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TACTICS A

LECTURE ONE

**LECTURE NOTES FOR
SENIOR STAFF COURSE QUALIFYING EXAMINATION**

Prepared under the direction of

Chief of Army Staff

2013

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NOTE

**Any Mistake, Omission and Advice on the
Module should be forwarded to:**

**THE COMD
HQ TRADOC, NA
MINNA**

TABLE OF CONTENTS

<u>CHAPTER</u>	<u>CONTENTS</u>	<u>PAGE</u>
1.	GUIDELINES AND BASIC KNOWLEDGE	
	Introduction	8
	Tactics 'A' Syllabus	8
	How to Use this Module	9
2.	ORGANIZATION	
	Introduction/Objectives	11
	The Motorized Infantry Battalion	12
	Support Company	14
	Administrative Company	18
	The Mechanized Infantry Battalion	21
	Amphibious Battalion	29
	Parachute Battalion	29
	Reconnaissance Battalion	29
	The Tank Battalion	33
	Equipment Capabilities of Tk Bn	35
	The Field Artillery Regiment	36
	Air Defence Artillery	46
	Locating Artillery	48
	The Engineer Regiment	48
	The NA Signal Regiment	53
	Test Questions	56
3.	THE PRINCIPLES OF WAR	
	Introduction and Objectives	60-61
	The Principles	61
4.	BATTLE PROCEDURE	
	Introduction and Objectives	68

RESTRICTED

Aims and Principles	69
Anticipation of Future Tasks	69
The Grouping System	70
Drill for Recce/Issue of Orders	72
Concurrent Activity	75
Test Questions	78
5. THE ADVANCE AND QUICK ATTACK	
Introduction and Objectives	80
Composition of Battle Group	87
Advance to Contact	88
Types of Advance	91
Planning the Advance	92
Fire Support in Advance	96
Leading and Depth Bn Gps	97
Flank Screen/ Guards	98\
Control Measures	98
Reconnaissance Elements	99
Components of an Advancing Force	99
Action on Contact	100
Action Within Company Group	101
Advancing by Night	102
Action by Battalion Group Commander	104
The Quick Attack	105
Quick Appreciation	108
Deployment	109
Tasks for Helicopters	111
Summary	111
Test Questions	113

6	THE DELIBERATE ATTACK	
	Introduction and Objectives	115
	Principles	116
	Definition	117
	Direct/indirect Approach	118
	Conduct of Battle	119
	Locating the Enemy	120
	Planning the Attack	121
	Employment of Tanks	123
	The Reorg and Exploitation Phases	125
	The Fire Plan	127
	Engineers Task	129
	Air Support	130
	F Echelon Transport	131
	Tasks of Helicopters	134
	Summary and Test Questions	134
7.	THE DEFENCE	
	Introduction	142
	Objectives	143
	The Purpose of Defence	143
	Types of Defence	144
	Concept of Defence	145
	Principles of Defence	145
	Sequence of Events	148
	The Appreciation	148
	Ground Recce	149
	Planning the Defence	150
	Covering Force	151
	Battle Procedure	152
	Choice of Position	153

Stages	153
Priority of Work	155
Anti- Armour Defence	156
Fire Plan	158
Roles of Artillery and Mortars	160
Roles of MMG	161
Command and Control	162
Logistics	163
Defence against Air Attack	164
Def against Airborne and Airmobile Attk	167
Summary	168
Test Questions	174
8. THE WITHDRAWAL	
Introduction and Objectives	200
Reasons for Withdrawal	201
Principles of Withdrawal	202
Planning the Withdrawal	204
Design for Battle	205
Key Timings	206
Obstacles	207
Engineers	208
The Bn Gp in the Withdrawal Role	208
Withdrawal by Night	209
Withdrawal by Day	214
Fire Support	215
Logistics	215
Summary	216
Test Questions	217
9. INTRODUCTION TO MANOEUVRIST APPROACH TO WARFARE	
Fundamentals	222

RESTRICTED

Characteristics	223
Core Functions	224
Operational Framework	225
Levels of Warfare	228
Phases of War in MAW	229
Offensive Operation	230
Defensive Operation	232
Delaying Operation	233
Transitional Phases during Operations	234
10. INTRODUCTION TO ESTIMATE PROCESS	
Introduction	237
Definition and Levels of Estimate process	237
Types of Estimate	239
Campaign Planning Tools	239
Stages of Estimate Process	245
Table of Glossary of Terms	248
Common Military Abbreviations	284

CHAPTER 1

GUIDELINES

INTRODUCTION

1. The purpose of the guidelines is to cover the syllabus of the Senior Staff Course Selection Examination for Tactics A, and the organization, role, weapons and equipments capabilities of the combat arms.
2. Officers who use this module are encouraged to submit recommendations to improve any aspect of these modules to TRADOC. Comments should be specified and referred to the chapter, section, paragraph and line if necessary. Reason(s) should be provided for each comment.

TACTICS 'A' SYLLABUS

3. Candidates should have a thorough knowledge of the principles and applications of:
 - a. The principles of war.
 - b. Battle procedure at battalion group level.
 - c. Grouping and employment of Infantry in:
 - (1) The advance.
 - (2) The attack.
 - (3) The Defence.
 - (4) The Withdrawal.

- d. Preparing and breaching of obstacles.
 - e. Tactical planning from the map, preparation for battle, appreciation and plan.
4. The Tactics A examination is one of three hours and will carry a score of **100 marks**. The same is applicable to the other five examination papers.

GLOSSARY OF TERMS

5. See page 184 for table of NA Glossary of Terms.

HOW TO USE THIS MODULE

6. The Senior Staff Course Selection Examination aims to test officers' educational and military proficiency in order to ensure they have attained the required standard for selection for staff course. This module assumes the necessary basic education and military proficiency of officers and simply brings together the necessary material for intelligent revision.
7. Each student will have his own strength and weakness and have to make his own assessment on how to best prepare for the examination and what time to dedicate to each aspect.
8. Each chapter of this module should be read through briefly first in order to ascertain its scope and content. Each one should then be read through with care at least twice and notes made in order to precis the main points. Test questions should only be attempted when officers are confident

that they have digested and mastered the content of the section. It would help them to work through any past examination questions, which may be available to them. Before the actual examination, they should revise their own notes.

9. Clearly, the entire module is inter-related and should be worked through from the beginning to the end. The following reference books are referred to and should be valuable to officers:

- a. Tactics Volume 11 - The Inf Bn in Battle 1976 (Army Code Inf 02).
- b. Manual of Staff Duties in the Field Ch 1 - 6 (Army Code No Gen SD 01).
- c. Joint Service Writing Manual (JSWM).
- d. AFCSC Precis Tactics Vols 1 and 2.
- e. NA Inf TOE Vol 2, 2000.
- f. AFCSC Precis on Org.

CHAPTER 2

ORGANIZATION

INTRODUCTION

1. The organization of forces is the consolidation of the various units or elements available whether organic, attached or supporting and under one commander who directs their efforts towards a common goal. In manoeuvre arms, the organization of the basic unit is called a Battalion and in a supporting arm it is called a Regiment. The permanent organization is authorised by AHQ while temporary variations of Battalion/Regiment organization can be ordered by superior commanders in order to meet any particular contingency.

2. In this chapter guidance on the organization, roles, main weapons and equipment capabilities as it affects the following will be discussed.

- a. Motorised Battalion (Mot Bn)
- b. Mechanized Battalion(Mech Bn) Mnvr Arms
- c. Amphibious Battalion (Amph Bn)
- d. Parachute Battalion (Para Bn)
- e. Reconnaissance Battalion(Recce Bn)
- f. Tank Battalion (Tk Bn)
- g. Fd Artillery Regiment (Fd Arty Regt) Sp Arms
- h. Field Engineer Regiment(FdEngr Regt)
- i. Signal Regiment (Sig Regt)

OBJECTIVES

3. At the end of this Chapter, officers will be able to understand and commit to memory the organization, roles, main weapons and equipment capabilities of:

- a. Mot Bn.
- b. Mech Bn.
- c. Recce Bn.
- d. Tk Bn.
- e. Fd Arty Regt.
- f. Fd Engr Regt.
- g. Sig Regt.

THE MOTORISED BATTALION

4. **Role.** The role of the Mot Inf is to defeat the enemy by the skilful use of fire-power and manoeuvre by day or night in any weather or terrain, and to secure the battle field.

5. **The Organisation.** The Mot Bn consists of a Bn HQ, 3 mot companies, a support company and an administrative company.

6. **Battalion Headquarters.** This consists of the Commanding Officer and his immediate staff (2IC, Adjutant, IO, and RSM)

7. **Mot Companies.** Each company consists of a company headquarters and three platoons. Each platoon consists of a HQ and three sections.

8. **Company Headquarters.** The Company Headquarters (Coy HQ) consists of 2 officers and 8 soldiers:

a. **Officers.** There are 2 Officers in the Coy HQ, they are:

- (1) Company Commander.
- (2) Company Second-in-Command.

b. **Soldiers.** There are 8 soldiers in the Coy HQ, these are:

- (1) Company Sergeant Major (CSM).
- (2) Company Quartermaster Sergeant (CQMS)
- (3) Clerks - 4.
- (4) Store men - 2.

9. **Mot Platoon.** Each mot platoon consists of one officer and 35 soldiers. The platoon consists of:

a. **Platoon HQ.** The Pl HQ is made of:

- (1) Platoon Comd.
- (2) Platoon Sgt.
- (3) Two MAW number.
- (4) Two Light Mortar numbers.

b. **Three Sections.** Each of the 3 section has:

- (1) Section Comd (Cpl).
- (2) Section Second-in-Command (LCpl) Comd GPMG Gp .
- (3) Rifle group of 6 soldiers.
- (4) GPMG group of 2 soldiers.

Rifle sections are based on sections of 10 men considered the ideal number for junior NCO to command. Communications at company level are based

on VHF manpack radio and a HF radio on the battalion guard net. The coy HQ has 1 x 3/4 ton L/R (FFR) and 1 x 5 ton for the CQMS.

SUPPORT COMPANY

10. The support company provides communication and weapon support to the battalion. The coy consist of 8 x 179 soldiers and is made up of:

- a. Coy HQ
- b. Mor Pl
- c. Atk Pl
- d. Surv Pl
- e. Asslt Pnr Pl
- f. Sig Pl
- g. AA Pl
- i. MMG Pl

11. **Coy HQ.** The Coy HQ has 1 officer (OC) and 11 soldiers:

- a. **Officers.** The Company Commander is the CO's adviser on the employment of support weapons and will coordinate the fire sp of the coy wpns with that provided by the supporting arms e.g arty and aircraft. He requires additional VHF set to enable him run a coy net. There is no second in command (2IC) as there is no task for him. For administration in barracks, the senior platoon commander will normally assist the coy commander. Sp Pl Comds should have commanded a rifle pl and acquired specialist training before assuming their appointments:

- b. **Soldiers.** There are 6 soldiers in the Coy HQ. These are:
- (1) CSM.
 - (2) CQMs
 - (3) Two clerks.
 - (4) Two storemen.
12. **Mortar Platoon.** The mortar platoon consists of 1 x 39 soldiers. The Pl Comd is responsible for the coordination of mor fire sp within the bn. The Pl is made up of a HQ and three mor sections.
- a. **Pl HQ.** The mor pl has an HQ made up of the Pl Comd and three soldiers.
- b. **Mor Sections.** There are three mortar sections in mortar platoon. Each mortar section has 13 soldiers and can provide 2 mortar fire controllers (MFCs). The section has 2 x $\frac{3}{4}$ ton GS and trailers and each vehicle carries one 81mm mor detachment. The section commander is a Sgt and the MFC is a Cpl. The mor crew for each section is one NCO, 3 soldiers with each mor detachment, 2 drivers or radio operators.
- c. **Weapon.** The 81mm mor is the organic weapon of the pl. There are 6 mor tubes in the mortar platoon. The 81mm mortar is a smooth bore muzzle loading, high angle of fire weapon, capable of high degree of accuracy. It can deliver fire up to 3000m. These guns are under the control of the CO who can decentralize mortar to rifle coys or allot them MFCs to call for opportunity targets.

- d. **Communication.** Communications in the mortar platoons are provided by VHF radios. The Platoon Commander has a veh mounted set on the bn net and a set on the mor pl comd's net. The MFCs have manpack sets to enable them speak to the mortar base plate position.
13. **Anti-Tank Platoon.** The anti-tank pl consist of 1 x 24 soldiers. The Pl Comd is the CO's advisers on the deployment of bn heavy anti-tank weapons. The pl consist of Pl HQ, and three sections:
- a. **Pl HQ.** The Pl HQ is made up of the Pl Comd and 2 soldiers.
 - b. **Anti-Tank Section.** There are three sections in a platoon. Each section has 7 soldiers and is commanded by a Sgt. There are 2 anti-tank detachments mounted in $\frac{3}{4}$ ton L/R each towing one gun, B-10 anti tank gun.
 - c. **Communication.** No communication are provided for the anti-tank pl section as they will always be sited in a rifle pl position. The Pl Comd will be on the bn net.
14. **Assault Pioneer Pl.** The assault pioneer platoon consists of 1 x 26 soldiers. The Pl is commanded by a Sgt and task organized to provide the bn with variety of minor engineer tasks. These works may include:
- a. Mine warfare.
 - b. Watermanship and light rafting.
 - c. Demolitions.
 - d. Construction of tracks.

(1) **Pl HQ.** The asslt pnr pl has an HQ made up of the pl comd and 2 soldiers.

(2) **Asslt Pnr Sections.** There are 3 sections in an asslt pnr platoon. Each section is made up of 8 soldiers. The FN rifle is the organic weapon of the asslt pnr pl.

15. **Sig Pl.** The sig pl provides signallers and drivers/operators to operate the battalion command net, the control and rover stations on the rifle company nets. It establishes a signal centre (SIG CEN) at battalion HQ and will lay lines communications for manning battalion rear link. This line section has two line laying detachments.

- a. Radio Section.
- b. Exchange op.
- c. Rear Link.

16. **AA Pl.** The Anti Aircraft platoon is made up of 1 x 17 soldiers. It consists of a HQ with a Pl Comd, 2 soldiers and 3 sections of 5 soldiers each. The pl has 6 blow pipes.

17. **MMG Pl.** The MMG Platoon consists of 1 x 24 soldiers. The platoon commander advises the CO on the deployment of the MMG platoon. The platoon is organized as follows:

- a. **Platoon Headquarters.** It consists of:
 - (1) Platoon Comd.
 - (2) Platoon Sgt.

- (3) One Storeman.
- (4) One radio operator.

- b. **Three MMG Sections.** Each Section has 7 soldiers and is commanded by a Cpl. The Section has 2 x MMG guns and each mounted in a 3/4 ton GSL/R.

- c. **Communications.** Communications for the MMG sections are provided by a VHF manpack set which enables the sections to talk on the mot company net and to the other MMG sections. The platoon Commander has a vehicle mounted VHF set on the battalion net and a manpack VHF radio on his pl net.

ADMINISTRATIVE COMPANY

18. Administrative company in the mot battalion is the largest company and includes attached personnel from corps of the NA. It consists of the following:

- a. Coy HQ.
- b. Bn HQ Personnel.
- c. Drum platoon.
- d. QM platoon.
- e. MT platoon.
- f. PT.
- g. Medical platoon.
- h. Education Dept.

- i. Unit Finance office.
 - j. Chaplain.
 - k. LAD.
19. **Coy HQ.** The Coy Comd who is a Maj usually Commands A2 or B echelon under the standard re-supply system. When re-supply is by air, the company HQ would be based in the Admin area and he would be responsible for coordinating the logistic support of the Bn forward. The company commander is usually the Unit's employing officer.
20. **Bn HQ Personnel.** Although the Bn HQ personnel are administered and disciplined by the Admin Coy, it is the responsibility of the Bn HQ officers to ensure that their day-to-day activities and welfare are organized and attended to.
21. **Drum Platoon.** The operational role of this pl is the defence of the Bn HQ. It is therefore organized and equipped like any other rifle pl. In war the pl comes under the command of SP Coy Comd or the def of the Bn HQ. In peacetime, the Drum Pl is under the drum Major who is a WO11.
22. **QM Platoon.** The platoon is commanded by a Capt. It consist of storemen, textile refitters, tailors, sanitary men and clerical staff. The store section comprises storemen GD and Storeman technical.
23. **MT Platoon.** The platoon is responsible for providing the Bn pool of administrative transport for all companies. It has enough vehicles on

establishment to lift a company complete with equipment and personnel kits. The pl is commanded by a Capt and consists of pl HQ and veh section. It has a total of 63 vehs (prime movers incl).

