feb 2123 Jan 2124 Dec 2125 Nov 2126 Oct 2127 Sep 2128 Aug 2129 Jul 2130 Jun 2131 May 2132 Apr 2133 Mar 2134 Feb 2135 Jan 2136 Dec 2137 Nov 2138 Oct 2139 Sep 2140 Aug 2141 Jul 2142 Jun 2143 May 2144 Apr 2145 Mar 2146 Feb 2147 Jan 2148 Dec 2149 Nov 2150 Oct 2151 Sep 2152 Aug 2153 Jul 2154 Jun 2155 May 2156 Apr 2157 Mar 2158 Feb 2159 Jan 2160 Dec 2161 Nov 2162 Oct 2163 Sep 2164 Aug 2165 Jul 2166 Jun 2167 May 2168 Apr 2169 Mar 2170 Feb 2171 Jan 2172 Dec 2173 Nov 2174 Oct 2175 Sep 2176 Aug 2177 Jul 2178 Jun 2179 May 2180 Apr 2181 Mar 2182 Feb 2183 Jan 2184 Dec 2185 Nov 2186 Oct 2187 Sep 2188 Aug 2189 Jul 2190 Jun 2191 May 2192 Apr 2193 Mar 2194 Feb 2195 Jan 2196 Dec 2197 Nov 2198 Oct 2199 Sep 2200 Aug 2201 Jul 2202 Jun 2203 May 2204 Apr 2205 Mar 2206 Feb 2207 Jan 2208 Dec 2209 Nov 2210 Oct 2211 Sep 2212 Aug 2213 Jul 2214 Jun 2215 May 2216 Apr 2217 Mar 2218 Feb 2219 Jan 2220 Dec 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2554 Feb 2555 Jan 2556 Dec 2557 Nov 2558 Oct 2559 Sep 2560 Aug 2561 Jul 2562 Jun 2563 May 2564 Apr 2565 Mar 2566 Feb 2567 Jan 2568 Dec 2569 Nov 2570 Oct 2571 Sep 2572 Aug 2573 Jul 2574 Jun 2575 May 2576 Apr 2577 Mar 2578 Feb 2579 Jan 2580 Dec 2581 Nov 2582 Oct 2583 Sep 2584 Aug 2585 Jul 2586 Jun 2587 May 2588 Apr 2589 Mar 2590 Feb 2591 Jan 2592 Dec 2593 Nov 2594 Oct 2595 Sep 2596 Aug 2597 Jul 2598 Jun 2599 May 2600 Apr 2601 Mar 2602 Feb 2603 Jan 2604 Dec 2605 Nov 2606 Oct 2607 Sep 2608 Aug 2609 Jul 2610 Jun 2611 May 2612 Apr 2613 Mar 2614 Feb 2615 Jan 2616 Dec 2617 Nov 2618 Oct 2619 Sep 2620 Aug 2621 Jul 2622 Jun 2623 May 2624 Apr 2625 Mar 2626 Feb 2627 Jan 2628 Dec 2629 Nov 2630 Oct 2631 Sep 2632 Aug 2633 Jul 2634 Jun 2635 May 2636 Apr 2637 Mar 2638 Feb 2639 Jan 2640 Dec 2641 Nov 2642 Oct 2643 Sep 2644 Aug 2645 Jul 2646 Jun 2647 May 2648 Apr 2649 Mar 2650 Feb 2651 Jan 2652 Dec 2653 Nov 2654 Oct 2655 Sep 2656 Aug 2657 Jul 2658 Jun 2659 May 2660 Apr 2661 Mar 2662 Feb 2663 Jan 2664 Dec 2665 Nov 2666 Oct 2667 Sep 2668 Aug 2669 Jul 2670 Jun 2671 May 2672 Apr 2673 Mar 2674 Feb 2675 Jan 2676 Dec 2677 Nov 2678 Oct 2679 Sep

[illegible]

Distribution:

Authentication

Commander.

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FORM 34

**INSTRUCTIONS FOR THE PREPARATION
OF AN ABBREVIATED INTELLIGENCE PLAN**

In drawing up an abbreviated intelligence plan the first thing to be considered and entered on the form is the period for which the plan is to be effective. This period may be that between on decision and the time when it is anticipated that another may have to be made, or it may be the period between distinct phases in an operation.