24. **Medical Pl.** The medical platoon consists of 2 officers and 6 soldiers (NAMC attached) and 4 MOD civilian staff. The tasks of the platoon are:

- a. To provide medical cover for the Bn in barracks by manning the medical inspection room.
- b. To set up a small Medical Reception Station (MRS) to deal with minor hospital cases in barracks.
- c. To provide the Regimental Aid Post (RAP) in the field and trained medical orderlies with each mot company.
- d. To supervise field hygiene.

25. **Education Dept.** This consists of 4 education instructors from NAEC who are permanently attached to the battalion. They will concentrate on ACE classes. In war they may be employed on other duties such as Bn Int task.

26. **Unit Finance Office.** The Finance office consist of 6 soldiers of NAFC which will enable one pay clerk to be allotted to each company in the Bn. The unit Finance Officer advises the CO on all pay matters.

27. **Chaplain.** Chaplain assigns 1 x 2 each of Roman Catholic, Protestant and Imam padre of her personnel to the battalion. They will advice the CO on all religious matters both collectively and individually. In

war they will assist the battalion medical staff at the RAP as a primary task.

28. **Light Aid Det.** There will normally be an LAD (EME) attached to each Mot bn. They are not part of the battalion establishment but will be responsible for the repairs of all vehicles.

29. **Outline Organisation.** The outline organization of a motorized battalion is at Annex A.

THE MECHANISED INFANTRY BATTALION

30. **Role of Mech Inf Bn.** The Mechanized Infantry Battalion is designed to fight as part of an all arms battalion group in a limited or general war. It is capable of maintaining high intensity operations for several days and operations at a low intensity for a considerably longer period without relief.

31. **Organization.** The Mech Inf Bn like the Mot Inf bn is organized into a Bn HQ, three mech coys, support company and an administrative company.

32. **Battalion Headquarters.** In Command and control of all the elements in the battalion is the bn headquarters. The Bn HQ consists of:

- a. The Command Elements are:
 - (1) Commanding Officer.
 - (2) Second-in-Command.
 - (3) Adjutant.
 - (4) Intelligence Officer (with a command post consisting of

four vehicles).

(5) During Operations the command APC which is manned by soldiers from the Bn contains the following:

- (a) CO.
- (b) IO.
- (c) Dvr.
- (d) Gnr.
- (e) 2 Signallers.

b. Furthermore, the command elements consist of:

- (1) RSM.
- (2) Clks GD in a 5 ton veh which also carries reserve of ammunition.
- (3) Int Staff.
- (4) The Regimental Police Sgt who is in charge of the RP section.

c. **Radio Operators.** There are 2 radio operators each in the command APC and the alternate Bn HQ APC who man radios for both rear and forward links. These signallers are provided by the signal Pl from NA Sig Det.

d. **RAP.** The RAP is manned by the NAMC detachment. The RAP has an ambulance, set up in buildings or tentages; casualties are given initial first aid at company aid post, collected in ambulance and given further treatment before being evacuated. The ambulance is held

on charge to the Med Pl of the Admin Coy.

Bn HQ may be enlarged, other sub-units, which may be located in or near the HQ, are:

- a. Support Coy HQ.
- b. Headquarters of specialist platoons such as:
 - (1) Anti-tank.
 - (2) Mortar.
 - (3) Machine guns.
 - (4) Signals.
- c. The Drum Pl which acts as Bn HQ defence platoon.
- d. Representatives of other arms may be supporting the battalion such as:
 - (1) Armour.
 - (2) Artillery.
 - (3) Engineers.

33. **The Mechanised Companies.** There are three mechanised platoons in a company. To command and control those three platoons is a company HQ, in the company headquarters there are:

- a. The Company Commander.
- b. The Company Second-in-Command
- c. The Company Sergeant Major.
- d. The Company Quartermaster Sergeant.
- e. Four clerk GD headed by a Sergeant.
- f. One storeman technical.

- g. Two Storemen GD.
 - h. Two APC Dvrs
 - i. Two APC Gnrs/Dvrs will normally be in the APC's in Zulu muster.
 - j. The Mechanised Company Command Post has 2X APCs and 1 SAUKER Amb all with radios for both forward and rear links. These radios are manned by the Drivers/Radio Operators.
34. With the Coy is the Company Administrative support which is normally located at A Echelon and consists of:
- a. 5 ton stores vehicles with a cook's trailer. In charge is the:
 - (1) CQMS who is assisted by his assistant.
 - (2) Storeman Cpl who drives the vehicles. There is also 3/4 ton GS vehicle with trailer to enable essential supplies to be carried either with the Coy or to move forward rapidly. There is a storeman who drives the vehicle. Thus the strength of the company HQ is 2 Offrs and 13 sldrs.
35. **Support Company.** To give close and effective support to the 3 mechanised companies, the battalion has its support organized into platoons. There are the Mor, ATGW, Surv, Sig, AA and Asslt Pnr Pls. With the exception of the sig platoon which is organized into a radio exchange operators section and an att NAS pers section for rear link communication throughout the Bn, all the other platoons are organized into 3 sections for the purpose of supporting the 3 Mech Coys although they can be employed

centrally under the CO's direct control. It should be noted that although these support detachments operate with the Mech Coys in the field, it is more efficient for training and administration to keep them centralized within one company. Let us examine each detachment in turn.

36. **The Mortar Section.** The Mortar Section (APC carrier) travels behind the company but always within range of target allocated to it. The mortar is mounted on APC with cross-country capability thus giving flexibility to its deployment of its firepower on the move or in static positions. The section has:

- a. Two APC Mortar Carriers.
- b. Two 81mm Mortar Range 300m.
- c. Ammunition storage, personal weapons and arms pits, ammunition depends on threat and allocation but is roughly broken down into 79% HE, 10% each of smoke and illum.
- d. There are 2 MFC per section. They ideally should move with the supported company commander. One can deploy as anchor MFC when the company is in defence.
 - (1) The Section Commander who controls the mortar at the firing positions through the radio.
 - (2) The Drive/Operator who maintains the link forward with the MFC.

37. **The Anti-Tank Platoon.** The Pl has 3 sections. Each section has 2 x MILAN anti-tank guided weapons. Each also carries the detachment and

ammunition. The effective range of the weapon is 2000m and about 10 missiles are carried with the crew.

38. **The Surveillance Platoon.** There are 3 sections in the platoon. They are equipped with RASIT 3190 which can identify men or vehicles clearly at 2 .5kms and even further under certain conditions. It is not normal for the platoon to be split but a company may find two of the three sections operating in its area.

39. **The Signal Platoon.** There are 2 sections made up of a radio sect and the exchange operators section. A third section is made up of attached NAS personnel who provide radio rear link in the battalion. There is no provision for them to move in APC since the Bn CO uses the radio sets fitted in the APCs to give orders and monitor progress of battle in all companies.

40. **The Anti-Aircraft Platoon.** There are 3 sections in the platoon. Each section is equipped with 2 Blowpipe anti-aircraft guns for local air defence within battalion area. The sections are also available for deployment as part of area air defence sub-units within given arcs, together with ROLAND air defence artillery commander. They travel in anti-aircraft APC carriers and hold 10 rounds ammunition per detachment.

41. **The Administrative Company.** The Mechanised Companies and the Support Company are thus the fighting elements of the battalion. They are supported by the administrative company. This is by far the largest company in the Battalion and consists of 3 officers and 158 soldiers. This is nearly

21.5% of the Bn but it does include the Defence Platoon formed from the Corps of Drums. In addition there are officers and soldiers attached from other corps of the Army. The battalion needs to be self-sufficient both in peace and in war and this makes the 'tail' long.

42. **The Mech Platoon.** Three sections are grouped together to make a Mech Platoon. To command and control the activities of its 3 sections the platoon has a HQ. This headquarters is commanded by a Subaltern and include the following:

- a. Pl Sgt.
- b. Mor Team.
- c. MAW Team.
- d. APC Dvr and APC gnr (always with APC). The Pl Commander and Pl Sergeant are equipped as rifle men but like all commanders will also carry binocular, compass, matchet and map-cases.
- e. **The Mortar Team.** They use the 60mm light mortar. This can lay a smoke screen or fire HE bombs to a range of 800m. The combined weight is 1.5kg. The section carries 36 of them. The mechanized platoon carry a further 18 bombs. The MAW is the 75mm Rocket Launcher and is fired by a crew of 2 and is effective up to 1000m against stationary targets and 500m against moving targets.
- f. **The APC Driver.** He is both driver and radio operator in the APC.

43. **The Mech Section.** The Mechanized Section is carried in one

APC. On dismounting the section is split into 2 groups: the rifle group and the gun group.

44. **The Rifle Group.** Consists of 8 men armed and equipped with:
- a. Rifle - Battle range up to 300m, ammunition 7.62mm rounds.
 - b. Bayonet, 94 Antitank grenades - range up to 100m.
 - c. Smoke grenades.
 - d. 36 Hand grenades and for protection has a helmet and camouflage clothing. He also carries sufficient water and rations for a day in the packs and pouches of his personal equipment.

45. **GUN GP.** The gun group is made up of two troopers, fired by the gunner assisted by his number two. The gun group is the smallest tactical entity in the infantry battalion and its tasks is to provide fire under cover for the rifle group manoeuvre to close with the enemy. The weapon of this group is the general purpose machine gun (GPMG) - range 600m. This is fired by the gunner assisted by his number two and the gun is therefore made up of two troopers. They are both armed in addition to the GPMG with FN Rifle as their personal weapons. Also in the section is the APC Dvr and APC gunner. They are both corporals.

46. The whole section of rifle and machine gun groups is commanded by the section commander, normally a corporal and section 2IC, a Lance Corporal. Under normal circumstances, after dismounting, the dvr and the gnr take the APC to a Zulu muster.

AMPHIBIOUS BATTALION

47. **Role and Org.** Like the Para Bn, the Amph Bn is an inf unit equipped and train to operate on water. it is Org into Bn HQ and three Amph/para coys, a sp and admin coys. The org of the Amphibious Bn is similar to that of a Mot or Para Bn.

PARACHUTE BATTALION

48. **Role and Org.** The Parachute Bn is an infantry unit performing specialized functions. It consists of Bn HQ, three para coys, a support coy and an admin coy.

- a. **Bn HQ.** This consists of the Commanding Officer and his immediate staff (2IC, Adjt, and IO) i.e 4 x 36 soldiers.
- b. **Para Coys.** There are 3 para coys and each has a Coy HQ (2 x 11) and 3 platoons.
- c. **Para Pl.** Each para pl has 1 x 35 soldiers and 3 sections of 10 soldiers each.

RECONNAISSANCE BATTALION

49. **Roles and Tasks of Recce Bn.** The main role of all recce units is to obtain accurate and timely information about the enemy and ground in all types or phases of war, and to pass it back quickly to the highest appropriate level. Firepower will be used when necessary but stealth is the overriding principle in carrying out this role.

50. **Tasks.** Recce battalions could find themselves carrying out the following tasks:

- (a) Covering of defensive position in a withdrawal when recce units may be grouped with other arms depending on the degree of delay to be imposed.
- (b) Watching an obstacle.
- (c) Flank protection.
- (d) Anti-airborne operations.
- (e) Independent raids and deep penetration mission.
- (f) Advance to contact.
- (g) Disruption in the pursuit.
- (h) Escort to ranks and convoy protection.
- (i) Major traffic control.

51. **Types.** There are 3 types of recce battalions in the Nigerian Army. These are:

- a. The recce battalion tracked (T).
- b. The recce battalion wheeled (W).
- d. The recce battalion mixed (M).

52. **Org.** The Recce Battalion (T) or (W) is organized in the same way like the tank battalion. It consists of a Bn HQ, 3 recce companies, a support company and an administrative company.

- a. **Battalion Headquarters.** The Bn HQ is organized as the tank Bn HQ. The Bn Comd can also control operations from either his

CVR or Command APC. The headquarters can also split into a command group and a support group.

- b. **Recce Company.** The recce company contains the Coy HQ and three recce platoons.
 - (1) **Coy HQ.** The Coy HQ is also organized as the tank company headquarters.
 - (2) **Recce Platoon.** The recce platoon consists of 3 CVRs. The platoon Commander leads his platoon from one of the CVRs.
- c. **Support Company.** The Support Company is also organized like the tank battalion support company except that it has no Recce platoon. The Coy HQ has one command vehicle. This command facility enables the Bn CO to use the coy HQ as alternative command HQ when need arises.

53. **The Recce Battalion (M).** Counter Revolutionary Operation.

Tasks

- a. Mobile patrol in vehicles or on foot.
- b. Manning of Ops.
- c. Road blocks and cordons
- d. Escort for convoys and VIPs.
- e. Crowd dispersal in support of dismounted troops or police.
- f. Fire support for infantry.

These sub-units are organized as the sub-units of the recce battalion (T) or (W). The outline organization of recce battalion ranges of CVR wpns is at

Annex D to this module.

54. **Equipment, Capabilities/Characteristics.** The equipment, their capabilities and characteristics are:

a. **The Machines.** The machines themselves are capable of good mobility, considerable protection and firepower. The priority given to each determines the nature and use of the vehicle. In the Main Battle Tank (MBT), the emphasis is on firepower with a high degree of mobility and an adequate level of armoured protection. The recce veh has a high mobility with limited firepower and relatively poor protection. Its flexibility stems from the versatile nature of the vehicle and the excellent communications provided.

b. **The Tracked Recce Vehicle.** The Scorpion can travel quickly across country. It can also cross rivers and canals. It is also airtransportable. A force equipped with tracked and wheeled recce vehicles can take on wide-ranging operations and achieve quick shifts in weight and directions. In these circumstances adequate mobility is assured.

c. **The Main Armament.** The Scorpion has an effective main armament (76mm) which should knock out a tank if hit in the side or rear or at close range. This enables it to fight for information, when this method is justified. However, Scorpions in their primary role of observation should only use their main armament just prior to moving to a new position. To shoot and stay is to invite destruction.

THE TANK BATTALION

55. **Roles.** The roles of the tank battalion are:
- a. Aggressive mobile action to destroy enemy armour.
 - b. Close combat in conjunction with infantry.
 - c. The use of manoeuvre and firepower to produce shock action.
56. **Specific tasks.** In conjunction with other arms are:
- a. Defensive operation, both mobile and positional.
 - b. Counter attack and counter penetration.
 - c. Exploitation.
 - d. Covering force operations.
 - e. The advance in contact and the advance to contact.
 - f. The assault and destruction of the enemy.
 - g. Penetration, exploitation and pursuit.

The tank battalion fulfills these roles by operating as part of an all arms force known as the battalion group which may be either mechanised infantry or armour-heavy or a balance of both. It seldom operates in isolation.

57. **Org.** The tank battalion is organized into the following:
- a. A battalion headquarters (Bn HQ).
 - b. Three tank companies.
 - c. A Support Company.
 - d. An Administrative Company.
58. **Bn HQ.** The Bn HQ in the field will normally become a battalion

group headquarters and must therefore be as compact as possible but must be able to cope with sustained operations. The Bn HQ is provided with 3 tanks, 2 Command APCs, and 2 APCs. The tanks are provided so that the CO can command the battalion or battalion group well forward. The tank is the most suitable vehicle from which to control a predominantly armoured offensive action since it offers the commander excellent visibility, good protection, good communication and the cross-country mobility which is needed to keep pace with the tank companies. The Bn HQ is organized into a command group and a support group, which may be sited separately:

- a. **Command Group.**
- b. **Support Group.** This comprises of mainly administrative and soft skinned vehicles. It consists of mainly MO, LAD Commander and the Provost NCO.

59. **The Tank Company.** The tank company is the smallest self-administering element of the battalion and from a purely armoured viewpoint, the main tactical sub-unit of the battalion. The tank company is made up of coy HQ and 3 tank platoons.

- a. **Company Headquarters (Coy HQ).** The Coy HQ contains 2 tanks and the company commander commands from his tank. Like any other headquarters it must be capable of operating effectively on the move and for 24 hours a day over sustained periods. A possible organization of the Coy HQ is as shown below:
- b. **The tank platoon.** The tank platoon is usually commanded by an officer and consists of 3 tanks of the same type.

60. **Support Company.** The support coy consists of the Coy HQ, and anti-tank guided weapon platoon (ATGW Pl), a surveillance platoon (Surv Pl) and a reconnaissance platoon (Recce Pl), Attached is a signal platoon (Sig Pl).

a. **Coy HQ.** The facilities in the Coy HQ allow it to be used by the battalion group commander as an alt Bn HQ.

b. **Suwr Pl.** The Surv Pl consists of 3 sections of one mounted rasit radar each.

c. **ATGW Pl.** The ATGW Pl consists of 3 striker launcher vehicles each carrying 10 swingfire missiles. The task of the platoon is to provide long-range anti- tank defence up to 4000m.

61. **Administrative Company.** In the field the coy commander maintains close liaison with the LAD Commander in matters of repairs and recovery and with the Technical QM for the provision of spare parts.

EQUIPMENT CAPABILITIES

62. **The Main Battle Tank.** The MBT is either the T55 or the Eagle 1:

a. **T55.** The T55 tank has the following:

(1) **Armament.** The main armament is 100mm gun which fires HEAT Ammo with an effective anti-tank range of 2000m. It also fires HE with effective range of 3000m. The tank carries 43 rounds of main armament ammunition. Mounted with the main armament are 7.62mm GPMG and 12.7mm anti-aircraft gun.

(2) **Smoke Protection.** The tank does not have turret-mounted smoke grenade launchers. Instead, diesel fuel can be injected into the engine exhaust to produce a dense cloud of local smoke lasting up to 2 minutes.

b. **Eagle 1.** The Eagle 1 Tank is mounted with a 105mm gun as its main armament. The gun fires HESH, Smoke and illuminating Ammo. It carries a total of 50 rounds. It has secondary weapons such as GPMG and a .50mm AA gun.

63. **Recce Vehicle.** The recce vehicle in the tank battalion is the Scorpion. It is armed with a 76mm gun and a 7.62mm GPMG. The light armour is a proof against small arms fire and field artillery splinters.

64. **Radar Vehicles.** The RASIT radar will be carried inside each APC in the Surveillance Platoon. The RASIT 3190 radar is capable of detecting moving veh up to 20 kilometers and men up to 14 kilometres.

65. **Variants.** Others are the Command, Recovery, Ambulance and Armoured Vehicle Launch Bridge (AVLB).

THE FIELD ARTILLERY REGIMENT

66. The Field Artillery Regiment (FAR) or Close Support Regiment provides close support (CS), offensive and defensive fire support against targets of immediate concern to own troops. Normally an Artillery Regiment is affiliated to a Brigade who in turn will allocate in direct support (DS) each

of its three batteries to each of the battalions. However, when necessary the fire from the whole regiment can be placed in support of any one particular battalion for a particular operation. The aim of the Regiment is to neutralize, demoralize and destroy enemy troops, eqpt and weapons, likely to threaten our forces in the execution of military tasks. CS Artillery enables the infantry or armoured commander to bring down heavy fire on any part of the battle field. This is possible due to:

- a. The long ranges of its guns and an efficient command and control system, which enable the whole Regiment to bring all its guns to engage a single BG objective.
 - b. The accuracy of the gun itself, a variety of survey devices and in particular a prediction system which compensates for the effect of weather on the flight of the shell.
 - c. Improvement in computing equipment and unlike infantry and armour, guns do not have to maneuver into a new position each time they fire. Where targets have been pre-recorded, fire can be brought down almost instantaneously.
67. **Role.** The role of close support artillery is therefore to provide the infantry and armour, needed accurate fire support under all conditions of weather and visibility. To enhance this role, close support artillery is usually placed in direct support (DS) of the supported unit.
- d. **Recce pl.** The recce platoon consists of 3 CVR. The task of the platoon is to provide information about the enemy and ground for

the battalion group commander.

Sig Pl. The Sig Pl contains attached NAS operators who man the battalion rear link. The pl also has its organic radio and exchange op.

68. **Organization.** The Artillery Brigade is commanded by the Commander Artillery Brigade (CAB). It comprises 2 close support regiments, one air defence artillery regiment (ADAR), a headquarters and locating battery (Bd Gar). Att personnel include Medical, Int, Education, Chaplain, Pay and LAD personnel.

Note: We have two medium regiments for General Support (GS). The regiments are commanded by Colonels, while their employment, technical and tactical command and control rests with the Commandant HQ NACAS as directed by the COAS.

Ideally, there should be 3 field regiments in the artillery brigade to enable a habitual CS affiliation of one regiment per infantry/armoured brigade in the division. Due to resource constraints, however, this is not feasible now. Things may change with time. The close support regiments would, therefore, be allocated on the scale of one per forward brigade in the event of an operation. Besides, it is envisaged that a division would not normally commit all its three brigades simultaneously. The medium general support regiment might then be allotted to the reserve or depth brigade or a close support regiment from another brigade allotted if that became necessary.

69. **Affiliation and Intelligence.** Close support regiments provide close fire support for the brigades to which they are affiliated and also provide the

brigade commander with information and intelligence across the brigade front. The regiments deploy in 3 echelons: F, A and B.

70. **F Echelon.** F echelon consists of command, liaison and observation elements forward and Regimental Headquarters (RHQ) and gun batteries in the gun areas.

a. erators sections.

71. **Command Liaison and Observation.** These elements deploy and work with the supported arm. Observation Post (OP) officers are found with company groups, battery commanders (BC) with battalion groups and COs with brigades. Of these, only the OP is directly concerned with observation and the detailed adjustment of fire, while the former 3 are responsible for the planning of fire support at their respective levels. The rule invariably observed is that the armour/infantry commander at any particular level looks to his own artillery adviser for advice and coordination of all forms of support including air defence, location, mortars and FGAs:

a. **Commanding Officer's (CO's) Party.** This party provides a small tactical headquarters (Tac HQ) at brigade headquarters with which it is fully integrated. In a field regiment the party consists of the CO's rover vehicle, BC HQ Bty and his party, BK HQ Bty who is the Bde Arty Int Offr (BAIO) and his intelligence operator. The CO is a substation on the Regimental and Brigade (CAB's) nets. The CO remains with the brigade commander at all times and accompanies him on all visits and reconnaissance. He moves and deploys all the

guns of the regiment when the batteries are in DS or in support.

b. **Battery commander.** The BC accompanies the CO of the battalion group which his guns are supporting. He is a sub-station on battalion group command net, on the artillery regimental net and on his own battery net. His party consists of 4 to 6 driver operators and technical assistants mounted in a command vehicle and rover vehicle of the type used by the supported unit. Where he is under command for move he moves and deploys his guns.

c. **Observation Post Party.** There are 3 OPs per battery. Each OP party consists of an officer and 3 to 5 soldier mounted in vehicles of the type used by the supported unit. They deploy with company groups on whom they rely for protection and combat supplies. All members of the party act as observers and signallers. An OP observes continuously its allotted sector of battalion group area. It also maintains radio contact with all batteries of the close support regiment and with its supported group. It is thus able readily to identify and engage targets and to pass back information about the enemy and our own troops. Generally speaking, an OP may act in one of 3 roles, as a Forward Observation Officer (FOO) on foot with a company group during an advance, assault or withdrawal, as a static anchor OP able to adjust fire during an assault, or as a static anchor OP for positional defence.

d. **Communications.** BC and OP have sets on the command nets of

the supported arms so that they receive a continuous flow of information and can react immediately to calls for fire at any time. Information can be passed very rapidly over artillery communications, for example, a contact report heard by an FOO on a company net can be relayed by him direct to the CO Tac HQ at brigade headquarters.

72. **RHQ.** From this Tac HQ the CO will give orders concerning the deployment of his regiment and the application of its gunfire. These orders are implemented in the gun area by RHQ (known as the Regimental Command Post (RCP) when in action). From this base the 2IC carries out the detailed reconnaissance of new gun areas and deploys the regiment assisted by the Regiment Survey Officer (RSO). He also coordinates the local defence of gun areas and supervises ammunition re-supply. The adjutant works permanently from the RCP where he is the control station on the regimental net. By this means he responds to calls for fire from OPs by allocating from available batteries a weight of fire appropriate to the importance of the target. He is also responsible for coordinating the regiment's fire during a timed fire plan. In order to maintain communications with all batteries under the command and with HQ AB at the divisional HQ, the RCP is usually sited centrally and slightly to the rear.

73. **Gun Batteries.**

a. **Movement.** Batteries are organized into a small reconnaissance party and section, each of a command post and 3 guns. Normally a battery moves, deploys and fires as a single

This means its fire is guaranteed to the unit. The same fire unit can also be placed in support of a neighbouring infantry or armoured unit. Fire support for a neighbouring unit is supplied when that fire unit is not engaging targets for the directly supported unit.

Sub-unit, but in a mobile battle it splits when there is need for continuous support of forward troops. In this case sections either leap frog to hide, but is usually better to deploy them. Even so, in an emergency, guns on the move or in a hide can provide fire support in about 3 minutes by means of a 'crash' deployment procedure (Quick action drill). Those responsible for planning battalion group move in an advance to contact or a withdrawal should note that gun position reconnaissance parties need to move well forward or rear early enough if gun positions are to be prepared in time.

b. **Gun Position.** The approximate location of a new gun position is ordered by the CO (or BC if a battery is independent). The criterion is that guns are deployed as far forward as possible without becoming involved in the direct battle or coming within minimum range (Application of 1/3 and 2/5 Rule) of close DFs. Thus in advance in contact, guns might deploy 2000 metres behind forward troops, in a withdrawal they may be 6000 metres to the rear. The normal yardstick is about 4000 metres. Alternative positions are always selected within 2000 metres of the main position. These could be occupied if heavy counter-battery (CB) fire, successive air attacks or serious enemy

infiltration made the main position untenable, but subject always to the requirement for continuous fire support of our forward troops. At present, a battery gun position covers an area approximately 150 x 150 metres, but a new automated system for passing fire order using Artillery Weapon Data Automated Transmission System (AWDATS) may soon enable guns to disperse over 300 metres as a precaution against CB or air attack. The senior battery Subaltern is known as the Gun Position Officer (GPO). He commands the gun position, assisted by another subaltern and a WO.

c. **Mortar Locating Radars.** Cymbeline radars are usually deployed in battery gun areas, both to ease problems of survey, protection, administration and to achieve wide surveillance of the brigade front. Listening Post (LPs) for each radar are deployed forward, often next to gunner OP.

d. **Defence of Gun Positions.** Whenever possible guns should be deployed within or close to a locality as there are few men available to protect the battery when it is deployed. All close support artillery can fire HESH or HEAT very effectively against armoured targets in the direct fire role and guns are assigned anti-tank fields of fire on occupying new positions. Nevertheless, not only are they vulnerable to tank fire themselves, but gun posns defending themselves against an armoured attack may not provide the needed sp for forward troops. As always, the emphasis must be on camouflage and concealment

combined with the vigorous use of shoulder fired anti-tank weapons.

74. **A Echelon.** A Echelon provides the logistic support for the guns. In the gun area it includes ammunition, POL, ration, vehicles and the Light Aid Detachment (LAD). Once guns are in action, ammunition is placed on the ground behind them and all vehicles less command post (main and alternative) and possibly recce vehicles withdraw to the battery A1 echelon or wagon lines. The LAD is sited close to RHQ with detachments deployed with batteries.

75. **Scale of Ammunition.** The full unit scale of ammunition consists of the first line scale carried on unit transport and the second line scale carried by NACST transport. These scales vary depending on the calibre of the gun, the tactical situation and the lift capacity of the regt. The first line scale is calculated to sustain the unit for a specified period of time. The second line scale is the balance of the full unit scale. Details are given in Staff Officers' Hand Book (SOHB).

76. **B Echelon.** B Echelon is normally located in the brigade administrative area (BAA) under divisional control. It contains the unit transport not needed at short notice.

77. **Equipment.** Close support regiments of the towed artillery brigades are equipped with the 105mm Pack Howitzers (Italian), the 105mm M56 light guns (Yugoslavian) and the 122mm Howitzer D30 (Russian). The medium general support regiments are equipped with the 155mm FH77B (Towed) for the towed regt and the 155mm AMX 13/OTO MELARA

Palmaria (locally called BEGUWA) for the SP regt. The decision on the equipment for the heavy regiment is yet to be authorised.

78. **Fire Control Equipment.** Firing data is produced by the Field Artillery Computer Equipment (FACE) which is digital computer producing accurate and instantaneous firing data from a given target grid reference. It can store up to 30 targets. The Artillery Weapon Data Automated Transmission System (AWDATS) will complement FACE by providing automatically a visual display of fire orders at the gun. This will improve accuracy and reduce response times. Both (AWDATS and FACE) have been tried at NACAS and are operational.

79. **Survey and Meteorology.** Each battery gun position has a survey party to fix its position and a gyroscopic orientor to provide rapid orientation with grid north. In addition, a new computerized system for obtaining meteorological data has improved considerably the accuracy of correction for non-standard conditions. This data is fed directly into FACE. The net effect of these improvements has been to bring almost within reach a genuine first-round capacity. It has been estimated that 90% of casualties from shellfire are caused during the first few minutes of the engagement. The 'first-round' capacity' is therefore, very important.

80. **Observation and Adjustment.** Despite these improvements, it is still necessary to observe and correct artillery fire. The principle employed, whether with one battery or with 2 regiments, is that one gun only is used for adjustment while all other guns apply the data without firing. Once the

adjusting gun is on target, all guns bring down fire for effect.

81. **General Support Artillery.** By virtue of its mobility, the range of its guns and an efficient command and control system the field artillery is able to provide heavy, rapid and accurate fire support for forward troops under all conditions of weather and visibility. One observer of any arm can call for fire of all guns within range, if necessary using artillery target indication procedure. In mobile operations continuous support is achieved by ensuring that a proportion of available guns are in action and within range at all times. This needs intelligent anticipation and the close liaison between the artillery has a vital role to play in gathering battle intelligence.

AIR DEFENCE ARTILLERY

82. **Role.** The role of AD Artillery is to provide low level air defence protection to troops in the field and the provision of air defence to key points and vulnerable points.

83. **Tasks.** The tasks of AD Arty are:

- (1) Protection of KPs/VPs.
- (2) Protection of ammunition dumps.
- (3) Protection of column of troops.
- (4) Protection of routes, defiles, bridges, helipads and critical areas.
- (5) Protection of field gun positions and deployment areas.
- (6) Protection of HQs and reserves.
- (7) Engaging enemy ac as far away as possible, even in enemy territory.

RESTRICTED

84. **Equipment.** AD equipment consists of guns, radars and missiles.

a. **Guns.**

- (1) 20 mm Oerlikon AA gun.
- (2) 40mm/L 70 AA gun.
- (3) 35mm Oerlikon AA gun.
- (4) ZSU 23mm / 4 shilka.

b. **Radars.**

- (1) AR 15.
- (2) Sky guard Radar (35mm).
- (3) SFMSuper Fleerdamous Radar (40mm/L 70).

c. **Missiles.**

- (1) SAM 7.
- (2) Roland Missile (Medium AD).

LOCATING ARTILLERY

85. **Role.** The role of locating artillery is target acquisition. Target acquisition is the collection of information about the enemy's disposition and equipment in sufficient details to allow suppressive fire to be brought on them.

86. **Tasks.** The tasks of the Locating Arty are:

- a. The provision of timely meter ecological information.
- b. Survey of gun and target end.

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- c. The provision of information on enemy disposition and equipment using GSR and Cymbeline radars for:
 - (1) Adjustment of fire.
 - (2) Crater analysis.
 - (3) Artillery intelligence.
87. **Equipment.** The equipment of locating battery are:
- a. Gun Sound Ranging (GSR).
 - b. Cymberline.
 - c. Electronic Distance Measure.
 - d. All types of theodolites.
 - e. Radiosonde.
 - f. Other meteorological variables measuring instruments:
 - (1) Thermometer.
 - (2) Wind gauge.
 - (3) Wind vane.
 - (4) Balloons.

THE ENGINEER REGIMENT

88. The Engineer Regiment is one of the NAE units normally found in field formations. It acts in support of the commander's tactical plan and is often found grouped with other arms. When so employed the work it does is termed combat engineering.

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89. **Roles.** The roles of the combat engineers are to help the army to live, move and fight whilst doing everything possible to hinder the movement of the enemy.

90. **Tasks that Help Own Troops to Live.** The tasks that help own troops to live include:

- a. Water supply.
- b. Power supply to formation headquarters.
- c. Camp construction.
- d. The construction of POL pipe lines and storage facilities.

91. **Tasks that Help Own Mobility.** The tasks that improve own mobility include:

- a. The opening of routes to enable men and vehicles to reach their objectives by:
 - (1) Improving the going for tracks and wheels.
 - (2) Crossing water obstacles by rafts, bridges and the development of fording places.
 - (3) Construction of entrance and exit points on water obstacles for amphibious vehicles and the provision of pathfinder vehicles.
 - (4) Breaching minefields and other artificial obstacles.
- b. The development and improvement of routes required for the maintenance of units in their battle positions.

RESTRICTED

- c. The destruction of enemy defences and obstacles.
- d. The construction, repair and maintenance of air-fields/airstrips and the preparation of landing sites for helicopters.

92. **Tasks Undertaken to Help the Army to Fight.** The tasks undertaken to help the army to fight are:

- a. Advice and assistance to other arms in the preparation of field defences and other related tasks.
- b. The destruction of enemy dumps and aircrafts during raids.
- c. Disposal of Ordnance explosives.
- d. Fighting as Infantry.