The second step is to enter the first essential element of information in the appropriate column. Proceed to analyze the first essential element of information and enter the indications: i.e., enemy activities, or facts, which, if found, will point toward or tend to show an affirmative answer to the essential element of information. Upon completion of analysis of the first essential element of information treat the remaining ones in the same manner.

After all of the essential elements of information have been analyzed and indications entered on the form, list the agencies to be employed. Consider the indications one at a time, and opposite each place a check mark in the column headed by each agency which is to be ordered to search for and report upon it.

Finally enter in the column, "Time to be reported", the hour by which you want information about each indication.

The plan is then ready to be used as a guide or check list. Its use should insure that each organization is instructed to report upon information which it is best capable of obtaining within the period, and that a systematic search is made for all important indications.

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ENCE PLAN

INTELLIGENCE PLAN

[illegible]

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FORM 35

REQUEST FOR RECONNAISSANCE

Title,
Place,
Date and Hour.

File Notations.

SECRET (or CONFIDENTIAL).

From:

To:

Subject: Request for reconnaissance and information.

1. It is requested that reconnaissance be executed in accordance with the following table:

Phase of Operation	Suggested Agency	Specific Mission Requested	Hour and Destination of Information

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(Signature)

DISTRIBUTION:

FORM 36

**INSTRUCTIONS FOR THE PREPARATION OF AN
ABBREVIATED COUNTERINTELLIGENCE PLAN**

In drawing up an abbreviated counterintelligence plan the first thing to be considered and entered on the form is the period for which the plan is to be effective. This period may be that between one decision and the time when it is anticipated that another may have to be made, or it may be the period between distinct phases in an operation.

The second step is to briefly record the special counterintelligence measures that may be adopted to prevent essential information from reaching the enemy.

The third step is to enter a brief notation of the special orders, recommendations and notes for future action that you will order subordinate agencies and request other echelons to adopt to insure the carrying out of proper counterintelligence measures.

The fourth step is to list the various agencies responsible for executing the special counterintelligence measures and place a check mark in the column headed by each agency which is to be ordered or requested to carry out counterintelligence measures.

The fifth and final step is to enter the hour and destination to which routine reports relative to efficiency of counterintelligence measures are to be submitted, and any remarks or notations you wish to make.

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FORM 37
AC-615-mlt
RESTRICTED

11 December, 1943.

From: The Commandant, U.S. Marine Corps.
To: Distribution List.
Subject: Special Action Reports, Intelligence Annex to.
Reference: (a) CMC ltr to Distribution List, 1975-50
over AC-96-nsh, dated 10May43.
Enclosure: (A) Outline for Intelligence Annex to
Special Action Report

1. When preparing the Intelligence Annex to Special Action Reports, the submission of which was directed in reference (a), reporting units will be guided by the outline in enclosure (A).

2. Although the enclosed outline is general in scope, elaboration on pertinent subjects is desired.

3. Comprehensive Special Action Reports assist materially in the training of new units and in the formulation of policy for the conduct of future operations.

D. PECK,
By direction.

NOTE: Reference (a) is a directive from CMC to the effect that special action reports will be submitted through channels by the senior Marine Corps commander actively charged with the execution of a campaign or operation or of a task thereof. The unit intelligence officer will prepare the intelligence annex to this report. The outline for the intelligence annex to Special Action Report is self-explanatory.

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FORM 37 (Cont'd)

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OUTLINE FOR INTELLIGENCE ANNEX
TO SPECIAL ACTION REPORT

I. General (include favorable and unfavorable criticism).

A. Intelligence.

1. Reconnaissance.

- (a) Patrols (including preliminary reconnaissance prior to D-Day).
- (b) Air (Visual and photographic).
- (c) Other agencies.

2. OP's.

- (a) Organization and conduct.
- (b) Communications.

3. Prisoners of War.

- (a) Interrogation.
- (b) Value of information.

4. Captured documents.

- (a) Evaluation procedure.
- (b) Value of documents.

5. Personnel.

- (a) Organization.
- (b) Training.

B. Counterintelligence.

1. Counterintelligence plan.

2. Secrecy discipline.

3. Concealment.

- (a) Camouflage discipline.
- (b) Use of cover.