93. **Tasks to Hinder Enemy's Mobility.** The tasks designed to hinder the mobility of the enemy include:

- a. The denial of routes to the enemy by demolition, mining and cratering.
- b. The preparation of obstacles or obstacles belts by combining natural obstacles with demolition and minefield.
- c. The denial of airfields and associated facilities.
- d. The destruction of our own dumps and installations to prevent them falling into enemy hands.

94. **The Field Engineer Regiment.** There is one field engineer regiment per division. It consists of two field engineer squadrons, a field park squadron, an administrative squadron and a regimental headquarters. The two field engineer

RESTRICTED

squadrons will normally be placed in support of affiliated mechanised brigades within the division when not required for division engineer tasks.

95. **Division Engineer Support Regiment.** The Division Engineers Support Regt provides mechanised and armoured engineer support with heavy plants and bridging. It holds amphibious equipment and provides the class 30 bridge plus river crossing capability for the division.

96. **Field Park Squadron.** The field park squadron holds and operates the heavy plant and machinery. It also holds 6 sets of class 60 medium girder bridge (MGB) and 3 - 9 sets of class 16-airportable bridge (APB). It issues engineer and defence stores for all arms. The squadron is under command of the CO of the Field Engineer Regiment and supports the regiment.

97. **The Engineer Equipment.** There are a few equipment that are worthy of mention while the traditional Engineer equipment will be covered under the combat roles of the engineers. Prominent amongst this generation of equipment are:

- a. Folding Float Bridge cl 60.
- b. Giant and Baby Viper.
- c. Combat Engr Tractor.
- d. Air Portable Bridge - APB cl 16.
- e. MGB cl 70.
- f. Ranger A/per Mine Hamer.
- g. Giant Viper Mine Clearing Set.

RESTRICTED

- h. Baby Viper Explosive Line Charger.
- i. Ditching Machine.

98. **Tasks and Engineer Equipment.** The equipment used in carrying out combat roles is discussed under the tasks they are used for:

- a. **Field Fortification and Defences.**
 - (1) Ditching machines.
 - (2) Other earth moving eqpt.
 - (3) Diggers and other defence stores.

- b. **Bridging and Rafting.**
 - (1) MGB cl 70.
 - (2) APB cl 16.
 - (3) Improvised Bridging stores.

- c. **Construction of Roads and Airfield.**
 - (1) Dozer.
 - (2) Grader.
 - (3) Rollers smooth, sheep foot and pneumatic.
 - (4) Scrappers.
 - (5) Dump Trucks.
 - (6) Quarry machines.

- d. **Assault Crossing of Water Ways.**
 - (1) Assault boats (light alloys).
 - (2) Out Board Motors (OBM).

RESTRICTED

- (3) Life Jackets.
- (4) Oars/Paddles.
- (5) Lines etc.

THE NIGERIAN ARMY SIGNAL REGIMENT

99. **Roles.** The roles of NA Sigs are:

- a. Provision of communications for field force formation including joint force communications, postal and courier services.
- b. Specialized communications for contingency and limited war ops, including mobile radio requirements of NAF and NN.
- c. Electronic Warfare Communication.
- d. Signal support for training organizations.
- e. Co-ordination of communications throughout the Army including advice and assistance to arms and services.

100. **Org.** Integrated into each div is the Div Signals commanded by Brig Gen. The Div sigs is made up of the Ops Sig Regt, Sig Sp, HQ Sqn and 2 x Bde sig Sqn. STRAT Comm Sqn and the EW Sqn STRAT comm Sqn and the EW Sqn.

OPS SIG REGT

101. The Ops Sig Regt provides the following communication facilities:

- a. Control stations and rovers on the divisional command, artillery administrative and guard radio nets and rear links on the equivalent

RESTRICTED

corps/army nets.

- b. Links to flanking divisions when required.
- c. Comm mounted in 5 ton vehicles for main and rear division HQ.

Each is equipped with:

- (1) Radio relay equipments.
- (2) An exchange, for 40 subscribers.
- (3) A message centre containing teleprinters, facsimile, and a manual switchboard as standby to the automatic exchange.
- d. Signal despatch services.
- e. Local Lines.
- f. Liaison with civil and allied communication staff.

102. **Brigade Signal Squadrons.** Each brigade has its signal squadron. The signal squadrons have the following communication facilities.

- a. Control stations and rovers on the brigade command, administrative and guards' nets, rear links on the equivalent divisional radio nets.
- b. A Communication head (COMMAHD) mounted in vehicles containing radio relay equivalent and a message centre with teleprinters facsimile and the switchboard.
- c. The brigade signals squadron despatch services.
- d. Local Lines.

SUMMARY

103. Before embarking on a detailed study of Tac A, it is important that

RESTRICTED

officers have a reasonable understanding of the organization and equipment of the main combat and supporting arms units. In general terms the ORBAT for the Nigerian Army has undergone numerous changes over the years to conform with the Army's assigned missions, the requisition of sophisticated weapons and its requirement for more skilled and technically oriented manpower. However, the basic principles governing the units command and organization of forces remains the consolidation of various units or elements available whether organic, attached or supporting under one commander who directs their efforts towards a common goal.

Annexes:

- A. Org of Mot Bn.
- B. Org of Ops Sig Regt, Sig Sp regt and Bde Sig.

TEST QUESTIONS

104. Write answers to the following 10 test questions:

- a. How many of the following are in a mot bn:
 - (1) Mot Coys.
 - (2) Mortar Sections.
- b. What are the maximum effective ranges of:
 - (1) FN.
 - (2) MMG.
 - (3) Light Mortar.
 - (4) Medium Mortar.
 - (5) LAW, MAW and HAW.
- c. What is the number of sections in the following sub-units of a Mech Bn:
 - (1) Mech Pl.
 - (2) TGW Pl.
 - (3) Surv Pl.

RESTRICTED

- (4) AA Pl.
- (5) Mor Pl
- d. How many recce pl are there in a recce coy and what are the maximum effective ranges of the CVR (Scorpion) weapons?
- e. How many MBT are there in a tank coy and in a tank platoon?
- f. What are the maximum effective ranges of the MBT (Eagle 1) gun with:
 - (1) HEAT.
 - (2) APDS.
- g. What are the roles of combat engineers?
- h. What are:
 - (1) The number of Fd (Gun) Bty in Fd Arty Regt.
 - (2) Max range of:
 - (a) 105mm Pack How?
 - (b) 105mm Lt Gun?
- i. How many Bde Sqns does a Div Signal command?
- j. Armoured and Mech Bde Sig Sqns have two common sects in their COMCEN Tp. What are they?

ANSWER TO TEN TEST QUESTION

- a. (1) 3 rifle Coys
- (2) 3 Mor Sections
- b. (1) FN - 600m (Battle range 300)
- (2) MMG - (Lt col) 800m

RESTRICTED

- (3) Light Mor - 800m (150m - minimum)
- (4) medium or - 3000m
- (5) LAW - 100m MAW - HEAT - 1000m (Static), 300m (Moving). HAW - HEAT - 800m (Moving tgt), 12000m (statistge) HE - 1200m.

- c. (1) Mech Pl - 3
- (2) ATGW Pl - 3
- (3) Surv Pl - 3
- (4) Mor Pl - 3

d. There are 3 recce pl in each recce loc and maximum effective range of CUR weapons are:

- (1) 76mm= HEAT 1600m/HE 5000m
- (2) 30mm HE/ADPS - 2000m
- (3) 7.62mm - 1600m

e. There are 11 tanks in each tank coy and 3 tanks in each tank pl coy HQ gas 2 tanks.

- f. (1) HEAT - 2000m
- (2) HE - 5000m
- (3) ADPS - 2000m

g. The roles of the Combat Engineers are to help the army live, move and fight whilst doing everything possible to hinder the movement of the enemy.

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- h. There are 3 Fd Gun Bty in the Fd Arty Regt.
 - (1) 105mm Pack How - 10,000m
 - (2) 105mm Lt Gun - 13,000m

- i. The Bde Sqns at the Div Signal Command are three.

- j. (1) Postal and Courier Sect.
 - (2) Sigcen Sect

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CHAPTER 3

THE PRINCIPLES OF WAR

INTRODUCTION

1. It is generally accepted that there are 10 principles of war. They have emerged from experience and the study of the elements of success throughout history of warfare and have stood the test of time.
2. These principles are not laws like the laws of natural science where the observance of certain specified conditions produce an inevitable result; nor are they like the rules of a game, a breach of which entails a definite penalty. They are guides to conduct, which have constantly proved successful in the past, and they serve as warning that their disregard involves risk and is likely to bring failure.
3. The principles of war cover the warfare in its widest sense. As such they are very relevant at the strategic level although some of them can be directly applied to tactics and others are essential pre-requisites to any successful tactical operation. In any case, they are not applicable in the same degree to all situations, at all times in all circumstances. Their correct application will depend on a sound understanding of this point and on the use of common sense and judgment. This is the hallmark of any successful military commander.

OBJECTIVES

4. At the end of this chapter, the Officer will be able to:
 - a. State the 10 principles of war.
 - b. Know that the proper application of the principles is essential to the exercise of command and the conduct of military operation.
 - c. Understand that the principles are inter-related and depending on circumstances, may tend to reinforce one another or they may conflict, consequently the degree of application of any specific principle will vary with the situation.
 - d. Know that each principle must be considered and appropriately applied during the planning and conduct of all tactical operations.
 - e. Know that the correct application of these principles will depend on sound understanding, common sense and judgment, which is the hallmark of a successful military commander.

THE PRINCIPLES

5. The 10 principles are listed below and interpreted in the paragraphs that follow. With the exception of the master principle, which is placed first, undue emphasis should not be placed on the order which these principles are set out.
6. The principles are applicable to all types of operations and in all phases of war:
 - a. Selection and maintenance of the aim.

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- b. Maintenance of morale.
- c. Offensive action.
- d. Surprise.
- e. Security.
- f. Concentration of force.
- g. Economy of effort.
- h. Flexibility.
- i. Cooperation.
- j. Administration.

7. **The Selection and Maintenance of the Aim.** In the conduct of war as a whole, and in every military operation, it is essential to select and define the aim clearly. The ultimate aim may be to break the enemy's will to fight, although in certain circumstances it may be more circumscribed by political considerations and thus be more limited. Whatever the situation, subsequent operations must be contributory to the achievement of the ultimate aim. At the higher or strategic level, a commander may have more than one option to think about but at the tactical level, the aim is most often not limited to one. Once the aim has been decided, it must be widely circulated as the need of security permits so that future actions of subordinates are guided by it. There should therefore be no doubts as to what the military force is trying to achieve.

8. **The Maintenance of Morale.** Success in war depends on the morale as well as on training and logistics support. Morale is a state of the mind that enables one to put in one's best effort in getting things done. It is, therefore,

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probably the most important factor in winning a war. High morale fosters the offensive spirit, the essential will to win which must be present throughout an army from its commander to the private soldier. The outcome of battle is often decided by the state of morale. Although morale is primarily a mental state, it is very sensitive to material conditions. A high morale is based on a clear understanding of the aim, on discipline and self respect, on confidence in weapons and on sound administration and above all, on confidence in the leadership right through the chain of command. The surest way to achieve this confidence is by success in battle.

9. **Offensive Action.** The purpose of an offensive action is to seize, retain, and exploit the initiative. Offensive action is a clearly defined objective. Offensive Operations are the means by which a military force seizes and holds the initiative, while maintaining freedom of action and achieving decisive results. The importance of offensive action is fundamentally true across all levels of war. Commanders should adopt the defensive only as a temporary expedient and must seek every opportunity to seize or regain the initiative. An offensive spirit must therefore be inherent in the conduct of all defensive operations.

10. **Surprise.** The purpose of surprise is to strike the enemy at a time or place or in a manner for which the enemy is unprepared. This is the most powerful weapon in war and its effect on morale is great. Every effort must be made always to surprise the enemy and to guard against being surprised. Surprise can help the commander shift the balance of combat power and thus

achieve success well out/of proportion to the expected. Factors contributing to surprise include speed in decision making, information sharing, force movement, effective intelligence, deception, application of unexpected combat power, operations security (OPSEC) and variations in tasks and methods of operation.

11. **Concentration of Force.** Military success will normally result from the concentration of superior force, at the decisive time and place, whether it be moral, material or a combination of both. Concentration does not imply that there should never be dispersion. Dispersion of troops and firepower will be inevitable if the enemy is to be misled and the army is to be properly deployed. After speedy concentration has achieved its aim, further dispersion may be necessary to avoid enemy counter offensive. This applies particularly to operations, which are fluid. All that is involved is a question of timing and judging, through experience, when to concentrate and when to disperse. The application of this principle is, therefore, dependent on being properly balanced and having good communication so that movement can be synchronized properly.

12. **Security.** Every military operation requires the degree of security which will enable our forces to operate effectively. This involves defence of vulnerable bases and entry points, the gaining of a satisfactory air situation, the guarding of flanks in order to gain freedom of action and the denial to the enemy of information on our own forces and intentions. It also covers the holding of sufficient reserves. Security does not imply undue caution at the

expense of bold action. It increases the latter's chance of success. An important part of strategy, and also of tactics, is to strike the right balance between security and offensive action, allotting the proper proportion of resources to each.

13. **Economy of Effort.** Economy of effort is closely related both to the principle of security and to that of concentration of force. It is not possible to be strong everywhere, if decisive strength is to be concentrated at the critical time and place, it is imperative that there should be no wasteful deployment of resources or expenditure of effort where these cannot significantly affect the issue. The application of this principle is, therefore, once again largely a question of having balanced deployment combined with a judicious allocation of resources, which are strictly related to the aim of the operation.

14. **Flexibility.** All military plans must be flexible to allow for the unforeseen and enable the maximum advantage to be taken of any sudden turn of events. A force must possess the flexibility to enable it to react to a change of plan and switch smoothly from one course of action to another. This entails good training, organization, communications, staff work and the maintaining of a reserve. It also calls for physical mobility of a high order so that new dispositions and grouping can be adopted rapidly and economically. Above all, it demands flexibility of mind and rapidity of decision on the part of commander's right down to the lowest level.

15. **Cooperation.** Military operations involve co-operation between all arms

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and services in the Army, between the 3 services, between the armed forces and civil authorities. It is based on team spirit and entails the co-ordination of all activities so as to achieve the maximum combined effort from the whole. Effective co-operation can only be achieved if goodwill and the desire to work in concert genuinely exist at all levels. In the context of joint operations this means that there can be no room for parochial service attitudes, which put undue significance on the colour of a uniform, and which insist on a single service chain of command one service must be prepared to place itself under the operational control of another service even at quite a low level.

16. **Administration.** Administration is the efficient management of resources such as men, material, time and space. The key to good administration is simple and adequate planning. Commanders at all levels must accord sufficient consideration to their administrative organizations. Such organization must reflect foresight, economy, flexibility and sufficiency. Commanders must always remind themselves of the immense influence that administration bear on morale.

SUMMARY

17. The 10 principles of war accepted by NA for application in all war situations have shown that they must surely lead to the successful achievement of the object of war. Officers should remember that the principles are not to be taken hook and sinkers, but be advised that in disregarding any of them, risk is accepted, of which the enemy may take an advantage. Therefore, the correct application of the principles depends upon sound understanding of the situation,

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use of commonsense and judgement if a commander is to be successful.

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CHAPTER 4

BATTLE PROCEDURE

INTRODUCTION

11. The efficient use of time is essential to the important tactical principle of the need to seize and maintain the initiative. Time is always at a premium and the limited amount available must be put to the best possible use by all concerned in the preparation and execution of operations. The drills for this are called battle procedure.

OBJECTIVES

12. By the completion of this chapter officers should have a clear understanding of:

- a. Composition of Echelons.
- b. Composition of R and O Groups.
- c. Deployment drills for Bn Gp in Defence and Attack.
- d. Drill for issue of orders and their headings in all phases of war.
- e. Responsibilities of key personalities.
- f. Commander's Time Appreciation.

THE AIM AND PRINCIPLES OF BATTLE PROCEDURE

13. **The aim.** The aim of battle procedure is to ensure that soldiers are

RESTRICTED

properly launched into battle as quickly and as efficient as possible, knowing their task and the fire support available. It consists of 2 essential stages.

Stages. The stages of battle procedures are:

- a. The issue of a warning order by the Commanding Officer so that the battalion group may prepare for the operation and move to a suitable assembly area whilst reconnaissance is carried out and orders prepared.
- b. The issue of detailed operations orders, reconnaissance by junior commanders, and final preparations.

4. **The Principles.** The principle of battle procedures are:

- a. Anticipation at all levels of likely future tasks.
- b. A thorough knowledge of the grouping system.
- c. An efficient drill for reconnaissance and the issue of orders.
- d. Concurrent activity in all groups.

ANTICIPATION OF FUTURE TASKS

5. The more the commanders and their staff anticipate future tasks, moves, etc, the more time will be available to prepare for battle, thus breeding confidence and avoiding confusion. The aim should always be to be ready for the next task and any complacency arising from completion of the current tasks must be eliminated.

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6. Thoughtful anticipation is a continuing process including constant appreciation of ground, enemy and the issues of information, assessments, anticipatory orders combined with the preliminary moves of reconnaissance elements, HQs and echelons where circumstances dictate. The requirement is to maintain tactical balance to meet likely situations but at the same time to avoid unnecessary reaction to the unlikely. Anticipation is a matter for fine professional judgement by commanders.

SELF ASSESSMENT QUESTIONS (SAQs)

7. What is the aim of Battle Procedure?
8. What are the principles of Battle Procedure?

SOLUTION TO SAQs

9. The solution to the above two questions (Para 8 and 9) are critical and should be memorise and understood before proceeding further. Their answers are given at Paragraphs 3 and 7 above.

THE GROUPING SYSTEM

10. **Outline Organisation.** The battalion is divided into the functional groupings shown below. These must be thoroughly understood by all ranks and their composition included in battalion SOP.
 - a. **Reconnaissance Group (R Group).** The tasks of the reconnaissance group are reconnaissance and planning.

RESTRICTED

- b. **Orders Group (O Group)**. The tasks of the Orders Group are the issue and receipt of orders.
 - c. **Main Body**. The main body is the force required for the battle.
11. **R and O Group**
- a. R and O Groups are formed at battalion group, company group and platoon level.
 - b. The R Group is designed to give the commander planning advice, staff facilities (at battalion group level only) communications and protection.
 - c. The O Group consists of the R Group plus all those subordinates who must receive and execute the commander's orders.
 - d. **Size and Composition of R and O Groups**. Size and composition of the groups will vary in accordance with the CO's wishes, the type of operation and the time available. The composition of R and O Groups to meet varying circumstances eg, quick and deliberate operations, must be laid down in SOP. Suggested composition is at Annex A.
12. **The Main Body**.
- a. The 2IC commands the main body during the time the force is preparing for battle, though for some operations he may be the harbour party comd whilst the Adjutant controls the move forward. In this way the CO is free to plan the battle and issue orders. At lower levels 2ICs always take over in the absence of the commanders who are required with R and O Groups.

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- b. The main body is divided into:
- (1) **F Echelon**. The largest echelon, consisting of those men, vehicles and equipment required to fight the battle.
 - (2) **A Echelon**. The immediate support required for F Echelon; in mechanized and tank battalions; it is split into A1 and A2.
 - (3) **B Echelon**. Those men and equipments not required in F and A Echelons.
 - (4) **Harbour Party**. This is detailed in SOP but only formed when required for a specific task eg, the reconnaissance and planning of a new harbour area. On completion of the task, members rejoin their normal echelons. It will normally be commanded by the 2IC and will include representatives of Company Groups and specialist sub units.

EFFICIENT DRILL FOR RECONNAISSANCE AND ISSUE OF ORDERS

13. **The Appreciation**. The commander must always make a time appreciation, working backwards from a given or wanted H hour. He thereby ensures a fair distribution of the time available for reconnaissance, planning and orders at each level of command. These timings must then be related to the movement of the main body and adjusted if necessary. The aim must be to allow time, if possible, for the most junior commanders ie. section commanders, to do a reconnaissance before giving out orders. However, the time factor may be so tight that section commanders may have to give their orders while

RESTRICTED

actually on the move. An example of a time appreciation is at Annex B.

14. **Reconnaissance**. This is a preliminary event in order to plan for the main event:

- a. Time for reconnaissance is almost short and minutes must be saved by the commander's staff, having ready at hand,

15. **Warning Order**. The warning order is the key to efficient battle procedures as it is the executive order which starts the concurrent activity of all groups. It should include:

- a. Description of the task.
- b. Earliest time of the move of the main body usually expressed in term of "No move before..." or "At... hours notice to move from..."and a time given in each case. A further explanation of warning time is given in Annex C.
- c. RV and time for the 'O' Group.
- d. Location of the assembly area and timing for the move of the group.
- e. Regrouping including ETA of units grouped with the battalion group.
- f. Any limitation on reconnaissance - this might include a restriction on vehicles movement, the allocation of helicopter; liaison arrangements with units in the area, etc.
- g. Administrative arrangement eg. feeding, rest, movement of echelon etc.

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The essentials are those listed at a - c, and the issue should not be delayed if the rest are lacking.

16. **Orders.**

a. Sequence of events for Formal Orders are:

(1) 'O' group RV at the time and place in the COs warning order.

(2) Met by the Intelligence Officer or a guide, and arrangements made of protection, disposal, and camouflage of vehicles.

(3) The Intelligence Officer would then brief the O group, help them to mark up their maps with the latest information, and whenever possible take them to an OP and point out the ground and reference points that the CO will mention in his orders.

(4) The O group is then seated according to their

(5) The CO then gives out orders. (Annex F gives outline orders for all phases of war.)

(6) Confirmatory notes, fire plan, radio instructions are issued when necessary.

(7) Questions and dispersal.

b. **Commander's Orders.** A commander must follow the proper sequence of orders. He will invariably give out the mission, tasks, and main content of his orders himself. He may on occasion call on his staff or advisers to give out certain details of his orders on his behalf but he will normally if time allows, give the bulk of the orders himself.

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Examples are:

- (1) Situation Paragraph - Intelligence Officer.
- (2) Fire Plan - Battery Commander.
- (3) Radio Instruction - Signal Officer.
- (4) Movement Details - Adjutant.

c. **Radio Order.** In mechanized operations coy Gp and below orders may often be given by radio and no formal orders group held. These orders may follow a letter code system, which will be included in SOPs.

CONCURRENT ACTIVITY

18. The simplest way to save time is to ensure that no group or echelon is wasting time because of lack of orders. The early issue of a warning order is the key to this. An example of concurrent activity of groups in a battalion is given in Annexes D and E (For def and attack). A well practiced battle procedure understood by all ranks will ensure that:

- a. The commander can plan without undue worry as to the progress of preparation for battle within his unit.
- b. O groups are positioned to receive their orders and conduct their reconnaissance unhindered by their sub-units.
- c. Movement is smooth and efficient and reception at the new area orderly, due to the work of a harbour party.
- d. The maximum time is available for the preparation of men, weapons and equipment for the coming operation.

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19. **Regrouping.** Regrouping may often have to take place at short notice between and within battalion groups.

a. Any force being regrouped must know:

(1) Under whose command it will be.

(2) An outline of its future tasks.

(3) The time at which command changes.

(4) The RV or hide to which it is to move.

(5) The method of receiving detailed orders.

(6) The method of receiving new radio instructions if necessary.

(7) Any administrative details.

b. If the force is needed for active operations as soon as it changes command, it needs most of this information at the moment a change in command is ordered.

c. In a fast moving situation the orders will normally be issued by radio. Radio instructions will be the most difficult problem when a tank company group is changing command from one battalion group to another. Each vehicle will need all the details if it is to operate effectively.

d. Orders for regrouping are generally issued in a standard format, which is laid down in SOP. The suggested heading for Bn Gp Formal Orders is at annex F.

SUMMARY

20. Battle procedure is concerned with making the best use of the time available to brief and prepare soldiers for battle. Because it is concerned with the individual man and his fighting morale, it is a subject of great importance, which can easily be, neglected in an era of mechanization and good radio communications.

21. Battle procedure must be tailored to the time available and must not be regarded as a ponderous drill, which slows down the natural tempo of operations.

22. Conversely knowledge of battle procedure will prevent a commander from launching his soldiers into battle in too much of a hurry without adequate time for reconnaissance or for proper orders to be given to individual soldiers.

Annexes:

- A. Suggested Composition of R and O Groups.
- B. Commander's Time Appreciation.
- C. Warning Time.
- D. Battalion Group Defence Deployment Drill.
- E. Example of Concurrent Activity of Groups in a Battalion Attack.

RESTRICTED

F. Suggested Heading for Bn Gp Formal Orders.

TEST QUESTIONS

23. In order to test how much of this chapter you have assimilated, answer the following questions:

- a. What are the main functional battle procedure groupings?
- b. How is the main body divided?
- c. What is the aim of a time appreciation?
- d. What are the essential points a Warning Order should include?
- e. What are the paragraph headings for Formal Orders?
- f. What 4 examples of Formal Orders could be given by someone other than the CO?

ANSWERS TO SAQs

24. The answers to the above SAQ (Para 23) are:

- a. **Para 23a.** The main grouping are:
 - (1) R Group.
 - (2) O Group.
 - (3) Main Body.

- b. **Para 23b.** The main body is divided into:
 - (1) A Echelon which can be further split into A1 and A2.
 - (2) B Echelon which can be further split into A1 and A2
 - (3) Harbour Party when necessary.

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the necessary maps, air photographs and latest information about the enemy.

b. The use of helicopter for moving between viewpoints will greatly speed up reconnaissance and its communications will allow the CO to join the battalion group command net to pass warning orders, instructions etc.

c. Reconnaissance, whether by helicopter, vehicle or on foot must be carefully planned. After receiving his orders a commander will make a quick map appreciation to determine outline plan, from this he will make his reconnaissance plan which includes the viewpoints to be visited and the most economical route between them. He will then select an RV for the O group and an assembly area for the main body and issue a warning order.

c. **Para 23c.** The aim of a time appreciation must be to allow time, if possible, for the most junior commanders to do recce before giving out their orders.

d. **Para 23d.** The essential points a Warning Order should include are:

- (1) Task.
- (2) Timings.
- (3) RV and time for O Groups.

e. **Para 23e.** The main paragraph headings for Formal Orders are:

- (1) Situation.
- (2) Mission.

RESTRICTED

- (3) Execution.
 - (4) Service Support.
 - (5) Command and Signal.
- f. **Para 23f.** Four examples of paragraphs which could be given by someone other than the CO are:
- (1) Sit - IO
 - (2) Fire Plan - Bty Comd.
 - (3) Radio Instrs - Signal
 - (4) Movement Details - Ajt.

TEN TEST QUESTION

25. The following ten Questions cover the content of this chapter:
- a. Why is time essential to the important tactical principle of the need to seize and maintain the initiative?
 - b. What is the aim of Battle Procedure?
 - c. List the echelons and say how they are composed?
 - d. Give the composition of an O Group for a deliberate attack at Bn Level?
 - e. What should a Warning Order contain?
 - f. Give the sequences of events for Formal Order?
 - g. What are the 5 main headings for all Operational Orders which follow Ground?
 - h. What are the principles of Battle Procedure?
 - i. Why must a commander always make a time appreciation?

RESTRICTED

- j. At Bn level orders give four examples of paragraphs which may be given by someone other than the CO?

INSTRUCTIONS TO EXAMINERS

26. The answers to the ten question given above are reproduced from the main body for your convenience. Students should be marked on their understanding rather than the parrot reproduction of the chapter text.

27. **Answer to Paragraph 25a.** The efficient use of time is an essential to the important tactical principles of the need to seize and maintain the initiative, time is always at premium and the limited amount available must be put to the best possible use by all concerned in the preparation and execution of operation; the drills for these are called battle procedure.

28. **Answer to Paragraph 25b.** The aim of battle procedure is to ensure that soldiers are properly launched into battle as quickly an efficient as possible, knowing their task and the fire support available. It consists of 2 essential states:

- a. The issue of warning order by the commander so that the battalion group may prepare for the operation and move to a suitable essential area whilst reconnaissance is carried out and orders prepared.
- b. The issue of detailed operation orders, reconnaissance by junior commander, and final preparations.

RESTRICTED

29. **Answer to Paragraph 25c.** The main body is divided into the following:
- a. **F Echelon.** The largest echelon, consisting of those men, vehicles and equipments required to fight the battle.
 - b. **A Echelon.** The immediate support required for F Echelon: in mechanized and tank battalions it is split into A1 and A2.
 - c. **B Echelon.** These men and equipments not required in F and A Echelons.
 - d. **Harbour Party.** This is detailed in SOP but only formed when required for a specific task eg. The reconnaissance and planning of a new harbour area. On completion of the task, members rejoin their normal echelons. It will normally be commence by the 2IC and will involve representatives of company groups and specialist sub-units.
30. **Answer to Paragraph 25d.** The composition of any Bn O Group will depend on the Bn grouping and ORBAT but normally will include:
- a. R Group (Bty Comd, TK Coy Comd, Engr Rep, Sp Coy Comd, IO and RSO).
 - b. Coy Comds
 - c. Sp Wpn Pl Comds.
 - d. 2 IC
 - e. Adjt.
 - f. OC Admin.
 - g. RMO.

RESTRICTED

- h. FOOs.
- i. RSM.
- j. Signal Offr.

31. **Answer to Paragraph 25e.** The warning order is the key to efficient battle 105 procedure as it is the executive order which starts the concurrent activity of all groups. It should include:

- a. Description of the task.

reconnaissance will enable him to confirm or modify this plan. It will also help him to identify fleeting opportunities in time to react.

- b. **Quick Reaction.** Speed in the advance is achieved by quick reaction in dealing with the enemy when he is encountered, rather than by haste between contacts. Quick reaction depends on a flexible attitude of mind and a sense of urgency without which a fleeting opportunity will not be grasped in time.

- c. **Maintenance of Momentum.** The following should be borne in mind in order to achieve and maintain momentum:

- (1) **A Sense of Urgency.** A sense of urgency must be instilled into all ranks.

- (2) **Clear Directives.** Subordinate commanders must clearly understand the commander's intention and outline plan.

- (3) **Bold Handling.** Sub-units must be aggressively deployed and risks taken so as to try to keep the enemy off balance and

RESTRICTED

exploit success whenever and wherever it presents itself.

(4) **Anticipation.** There is a need to anticipate future development and requirements including logistic needs.

7. **Comment.** Without information gained from intelligence and forward recce, a unit becomes very vulnerable to ambush and route problems. The initiative passes to the enemy, surprise and momentum are lost, chaos and defeat are likely to follow. The grouping of the forces in an order of march must be such that each part is able to defend itself and deal with anticipated situations without the need for major re-organization.

8. **Composition of Mech Battalion in Advance.** Although it is argued that no standard grouping can be given, the following can be accepted as reasonable:

a. **Advance Guard.** This normally will be a mech coy unless the country is very open and the contact with enemy forces is unlikely, when mech coy or the tank company may be used. Company commander could lead with his tank platoon in open country or when likely-hood of meeting enemy is unlikely. Otherwise the order of march might be:

- (1) Leading platoon. (MPC incl)
- (2) Coy Comd 'R' Group. (FOO incl)
- (3) Engr Recce Party.
- (4) Tank Platoon.
- (5) Mech platoons.

b. **Main Body.** Again this depends on the ground and tactical situation, but the Comd would wish to be well forward though he would

RESTRICTED

not want any part of main body to be closer than a tactical bound behind the Vanguard. A likely order of march might be:

- (1) Second Coy.
- (2) CO's Group.
- (3) Third Coy.
- (4) Balance of F Ech.
- (5) Possibly Rear Guard commanded by OC Tk Coy.

c. **F flank Protection and Forward Protection.** This is a task for Recce and possibly patrols, but must be carefully controlled in order to ensure that they are not mistaken as enemy forces.

SELF ASSESSMENT QUESTIONS (SAQ)

9. In normal circumstances, in all phases of war, what could a B Com reasonably expect to have in the way of support arms placed under his Comd? (For answer look back at Paragraph 4).

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CHAPTER 5

THE ADVANCE AND QUICK ATTACK

INTRODUCTION

1. The aim of this Chapter is to give in outline the general grouping of mechanized infantry in all phases of war and the employment in the advance to contact/quick attack. The chapter also serves as an introduction to following chapters on the Attack, Defence and Withdrawal.

OBJECTIVES

2. On completion of this chapter officers should:

a. **Know.**

- (1) General grouping of a mech infantry in all phases of war.
- (2) Principles of Advance to Contact.
- (3) Types of Advance.
- (4) Action on Contact.
- (5) How to make a quick appreciation.

b. **Understand.**

- (1) Planning for an advance.
- (2) Logistic support for an advance
- (3) Conduct of an advance.
- (4) Requirements for fire support in advance.

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- (5) Learn the meaning of Bounds, Report Lines, Boundary, Bypassing, Envelopment, Encirclement and Turning Movement.

COMPOSITION OF BATTLE GROUPS

3. **Mechanised Battalion.** The Mech Bn is composed of the following sub-units which are integral to it and give it a limited tactical independence:

- a. Three Mech companies.
- b. Mortar platoon of 3 sects each with 2 x mortar.
- c. Anti Tank platoon with 6 guns.