4. Tactical measures (feints, demonstrations and ruses).

5. Signal communications security.

6. Counterpropaganda (measures and effect).

C. Staff Work.

1. Utilization of Intelligence personnel.

2. Maps, aerial photos and models, procurement and distribution.

D. Propaganda (Measures and effect).

1. Own.

2. Enemy.

E. Enemy.

1. Morale.

2. Order of Battle.

3. Organization (new developments).

4. Equipment (new developments).

5. Tactics.

6. Emplacements.

7. Logistics.

II. Recommendations.

List any recommendations as to changes in the (a) organization, (b) employment, or (c) training of Intelligence personnel. (Remarks re training of Japanese linguists and Aerial Photo Interpreter personnel will be of particular interest to Headquarters.)

III. Appendices.

Representative copies of the following documents, if available, will be appended to this annex:

G-2 Estimate of the Situation.

G-2 Journal.

G-2 Situation Map.

Intelligence annexes to operations orders.

Map and aerial photos used (particularly by lower echelons).

Intelligence plan.

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FORM 38

SHORE PARTY ANNEX

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Shore Party Annex to _____ Order No. _____

Issuing Office. /

Location. /

Date and Hour of Issue.

File No. _____

CLASSIFICATION.

Maps: (As appropriate for understanding of Annex)

1. COMPOSITION OF SHORE PARTY (PERSONNEL): Refer to Unit Shore Party SOP and specify any deviation therefrom; specify allocation of supplementary troops; give instructions regarding return of temporarily assigned units to control of parent organization.
2. PRIORITY OF LANDING OF ELEMENTS OF SHORE PARTY. (General).
3. SHORE PARTY CONTROL:
 - (a) Designation by name of senior Shore Party Commander and Commanders of subordinate (CT) Shore Parties.
 - (b) List names of assigned beachmasters, if available.
4. LIAISON INSTRUCTIONS: Include any information not covered in Unit SOP for Shore Parties.
5. PROCEDURE: Specify any deviation from normal procedure as set forth in Unit SOP for Shore Parties, based on types of landing craft involved, use of pallets, placement of dumps, use of special equipment, etc.
6. MISCELLANEOUS: Include here any pertinent information regarding existing beach facilities, beach and under-water obstacles, responsibility for beach water supply, handling of P.W.'s and wounded, special reports, etc., not otherwise covered.

Commander

Appendices:

Distribution:

Authentication

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
CONVENTIONAL SIGNS AND SYMBOLS

All conventional signs and symbols listed in War Department Basic Field Manual 21-30, dated October, 1943, are authorized and will be used.

In addition to the above, the following signs and symbols are authorized:


DIVISION


Rcn  1 div Amphibious Reconnaissance Company, 1st Division


MT  1 div Motor Transport Company, 1st Division

 1 div Service Troops, 1st Division


Sp Trs  1 div Special Troops, 1st Division

Wpn  5 Weapons Company, 5th Marines

75mm  5 75mm Platoon (half-track), Wpn. Co., 5th Marines

1  5 1st Platoon (37mm), Wpn. Co., 5th Marines

4  A Machine Gun Platoon, Co. A (Rifle Company)

SS  Scout and Sniper Platoon

 Pioneer Battalion

DB  Defense Battalion

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Seacoast Artillery Group

Batteries: A, B, C

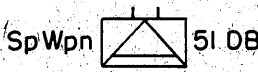


Antiaircraft Group, 51st Def. Bn.

Batteries:

90mm—D, E, F

SL—G



Special Weapons Group, 51st Def. Bn.

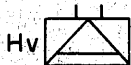
Batteries:

40mm—H

20mm—I



Fourth Antiaircraft Artillery Battalion



Heavy Antiaircraft Group, 4th AAA Bn.

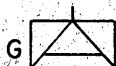


Batteries: A, B, C, D
Light Antiaircraft Group, 4th AAA Bn.

Batteries:

40mm—E

20mm—F



Searchlight Battery, 4th AAA Bn.

SPECIAL



Combat Team (5th Marines)







Landing Team (1st Bn., 5th Marines)

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Amph	XXX 	III	Third Amphibious Corps
		III	Air Delivery Section, Third Corps
Amph			Amphibious Tractor Battalion
Amph			Armored Amphibian Battalion
	JAS		Joint Assault Signal Company
	AL		Air Liaison Section
	SFC		Shore Fire Control Section
	SBP		Shore and Beach Party Section
Amph	MT		Amphibious Truck Company
	K-9		War Dog Platoon
Sep	S		Separate Wire Platoon

RD 4361

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