4. **Attachment to Mech Inf Bn.** In order to enable Mech Inf Bn to operate in an hostile environment against other armed forces, formation troops will be allocated to it by the superior Commander. The allocation is a matter for the superior Commander and will from situation to situation depend on his assessment of the operational requirements:

- a. In normal circumstances in all phases of war a Bn Comd could reasonably expect:
 - (1) A company of tank.
 - (2) Battery of Artillery in direct support with its FOOs and the remainder of the Artillery Regiments on call for particular operations.
- b. In the Advance, Defence and Withdrawal a bn might be allocated additionally:

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- (1) A platoon of recce vehs.
- (2) A troop from a Field Engineer Squadron.
- (3) Possibly a light helicopter or support helicopter.

5. **Distribution of Allocated/Attached Troops within a Bn.** This is a matter entirely for the Bn Comd, but it is not unusual for a platoon of tanks and a FOO to be attached to each mech company. In an advance to contact, the leading company may be allocated the Engr recce party and a platoon from a recce bn.

ADVANCE TO CONTACT

6. **Principles.** The normal principles considered for the Advance to Contact are:
- a. **Intelligence.** A detailed plan, supplemented by recce in depth should give the commander the intelligence he needs in order to make his initial plan. As the advance progresses, close
 - b. Earliest time to the move of the main body usually expressed in terms of 'No move before...' "At..hours notice to move from..." And a time is given in each case. A further explanation of warning time is given in Annex C.
 - c. RV and time for the O group.
 - d. Location of the assembly area and timing for the move of the harbour party.
 - e. Regrouping including ETA of units grouped with the battalion group.

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- f. Any limitations on reconnaissance might include a restriction of vehicle movement, the allocation of helicopter; liaison arrangements with units in the area etc.
 - g. Administrative arrangement eg. Feeding an rest, movement o echelons etc. The essentials are those listed at a. to c. and their issue should not be delayed if the rest are lacking.
31. **Answer to Paragraph 25 f.** Sequence of Events for Formal Orders.
- a. O Group RV at the time and place in the Co's warning order.
 - b. Met by the Intelligence officer or a guide, and arrangement made for protection, dispersal and camouflage of vehicles.
 - c. At Battalion level the Intelligence Officer would then brief the O group, help them to mark up their maps with the latest information and when ever possible take to an OP and point out the ground and reference points that the CO will mention in his orders.
 - d. The O group is then seated according to their operational tasks necessary.
 - e. The CO then gives out orders.
 - f. Confirmation notes, fire, plan, radio instructions are issued when necessary.
 - g. Questions and dispersal.
33. **Answer to Paragraph 25g.** The 5 main headings which follow ground are:
- a. Situation.

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- b. Mission.
 - c. Execution.
 - d. Service Support
 - e. Command and Signal.
34. **Answer to Paragraph 25h.** The principles to battle procedure are:
- a. Anticipation at all levels of likely future tasks.
 - b. A thorough knowledge of the grouping system.
 - c. An efficient drill for reconnaissance and the issue of orders.
 - d. Concurrent activity in all groups.
35. **Answer to Paragraph 25i.** The commander must always make a H Hour. He thereby ensures fair distribution of the time available for reconnaissance, planning and orders at each level of command. These timings must then be related to the movement of the main body and adjusted if necessary. The aim must be to allow time, if possible, for the most junior commanders ie. Section commanders to do a reconnaissance before giving out orders. However, the time factor may be so tight that section commanders may have to give their orders while actually on the move.
36. **Answer to Paragraph 25j.** A commander must follow the proper sequence of orders. He will invariably give out the mission, tasks and main content of this orders himself. He may on occasions call on his advisers or staff to give out certain detail so his orders on his behalf but he will normally, if time allows, give the bulk of the orders himself.

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37. Examples are:
- a. Situation paragraphs - Intelligence Officer.
 - b. Fire Plan - Battery Commander.
 - c. Radio Instruction - Signal Officer.
 - d. Movement details - Adjutant.
10. What are the principles for an Advance to contact? (For answer see Paragraph 200).
11. In an advance to contact in close country what order of March might the lading company adapt? (For answer see Paragraph 202a).
12. In an advance to contact with one company up how might the rest of a Bn (the Main Body) be on the move? (For answer see Paragraph 202b).

TYPES OF ADVANCE

13. **Advance to Contact.** The aim of the commander will be to make contact with the enemy as quickly as possible; emphasis will be on wide range reconnaissance on a broad front. Once contact is made, it will be important for the main force to be in a suitable grouping for immediate action.
14. **Advance in Contact.** Contact has been made with the enemy and the commander will be striving to harass the enemy by not allowing him to break contact. In order to achieve this he should be prepared to accept a degree of risk.

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15. **Pursuit.** The enemy has lost the initiative, possibly after a defeat, and is withdrawing off-balance. Initiative, speed and dash will be of paramount importance to the advancing force. Pre-planning, including logistics, will be necessary to ensure that the situation is fully exploited. Whenever possible, deep penetration should be made to disrupt the enemy. Greater risks can, and should be taken in the interest of speed and the need to remain in contact at all times.

PLANNING THE ADVANCE

16. **Planning Considerations.** Success will depend largely on careful planning and the commander's initial orders. Once an advance has started, it will be unusual for a comd to hold formal orders. On the initial planning, there are certain facts that the commander must know. The more important are considered in the following paragraphs:

- a. **Aim.** The aim will affect both grouping and tactics. In particular, the commander must issue a policy on whether or not the enemy is to be by-passed.
- b. **Ground.** To obtain knowledge of the ground a detailed study of maps, air photographs and intelligence reports will be required. Only in this ways can the commander anticipate obstacles, defiles and other ground likely to be defended. Whether the ground is close or open will largely decide the grouping and order of March of the force.
- c. **Enemy.** As much up-to-date information as possible, must be

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obtained about the enemy. This should include:

- (1) Strength.
- (2) Known disposition.
- (3) Likely reactions.
- (4) Morale.
- (5) Equipment.

d. **Air.** Without at least some control of the air space over the axis of advance, an advance by day will be difficult, unless visibility is poor.

e. **Logistic Support.** The success of an advance may often depend upon additional logistic support being made available to the commander. Logistic support can be controlled in the following ways:

(1) **Centralized control.** Centralized control of logistic resources should be retained at divisional level. It may however be necessary in some situations to allot additional logistics in support of forward brigades or battalion groups so as to maintain the momentum of the advance.

(2) **Leap frogging.** Some 'leap-frogging' of logistic units or sub-units may have to be carried out especially in the pursuit. The relocation of certain Army logistic installations may deny them of reasonable range of formation administrative areas.

c. **Bound.** A bound is a tactical feature on or astride the axis, which

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can be held if necessary. Company or battalion groups do not halt on a bound unless ordered to do so. A bound is usually given a nickname. A bound must not be reported as having been reached until it has been cleared or is seen to be clear of enemy.

d. **Report Line.** A report line is usually an easily recognizable feature such as a road, railway, stream or line of high ground. It needs not be of tactical importance but is a simple way by which leading troops report progress. A report line should be given a nickname and should preferably be at right angles to the axis.

e. **Boundary.** A boundary is used to define the responsibilities and direction of advance of leading company or battalion groups.

f. **By-Passing.** In order to maintain momentum of an advance and to keep the initiative, it will often be necessary to by-pass enemy positions. This can be done by:

(1) The leading battalion group or company group leaving the enemy to be dealt with by a depth battalion or company group.

(2) A depth battalion or company group, leaving the leading battalion or company group in contact with the enemy and taking over the lead.

31. The extent to which opposition may be by-passed will vary and will depend upon:

a. The degree to which the enemy being by-passed can continue to

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interfere with the advance.

b. The general state of the battle. If the resistance of the enemy is crumbling greater risks must be taken to penetrate into his rear areas in order to turn any withdrawal into a rout. This means that a more literal by-passing policy will be necessary.

32. It is important that the policy on by-passing is included in formation and battalion group commander's orders. Orders about by-passing will lay down the size of the enemy force which may be by-passed without the authority of the next higher commander. Subordinate commanders make their own plan within the framework of this policy. If a position is to be by-passed:

- a. Precise information (e.g. location and enemy strength) on it must be passed to all concerned including the next higher commander and flanking troops.
- b. The position must be kept under observation.
- c. The enemy must not be able to interfere with the by-passing.

33. When deciding on his by-passing policy, the commander must also detail the formation or battalion group which will assume responsibility for eliminating any position which has been by-passed. The commander must also ensure that his by-passing policy leave discretion to junior commanders to exploit enemy weakness.

FIRE SUPPORT IN THE ADVANCE

34. **Artillery Reconnaissance Party.** Artillery recon party has the task of selecting future gun areas, move well forward with the leading battalion groups but behind the leading company groups.

35. **Artillery Movement.** When a battery is placed under command of a battalion group for movement, the battery commander controls the movement of the guns in order to give continuous support. The battery may move by troops which leap-frog or step-up depending upon the speed of advance.

36. **Mortar Movement.** Mortar sects/pl normally moves so as to be within range of likely targets. They do not normally leap-frog but remain mobile until required for action. From travelling position they can be brought into action within 3 minutes. Position of FOO and MFC must therefore be in the best place to produce this fire, which will be most effective if observed.

- a. Finding gaps in, and routes round enemy positions.
- b. Reporting on areas clear of enemy.
- c. Watching the immediate flanking battalion and company groups.
- d. Liaison with flanking battalion and company groups.

23. **Engineer Reconnaissance Party.** Engineer Reconnaissance Party will normally move well forward within the leading company group to assess engineer tasks which they will report to the Engineer Commander.

24. **Helicopter.** The use of helicopters in the advance can be invaluable and,

where possible, leading battalion groups should be allotted an helicopter.

LEADING AND DEPTH BATTALION GROUPS

25. An advancing force may consist of a number of battalion groups and they will be designated leading or depth battalion groups. Similarly, within leading battalion groups there will be leading and depth company groups.

26. **Broad/Narrow Front.** Operation on a broad front would imply 2 or possibly three battalion groups deployed forward on separate axis. Operations on a narrow front, only one battalion group would be deployed forward. The question of whether a battalion group can operate on a broad front is of course tied very closely to the by-passing policy of the brigade commander, which may require the battalion group commander to have his main strength in depth company groups. A battalion group commander will however, be striving to advance on a broad front with two company groups leading.

27. **Movement.** The essential flexibility in the advance will hinge on a successful movement policy with clear orders understood down the chain of command. Considerable forward planning by the staff will be needed to determine allocations of hides, gun areas, priorities of road movement for bridging equipment etc. There should be no doubt which HQ is controlling each portion of the cleared route and there will be a similar requirement for the coordination of traffic control.

FLANK SCREEN/ GUARDS

28. The task of flank screens is to give warning of an enemy moving against the flanks of an advancing force. The task of a flank guard is to give protection against such a threat. Screen/guard will carry out these tasks by moving on parallel routes to the advancing force or by bequeathing flank approaches.

29. **Composition.** The composition of flank screens and guards will depend upon the threat, the type of advance and the route nature of the country, but will be the minimum compatible with security. They may consist of a combination of the following:

- a. Armoured reconnaissance platoons, although these are more likely to be deployed by formation than battalion group.
- b. Infantry, particularly when moving through close country or defiles or during a dismounted advance.

CONTROL MEASURES

30. The following terms are used in the advance and assist in its control:

- a. **Axis.** This is the general line astride which a battalion or company group moves. It is normally a line drawn on a map to indicate the general direction of advance. There is no requirement to clear the enemy from an axis unless it has been designated a cleared route.
- b. **Cleared Route.** It is normal for a formation in the advance to be given one route to clear. A cleared route is one against which the enemy cannot bring direct fire to bear on own troops. It must be kept clear until

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handed over to another formation. Cleared routes are necessary for the speedy movement of men and supplies and as evacuation routes.

(3) **Topped up.** Units and echelons must start the advance fully 'topped up' and battalion and company group commanders must take every opportunity to replenish with combat supplies. This, and the logistic redeployment already mentioned, will require careful planning and control by the staff and units involved.

SELF ASSESSMENT QUESTION (SAQs)

17. What are the 3 types of advance? (See Paras 13 - 15).

COMPONENTS OF AN ADVANCING FORCE

18. An advancing force will normally consist of an HQ and:
- a. Reconnaissance elements.
 - b. Leading battalion groups or company groups.
 - c. Depth battalion groups or company groups.
 - d. Flank screens or guard.

RECONNAISSANCE ELEMENTS

19. The reconnaissance elements of an advancing force may consist of some or all the following:
- a. Reconnaissance battalion or company.
 - b. Reconnaissance platoon of an Infantry or Tank battalion.

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- c. Engineer Reconnaissance Party.
- d. Helicopters.

20. **Reconnaissance Battalion.** The reconnaissance battalion, which normally forms the basis of any reconnaissance force, may be thickened up with additional reconnaissance elements and/or company groups depending on the frontage to be covered and the terrain. As a guide a reconnaissance battalion can cover up to 4 routes per company. However, it should be remembered that the additional mobility of tracked vehicles gives each platoon greater scope for operating off roads and tracks and route should be considered as an area within troops boundaries. These should also be noted.

42. **Roads and Tracks or Cross Country.** In general, movement by night on roads and tracks is quicker, but runs the risk of meeting the enemy head on at night, if risk is to be minimized, leading company groups should move across country keeping to low ground as far as possible where enemy surveillance devices may be less effective.

43. **Night Fighting Aids.** Night fighting aids includes; lights, radars, night visibility goggles, Illum, hand held search lights and low light image intensifiers.

ACTION ON CONTACT

44. On contact with the enemy, the procedure should be:
- a. Engage the enemy with fire so that those exposed to enemy fire

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can move to a safer position.

- b. Send contact report.
- c. Find the flanks of the position and test the enemy strength.
- d. Manoeuvre to by-pass or attack.

45. **Contact Report.** These reports will be sent as soon as possible, over the radio to the next higher commander. The sequence of reporting is:

- a. The time of contact.
- b. Place of the contact.
- c. Details of the contacts.
- d. What the enemy is doing.
- e. What you are doing about it.

ACTION WITHIN THE COMPANY GROUP

46. Enemy forces will often be faced with the problem of deploying over wide front, with a relatively small force. In this circumstance, there may be opportunity for the advancing troops to outflank the enemy. Outflanking movement includes by-passing, envelopment, encirclement and turning movement.

37. **Engineers.** Many obstacles can be foreseen during the planning stage. Engineer troops, plant, gap crossing equipment and dozers should be so positioned that they are readily available.

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38. **Move of Leading Company Group.** Leading company group will move at best speed and will not employ fire and movement tactics when:

- a. Reconnaissance units are deployed immediately in front.
- b. Contact with an organised enemy is not expected.

39. On all other occasions leading Company groups will move tactically. Gaps between company groups should be such as to allow quick reaction and at the same time leave room for deployment and manoeuvre, preferably out of enemy direct fire weapons and, if possible covered from view of enemy artillery observers.

SAQS

40. Write down the answers to the following questions:

- a. What is Axis?(Anser Para 30a)
- b. What is a Cleared Route? (Answer para 30b)
- c. What is a Bound? (Answer Para 30c)
- d. What is a Report Line? (Answer Para 30d)
- e. What is a Boundary? (Answer Para 30e)
- f. What are the tasks for close recce forces by day and night in an advance to contact? (Answer para 30f)

ADVANCING BY NIGHT

41. **By-passing at night.** Darkness affords the enemy a good opportunity to make a clear break in a withdrawal and it is therefore important that the

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advance should not be held up by an isolated enemy delaying position just before last light. To maintain the necessary momentum and to ensure that contact with the enemy main force is not lost, leading company or battalion group will normally attempt to by-pass opposition. The commander may have to accept degree of risk at night in his by-passing policy. Operating off roads and tracks and route should be considered as an area within troops boundaries. These should also be noted:

- a. The ATGW platoon and surveillance platoon will probably either be kept in reserve for deployment as needed or sent to cover a flank where a tank threat is thought to exist.
 - b. The main task of the reconnaissance battalion in the advance is to locate the enemy forward and main positions. This may involve the by passing of enemy reconnaissance elements and forward positions.
 - c. The battalion will normally be found leading the advance to contact and the pursuit. In the advance in contact, reconnaissance companies should not be required to take on enemy tanks and should only lead the advance in-contact when enemy opposition is expected to be light or there is sufficient room for by-passing a stronger force. When not leading the advance, the battalion is most useful for surveillance and reconnaissance on the flanks.
21. **Close Reconnaissance**. Whether or not a reconnaissance battalion leads an advance, leading battalion group commanders will normally need their own close reconnaissance to give information about the ground and enemy or the

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flanks. A reconnaissance element is needed to give this information. In the advance to contact, if the terrain is sufficiently open, the battalion group commander will push his reconnaissance elements as far forward as possible up to about 5 Km. The reconnaissance element will normally be concerned with battalion group tasks but there may be occasions when the frontage is so wide and axis so far apart that reconnaissance sections may be placed under command of company groups.

22. Tasks for close reconnaissance forces by day and night include:
 - a. Identification and early warning of enemy positions including surveillance devices.
 - b. Reporting on the going and obstacles.

ACTION BY THE BATTALION GROUP COMMANDER

49. When a leading company group has located an enemy which is holding up the advance, the battalion group commander will decide whether to:
 - a. Order the leading company group to put in quick attack or to by-pass.
 - b. Order a depth company group to by-pass and take over the lead.
 - c. Take over the battle himself and put in a quick attack using 2 or more company groups.
 - d. Plan a deliberate attack.

THE QUICK ATTACK

50. The sequence of events at company group level might be:
- a. Quick appreciation by the company group commander.
 - b. Preliminary orders to the FOO so that artillery fire preparations begin in good time.
 - c. Warning order issued by the company group commander.
 - d. Deployment of assaulting troops to the FUP and the movement of supporting troops to position to cover the deployment and give flank protection.
 - e. Orders by the company group commander. Issue or confirmation of fire plan and adjustment of fire by FOOs and MFCs; supporting troops move into position to support the assault.
 - f. The assault.
 - g. The reorganization.
51. As a guide the following timings from contact to H hour should be achieved. With well-trained mechanized troops quicker timings may often be possible:
- a. Company group attack - 30 to 60 minutes.
 - b. Battalion group attack - 60 - 90 minutes.
 - a. **By-passing.** To by-pass, a force moves off its axis, round the enemy and on to a further objective.
 - b. **Envelopment.** This is an outflanking mov which passes round the enemy position to cut off his withdrawal routes and destroy him by

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attacking him from flank or rear. Alternatively this movement may block enemy withdrawal routes while another force attacks frontally.

c. **Encirclement.** This is envelopment from both flanks simultaneously.

d. **Turning Movement.** The outflanking force passes round or through the enemy and established itself deep in the rear. This makes the enemy abandon his positions and attack the turning force on ground more favourable to the latter.

47. **Action by the Company Group Commander.** The group commander will:

a. Co-ordinate the movement of his reconnaissance elements to find gaps round the enemy position and locate other enemy positions. Helicopter sorties may be flown to assist in this.

b. Co-ordinate the fire of troops in contact so as to destroy or neutralize the enemy positions.

c. Manoeuvre supporting troops either to give best possible observation of the enemy position or to try to work their way round one or both flanks.

48. **Achieving Surprise.** At any stage the opportunity may occur for part of the company group to approach the enemy from an unexpected direction to achieve surprise. In these circumstances, success out of all proportion to the numbers involved, may result in bold and immediate assault by the troops on

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the spot overrunning the enemy position straight from their line of approach.

- a. **Assaulting Troops.** These will include infantry and tanks in intimate support to seize the objective. The latter give close, direct aimed fire, particularly, when other forms of fire support have to stop for reasons of safety.
 - b. **Fire Support Troops.** Initially, fire support may be required to cover the move of the assaulting troops to the FUP. Subsequently, it will be needed to give supporting fire during the assault.
 - c. **Flank Protection Troops.** These are necessary to protect the assaulting troops from enemy fire if there is an open flank.
 - d. **Cut Off Troops.** These may be required to engage the enemy withdrawing from the objective.
 - e. **Exploitation Troops.** These will be required to exploit forward of the objective once the attack is successful.
54. **Combination of Tasks.** There will not usually be enough troops for all these tasks, but it is often possible for a tank platoon to do 2 or more tasks. For instance, flank protection or cut off could be combined with exploitation. Assaulting troops could be given a later task of cut off or exploitation.
55. **Warning Order.** As soon as the battalion or the company commander has made a quick appreciation, he will issue a warning order. This warning

order will be issued over the radio.

56. **Action on Receipt of the Warning Order.** On receipt of the warning order:

- a. The assaulting troops will move to the FUP, and meet up if not married up already. The uncertain hazards of war being what they are, it is preferable for the tanks and infantry to have met at any RV further back; so that the tanks lead for the rest of the way to the FUP. The FUP should be in dead ground to the objective and not a likely enemy DF task. If time allows, it is here that tank and infantry platoon commanders finally orientate

QUICK APPRECIATION

52. Once a battalion or company commander has decided to launch a quick attack on an enemy position, he makes an appreciation based on the results of contact actions. A quick appreciation is not an appreciation in the formal sense but is the essential few minutes thought by the commander together with discussion and planning with his advisers leading to a plan of attack, including a fire plan. The following will be included in the quick appreciation:

- a. **Aim.** The aim will be the first priority to decide. There may be a time limitation.
- b. **Factors.** Amongst other factors the following will be considered:
 - (1) **Enemy.** Where he is, in what strength and what he is doing.
 - (2) **Ground.** This should be divided into left, centre, right and enemy rear areas under the following headings:

RESTRICTED

- (a) Approaches.
- (b) Positions for supporting fire.
- (c) Positions for flank protection.
- (d) Obstacles.
- (e) Possible FUPs.

(3) **Time and Space.** The time probably needed for deployment and for movement from likely start lines to the objective should be estimated. This will give H-hour and timings for the fire plan.

- c. **The Plan.** From a consideration to these and other factors, a commander will make his plan.

DEPLOYMENT

53. **Components of the Force.** The Attacking Force will be divided into some or all of the following components: advance will depend largely on the effective use of reconnaissance. Information, even if it is only negative must be passed back quickly and accurately. Finally remember the importance of careful logistic planning and timely re-supply.

SAQ

60. Write down the answers to the following questions:
- a. What is the procedure on making contact with the enemy?
 - b. What is the sequence for a Contact Report? (Answer Para 45).

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- c. What are the components of an attacking force? (Answer Para 53).
- d. What additional tasks might helicopter be used for in the planning phase of a quick attack? (Answer Para 58).

TEN TEST QUESTIONS

61 Give the answer tot he following questions based on this module:

- a. What are the principles for an Advance to Contact?
- b. What is a bound?
- c. What is a report line?
- d. What is a boundary?
- e. In an advance to contact where will the Engr Recce Party be?
- f. On contact with the enemy what should the procedure be?
- g. In a Coy group level what is the likely sequence of events for quick attack?
- h. What factors would normally be along those considered in a quick attack appreciation?
 - a. Themselves on the ground over which they are going to assault.
 - b. Flank protection tanks move into position.
 - c. Available tanks cover the move of the assaulting and flank protection troops.
 - d. FOOs and MFCs complete the adjustment of fire on the enemy position.

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e. The company group commander prepares his orders in conjunction with advisers and joins the assaulting troops in the FUP, where he gives out his orders.

57. **Orders for Quick Attack.** The orders for quick attack are issued over the radio by the company gp commander of the assaulting troops. They will not be repeated at platoon level. Platoon commanders need only give out details of the formation to be adopted by their own sub-units. When verbal orders are given, tank and section commanders if possible should listen to them. Final orders by junior commanders will be completed during the move forward from the FUP.

TASK FOR HELICOPTERS

58. Helicopters are valuable in the planning, deployment and assault phases of a quick attack. In addition to their normal task helicopters would be used to:

- a. Reconnoitre possible FUP and dismounting areas.
- b. Direct assaulting troops to their FUP.
- c. Watch open flank and give warning of any previously unlocated enemy positions.
- d. Help in orientating assaulting troops when map reading is difficult particularly during the approach to the objective.

SUMMARY

59. The commander in the advance should hold the initiative over the enemy

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particularly in the advance in contact and pursuit, when the enemy will be trying to maintain an orderly withdrawal. If he is to retain the initiative, the commander must be prepared to act boldly and must issue clear directives on opportunities as they arise. The success of the

- c. Warning order issued by the company group commander.
- d. Deployment of assaulting troops to the FUP and the movement of supporting troops to position to cover the deployment and give flank protection.
- e. Orders by the company group commander. Issue or confirmation of fire plan and adjustment of fire by FOOs and MFCs. Supporting troop move into position to support the assault.
- f. The assault.
- g. The reorganization.

68. **Answer to Para 65g.** Amongst other factors the following will be considered:

- a. **Enemy.** Where he is; in what strength and what he is doing.
- b. **Ground.** This should be divided into left, centre, right and enemy rear areas considered under the followings:
 - (1) Approaches.
 - (2) Positions for supporting fire.
 - (3) Position for flank protection.
 - (4) Obstacle.
 - (5) Possible FUPs.

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- c. **Time and Space.** The time probably needed for deployment and for movement from likely start lines to the objective should be estimated. This will give H-hour and timings for the fire plan.
69. **Answer to Para 62h.** Components of the attacking force will be:
- a. **Assaulting Troops.** These will include infantry and tanks in intimate support to seize the objective. The latter give close, directly aimed fire particularly when other forms of fire support have to stop for reasons of safety.
- i. What are the components of an attacking force?
- j. What is the sequence of a contact report?

ANSWERS TO THE TEN TEST QUESTIONS

62. The principles for an Advance to contact are:
- a. Information
- b. Surprise/Quick re-action.
- c. Speed/Maintenance of momentum.
- d. Fire Support.
- e. Control and balance.
63. **Answer to Para 65b.** A bound is a tactical feature on or astride the axis, which can be held if necessary. Company groups or battalion groups do not halt on a bound unless ordered to do so. A bound is usually given nickname. A bound must not be reported as having been reached until it has been cleared or

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seen to be cleared of enemy.

64. **Answer to Para 65c.** A report line is usually an easily recognizable feature 128 such as a road, railway, stream or line of high ground. It needs not be of tactical importance but is a simple way by which leading troops report progress. A report line should be given a nickname and should preferably be at right angles to the axis.

65. **Answer to Para 65d.** A boundary is used to define the responsibilities and direction of advance of lading company or battalion groups.

66. **Answer to Para 65e.** Engineer reconnaissance parties will normally move well forward with in the leading combat to assess engineer task which they will report to the engineer commander.

67. **Answer to Para 65f.** The sequence of events at company group level might be:

- a. Quick appreciation by the company group commander
- b. Preliminary orders to the FOO so that artillery fire preparations begin in go time.

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CHAPTER 6

THE DELIBERATE ATTACK

INTRODUCTION

1. The purpose of this Chapter is to deal with all aspects of the deliberate attack but assumes Officers have studied Chapter 4 in detail.

OBJECTIVES

2. On completion of this chapter Officers should:

a. **Know.**

- (1) The 3 important principles of attack.
- (2) The definition of:
 - (a) Assembly Area.
 - (b) Forming up Place (FUP).
 - (c) Start Line (SL).
 - (d) Final Assault Position.
- (3) The 5 phases of an attack.
- (4) How to plan attack.
- (5) How to employ tanks.

b. **Understand.**

- (1) Fire Planning.
- (2) The need to acquire intelligence information.

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- (3) Deployment of units and their equipments.

PRINCIPLES

3. The application of the principles of war to the attack is exactly the same for the quick and deliberate attacks. Helicopters allow more scope for exploiting some of these principles by rapid manoeuvre and redeployment. At battalion group level the 3 most important principles of the attack are surprise, momentum and security.

a. **Surprise.** In any offensive operation the commander will have the initiative in that he can choose the time and the place, and should be able therefore to achieve a measure of surprise. The better organized the defence the more necessary it will be to have a plan to deceive the enemy as to the time and place of the attack. Deception should be planned and designed to mislead the enemy air and ground reconnaissance and his radio and electronic interception units.

b. **Maintenance of Momentum.** The key success in offensive operations is maintaining momentum. This helps retention of the initiative and prevents the enemy from sealing off any initial penetration, from mounting a counter attack and from reforming his reserve.

c. **Security.** Offensive action must be launched from a secured area. It is not essential that it is occupied by own forces, but must be cleared of enemy and so dominated by own fire that it cannot be occupied by the enemy or dominated by his fire. When an objective has been seized, it

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must be secured against enemy counter attack and as platform for the next phase of the operations.

DEFINITIONS

4. Deliberate attacks are those mounted against enemy positions with time for reconnaissance at the lowest level of command. Assaulting troops may have little room for manoeuvre, but this disadvantage is compensated for by weight of fire support from tanks, artillery, aircraft and sometimes ships. Infantry may be on foot, vehs or lifted by support helicopters.

5. The following standard terms apply to all types of attack at battalion group level and are defined as follows:

a. **Assembly Area.** An area where final administrative preparations or regrouping of battalion and company gps takes place before an attack.

It should be:

- (1) Free from enemy ground observation.
- (2) Concealed from enemy visual air reconnaissance.
- (3) Easily accessible.
- (4) If possible out of range of enemy mortars.

b. **Forming Up Place (FUP).** An area to which troops deploy immediately before an attack and in which they may adopt their assault formations. It allows a buffer of time between the move forward and crossing the start line at H-hour. The FUP is occupied for as short a time

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as possible although it is here that final orders or briefings may be given or orientation carried out. It is outside the FEBA. It must be reconnoitered and protected before the assaulting troops move into it. The chosen area should be:

- (1) Easily recognizable.
- (2) Not under direct fire or enemy ground observation.
- (3) Not a known or likely enemy DF target.

c. **Star Line (SL)**. The line which assaulting troops cross at H-hour. It is normally the forward edge of the FUP. It must be easily recognizable and preferably square to the objective. All timings for fire and manoeuvre plans are based on the time troops cross the start line. It must be secured.

d. **Final Assault Position**. An area close to the objective where the assaulting troops, if not already so deployed, adopt their formation for the final assault. It may not be possible to lay down the precise position at orders and is more likely to be indicated by radio or verbally during the attack.

THE DIRECT AND INDIRECT APPROACH

6. It has been observed by some past commanders that they must challenge the enemy strength rather than play on his weaknesses. This is exemplified often by the stereotyped frontal attack on strongly defended positions. On occasions this may be the only possible course, but it should never be chosen if there is a better option. To attack the enemy from some unexpected direction is

generally far more effective.

7. Battalion group commanders will have to decide whether to adopt the direct or indirect approach or a combination of both. The course adopted will depend largely on whether the enemy can be outflanked or infiltrated, and whether there is sufficient depth for manoeuvre.

8. At battalion group level it is difficult to employ the indirect approach if the defender is deployed in positional defence with mutual support, because the defender's flanking or depth positions will catch the attacker in enfilade. However, this may not be the case against an enemy who has adopted a mobile defence.

CONDUCT OF BATTLE

9. The deliberate attack can be divided conveniently into 5 phases although during battle it will not be easy always to distinguish between them. The phases are:

- a. **The Preparatory Phase.** Reconnaissances are completed, warning orders sent out and orders prepared and issued.
- b. **The Deployment Phase.** Troops for the attack regroup if necessary, prepare for action and move to their FUPs.
- c. **The Approach and Assault Phase.** The attacking troops approach their objectives, and assault the enemy defensive positions.

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- d. **The Reorganization Phase.** The attacking troops reorganized in the area of their objective in order to defeat any enemy counter attack.
- e. **The Exploitation Phase.** The attacking troops exploit weakness and destroy any withdrawing en.

LOCATING THE ENEMY

10. Effective planning depends on accurate detailed intelligence of the enemy and his position. The information required to produce this intelligence will include:

- a. Topography including natural and artificial obstacles.
- b. Dispositions including reserves.
- c. Capabilities and likely reactions.
- d. Locations, arcs of fire and ranges of anti-armour weapons, artillery, mortars and machine guns.
- e. Locations, layouts of surveillance and illuminating devices and the design for their employment.

11. The build up of information may take an hour, part of a day or much longer. The information is likely never to be complete but the more accurate the picture of the enemy, the greater the chance of the attack being successful.

12. **Gaining Information.** It is an all arms task to gain detailed information. Contact action will provide certain information but it will be necessary to continue to observe enemy activity over a period to build up the intelligence picture.

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13. **Sources of information.** Sources of information include the following:
- a. Static infantry and artillery OPs.
 - b. Patrols.
 - c. Mobile reconnaissance elements.
 - d. Visual and photographic area reconnaissance.
 - e. Short range and mortar locating radars.
 - f. Gun locating radars.
 - g. Electronic, infra-red, image intensification and audio detection devices.
 - h. Higher HQ.

PLANNING THE ATTACK

14. **Initial Action.** After receiving his orders, a commander should:
- a. Clarify his aim, if necessary, so that he is in no doubt as to his task and about limitations imposed by higher commander.
 - b. Make a quick time appreciation so that he uses the time available to the best advantage. Only in this way will the commander ensure that his subordinates have their share of the time for their reconnaissance, planning and issue of orders.
 - c. Initiate a warning order if this has not been sent already.
15. Once this initial action has been completed, the commander will carry out his reconnaissance and make his appreciation and plan.

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16. **Appreciation.** The commander's appreciation is a process of logical thought leading to a sound plan. At battalion group level it will rarely be written but often it will help to jot down salient points in note form. The commander will discuss the various factors with his advisers from other arms before making the decisions on which the plan will be based. The following are the main points to be decided by the commander as a result of his appreciation.

- a. How to gain surprise.
- b. The phase, grouping and allocation of troops for each phase including flank protection if necessary.
- c. The provision of reserve in all phases.
- d. Method of negotiating obstacles.
- e. Assembly areas, FUPs and Start Lines.
- f. The movement plan including timings and formation support weapons.
- g. The fire plan including aircraft, guns, tanks and infantry support weapons.
- h. The air defence plan throughout all phases.
- i. Reorganization, in particular the plan for moving F echelon transport and support weapons forward.
- j. Exploitation tasks and allocation of troops.
- k. Resupply.
- l. Control of the battle.

EMPLOYMENT OF TANKS

17. **Principles.** Tanks must always fight as formed sub-units, so that the battalion group commander can make best use of their flexibility in each tactical phase. The following principles should be observed in deciding how to make the best use of armour in the attack.

a. Tanks in the deliberate attack will be deployed to give intimate support to the infantry, fire support from a greater distance and provide flank protection.

b. The best fire support that tanks can give to infantry is from static position. However, in order to give direct fire support it is likely that tanks will have to move to forward fire positions during an attack.

c. Some tanks should accompany the infantry to the immediate area of each objective so that intimate direct support is available during the assault phase when other forms of fire support may have had to stop for safety reasons.

d. The majority of the tanks should be released as soon as possible on reorganization so that they are available either to support subsequent phases, or to carry out replenishment and maintenance. Some tanks however, may be required to remain on the objective to provide a framework for anti-armour defence against counter attack.

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18. **Tasks.** The tanks are therefore to:
- a. Destroy enemy weapons, particularly enemy tanks, likely to hold up infantry.
 - b. Support the infantry in seizing objectives.
 - c. Assist in defeat of counter attack.
 - d. Exploit Success.
19. **Infantry/Tank Attack. In Infantry/Tank attack:**
- a. Either tanks or dismounted infantry can lead. The lead may change during the approach or for the actual assault.
 - b. Tanks can move on the same or on a different axis to the infantry.
 - c. There may be occasions (nature of the ground or obstacles), when it is impossible for tanks to move forward. Dismounted infantry must assault en posn without the intimate support of armour although the range and accuracy of tank guns still allow fire support to be given from static positions from the rear or flank.
20. Whichever method is adopted, it is essential that the attacking troops should be able to indicate targets to each other quickly and effectively.
21. Tanks may form or be a part of the components of an attacking force. Some tanks may carry out 2 tasks. For example, tanks in intimate sp of assaulting troops may be used later for exploitation.

THE REORGANIZATION AND EXPLOITATION PHASES

22. **Action on Seizure of Objective.** As each objective is seized:
- a. Company group commanders will prepare immediately to defeat any enemy counter attack.
 - b. The battalion group commanders will carry out the next phase of his plan, which will include exploitation to retain the initiative.
23. **Action by Company Commander.** At the end of the assault, company group commander will:
- a. Send a situation report to the battalion group commander.
 - b. Immediately go round the position to coordinate the defensive layout against both ground and air attack. This will include the selection of tasks for tank platoon, and if possible, the adjustment of DF targets and the planning of additional ones.
 - c. Make arrangement for support weapons to be brought forward and deployed without delay.
 - d. Ensure that digging of position starts at once.
 - e. Send out patrols to give local protection.
 - f. Against an armoured threat, organize the surface laying of protective minefields astride likely approaches.

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24. **Administrative Action.** During this phase there will be opportunities also for administrative action, the drills for which will be laid down in SOPs.

These will include:

- a. Evacuation of wounded prisoners.
- b. Quick replenishment of POL and ammunition.
- c. Repair of equipment.

25. **Action by the Battalion Group Commander.** After the assault phase, the battalion group commander has 2 tasks:

- a. To ensure the security of the captured position.
- b. Planned exploitation and opportunity exploitation whenever the enemy has been forced off balance.

26. **Further Action by the Battalion Group Commander.** In order to carry out these tasks, battalion group commander will:

- a. With his advisers, coordinate the ground and air defence of the position.
- b. Employ his reconnaissance forces both on the ground and in the air to provide information about the enemy.
- c. Provide and deploy mobile, hard-hitting forces for exploitation task.
- d. Ensure that further action is not delayed by want of supplies.

27. **Speed.** Speed is the key to success in exploitation because time will allow the enemy to regroup, regain his balance and counter attack. Therefore, the task of the exploitation force is to prevent the enemy from reorganizing his

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forces or conducting an orderly withdrawal. Objectives will be chosen either laterally or in depth and calculated risks should be accepted in order to maintain speed.

SELF ASSESSMENT QUESTIONS (SAQs)

28. Write the answers to the following questions.
- a. What are the 3 important principles of attack? (Answer - Para 3).
 - b. What is:
 - (1) An Assembly area? (Answer - Para 5a).
 - (2) A forming Up Place.
 - (3) A Start Line? (Answer - Para 5c).
 - (4) A final Assault position? (Answer - Para 5d).
 - c. What are the 5 phase of an attack? (Answer - Para 9)
 - d. What are the main points to be decided by the commander as a result of his appreciation? (Answer - Para 16).
 - e. What are the tasks for the tanks? (Answer - Para 18).

THE FIRE PLAN

29. **General.** Without effective neutralization of enemy indirect and direct fire weapons, it may not be possible for assaulting forces to reach their objectives without unacceptable casualties. For this reason it is essential that the best use is made of all available fire support weapons. The battalion group commander does this by making a fire plan.

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30. **Timings.** Indirect fire weapons and FGA will normally fire in accordance with a timed programme. The programme is easy to modify so that leading troops can get as close as possible to their objective, consistent with safety, before the fire is lifted. Direct fire weapons are used primarily for intimate support of assaulting troops; they may be used on the timed fire plan, during the initial approach from the start line, against forward slope enemy positions or pinpoint targets. If the battalion group commander is not prepared to commit himself to particular timings for all or some of the targets, they can be on call. Defensive fire targets are always on call.

31. **Fire and Ammunition Availability.** As a general principle, fire units should be concentrated into a few targets rather than scattered over a large area. The number of fire units and ammunition available are factors that the battalion group commander will take account of when making his plan. A shortage of either may preclude a frontal assault. A shortage of ammunition may influence the commander towards a cover from the start line, albeit longer and more difficult than a direct open approach

32. **Deception.** Deception measures in the fire plan will be part of the battalion group commander's deception plan. Examples of how this may be achieved are:

- a. Pauses in the fire plan.
- b. Dummy runs by FGA aircraft.

33. **Deployment of Fire Units.** All fire units are deployed to support the attack with the minimum of movement. Artillery must be able to support the

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attack, reorganization, exploitation and any enemy counter attack, with minimum of movement. Infantry and armour supporting fire weapons are brought to the new position as soon as possible ready for exploitation and enemy counter attack.

34. **Employment of Observers.** In the deliberate attack, observers may be deployed to:

- a. Provide continuity of observation and to adjust fire from static OPs.
- b. Move forward with the attacking troops in order to deal with unexpected targets, request modification of the fire plan if necessary and to pass back information.

35. **Factors Affecting Deployment of Observers.** The tactical plan, the ground and visibility will dictate the best deployment of observers and the way FOOs and MFCs should move. They can move either by bound or with coy gp. At night they should move with the company group.

ENGINEER TASKS

36. **General.** Engineer tasks are planned as part of the operational plan for the attack. A battalion group may have field and/or mechanized engineers in support or under command and the battalion group commander will be advised by the engineer squadron or troop commander. Time must be allowed in the planning stage for reconnaissance and the provision of stores, plant and

equipment.

37. **Primary Tasks.** These include:

- a. Opening, developing and maintaining routes.
- b. Crossing all types of obstacles including breaching minefields.
- c. Assault and demolition of concrete obstacles and bunkers.

38. **Secondary Tasks.** These include:

- a. Defensive works and mine laying to assist in defeating counter attacks.
- b. The hasty preparation of helicopter landing sites.

AIR SUPPORT

39. **General.** Although aircraft may be called upon to carry out any of their normal tasks the emphasis in a deliberate attack is likely to be on observation, reconnaissance and limited logistic support.

40. **Observation and Reconnaissance.** Helicopter can help to acquire information on enemy dispositions and defences prior to the attack. During the assault, they could be used as air OPs to adjust fire, and observe to the flanks, particularly on the movement of enemy reserves.

41. **Units Logistics Support.** During reorganization the logistics utility helicopters may be used to move forward support weapons and ammunition. Returning helicopters may bring back casualties or important prisoners.

F ECHELON T RANSPORT

42. The composition, control and movement of F Echelon transport is largely an infantry problem. This is because the infantry is the only arm which may have to fight separate from its vehicles and yet depends upon those vehicles as much as any other arm for replenishment and for the carriage of heavier equipment and weapons. And added complication is when infantry rely on wheeled vehicles, which cannot follow the path of a dismounted infantry.

43. F Echelon comprises those vehicles carrying weapons, equipment, ammunitions and stores without which it is impossible for the infantry to continue to fight. In the attack they must reach the objective as soon as it has been cleared.

44. There are many difficulties, which can delay or prevent the arrival of F Echelon transport. The most common are:

- a. Obstacles between the start line and objective.
- b. Loss of direction due to darkness and poor traffic control
- c. Enemy interference by aircraft, shelling, mines and ambushes.

45. Battalion groups should cover the compositions, control and movement of their F Echelon transport in SOPs. The system adopted should be flexible, but should be understood thoroughly and well practised.

46. **Composition, Grouping and Command.** The number of vehicles in F Echelon will vary between battalion groups and for different operations. The

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vehicles should be split into company group packets, each of which has a commander. Loading is company group responsibility. The movement of the F Echelon transport group will be the responsibility of the battalion group HQ. Company group packets may be commanded by an officer, a warrant officer, or the SNCO travelling with the support weapons.

47. **Movement.** F Echelon transport will move to an F Echelon vehicle park which will be near the assembly area. If possible a separate commander should be found for this park which should:

- a. Have a reasonably firm standing.
- b. Have sufficient space for forming up.
- c. Have good entry and exit routes.
- d. Provide concealment from ground and air observation.
- e. Be out of enemy direct observation.
- f. Not be an obvious artillery target.

48. **Vehicle Park Communication.** It is essential that the park remains in radio contact with the battalion group commander who will give the order for the company group packets to move forward. The commander will order the move forward as soon as his battalion group or individual company groups are formed up and the routes are clear. In deciding when to give the order, he will be governed also by:

- a. The need to get anti-tank guns, mortars, defence stores, and replenishment ammunition forward.
- b. The need for better communication and serviceable vehicles.

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c. The danger of allowing soft skinned vehicles to become involved in the battle.

49. **Timings for the Move of Company Group Packets.** The timings for the move forward of the company group packets are critical and a correct solution is not easy. Their timely arrival is essential operationally and also raises morale, but to arrive too early may result in their loss or may be an encumbrance to soldiers still fighting. An intermediate position, known as a vehicle waiting area, will normally be used to assist control.

50. **Protection.** The protection of the echelon is important, from shelling, air activity and ground attack by ambush and patrols. Spacing minimizes damage from shelling and air activity but increases the navigation problem. All members of the echelon should be ready for an ambush and should be practised in anti-ambush drills. Alertness is essential and, if the danger of ambush is really great, an escort may be needed for the protection of the echelon.

51. **Reception and Dispersal.** Just short of the objective, release point should be established, to which all packets report. An officer or the RSM should be in charge of this point which should be easily recognized. It is here that packets are met by company group guides to lead them forward to their positions. If only one company group guide meets the packets at the release point, it will be necessary to have further guides at company group HQ to meet anti-tank gun detachments and guide them to their positions.

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52 **Traffic Control**. Radio communication will be required between the release point, the vehicle waiting area and the F Echelon vehicle park. In addition the route may be patrolled.

TASKS FOR HELICOPTERS

53. There are various types of attack Helicopters in use in the NA. It includes AH 64 A Apache, AH-IS Cobra, AH IW Super Cobra and UH 60 A Black Hawk. Their tasks in an attack will include the following:

- a. Provide a platform for tactical recce.
- b. Surveillance for ground and air manoeuvre.
- c. Counter enemy armour and to influence other tactical situations.
- d. Provides a capability to direct supporting fire and target acquisition.
- e. Movement of personnel and material.
- f. Vehicle for commanders in the attack.

SUMMARY

54. No matter how good the planning for an attack, the will and desire to get on and succeed in spite of opposition and casualties must be in the mind of soldiers and commanders alike. Commander must provide the sense of urgency and to do this they must place themselves well forward where they can see and act quickly to seize opportunities.

Annexes:

- A. Diagrammatic deployment for the Attack.
- B. Example of Battle Procedure Timings for a Battalion group Deliberate Attack.
- C. Diagrammatic Layout of a Dismounted Infantry Attack Supported by Tanks.

SELF ASSESSMENT QUESTIONS

55. Write out the answer to the following questions:
- a. What are the most important points which have to be considered when deploying fire units? (Answer - Para 33).
 - b. What are the primary engineer tasks? (Answer - Para 37).
 - c. What are the most common difficulties which delay F Echelon Transport? (Answer - 44).

TEST QUESTIONS

56. Give the answers to the following questions:
- a. What are the 3 most important principles of the attack?
 - b. Where should assemble area be?
 - c. What is a FUP?
 - d. What are the important points about a SL?

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- e. What is a final assault Position and if its position cannot be precisely indicated at orders, how is it likely to be indicated?
- f. What are the 5 phases of an attack?
- g. What information is required if effective planning is to be based on good intelligence?
- h. What are the points to be decided by a commander following his attack appreciation?
- i. What are the tasks for the tank in an attack?
- j. What are the Engineers':
 - (1) Primary tasks in attack?
 - (2) Secondary tasks in an attack?

ANSWERS TO TEN QUESTIONS

57. **Answer to Para 56a.** At battalion group level the 3 most important principles of the attack are surprise, momentum and security.

a. **Surprise.** In any offensive operation the commander will have the initiative in that he can choose the time and the place, and should be able therefore to achieve a measure of surprise. The better organized the defence the more necessary it will be to have a plan to deceive the enemy as to the time and place of the attack. Deception should be planned and designed to mislead the enemy air and ground reconnaissance and his radio and electronic interception units.

b. **Maintaining the Momentum.** The key to success in offensive operation is maintain momentum. This helps retention of the initiative and

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prevents the enemy from sealing off any initial penetration, from mounting a counter and from reforming his reserve. The methods by which momentum can be achieved are outlined below:

- (1) Clear orders.
- (2) Mobility and Speed.
- (3) Balance.
- (4) Good Communication.
- (5) Sound administration.

c. **Security.** Offensive action must be launched from a secure area. It is not essential that it is occupied by your own forces, but it must be clear of enemy and so dominated by our own fire that it cannot be occupied by the enemy or dominated by his fire. When an objective has been seized, it must be secured against enemy counter attack and as jumping off point for the next phase of the operation.

58. **Answer to Para 56b.** An assembly area for an attack should be:

- a. Free from enemy ground observation.
- b. Concealed from enemy visual air reconnaissance.
- c. Easily accessible.
- d. If possible out of range of enemy mortars.

59. **Answer to Para 56c.** A forming Up Point (FUP) is an area to which troops deploy immediately before an attack and in which they may adopt their assault formation. It allows a buffer of time between the move forward and

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crossing the start line at H hour. The FUP is occupied for as short a time as possible although it is here that final orders or briefings may be given or orientation carried out. If it is outside the FEBA it must be reconnoitered and protected before the assaulting troops move into it:

- a. Easily recognizable.
- b. Not under direct fire or enemy ground observation.
- c. Not a known or likely enemy DF target.

60. **Answer to Para 56d.** The important points of a Start Line (SL) are:

- a. Normally forward edge of FUP.
- b. Square of objective.
- c. Recognizable
- d. Line which Assaulting Troops cross at H Hour.
- e. Must be secured.

60. **Answer to Para 56e.** The Final Assault Positions is an area close to the objective where the assaulting troops, if not already deployed adopt their formation for the final assault. It may not be possible to lay down the precise position at orders and it is more likely to be indicated by radio or verbally during the attack.

61. **Answer to Para 56f.** The deliberate attack can be divided conveniently into 5 phases although during battle it will not be easy always to distinguish between them.

- a. **The Preparatory Phase.** Reconnaissance are completed, warning orders sent out and orders prepared and issued.

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- b. **The Deployment Phase.** Troops for the attack regroup if necessary, prepare for action and move to their FUPs.
 - c. **The Approach and Assault Phase.** The attacking troops approach their objectives and enemy defensive positions.
 - d. **The Reorganization Phase.** The attacking troops reorganize in the area of their objectives in order to defeat any enemy counter attack.
 - e. **The Exploitation Phase.** The attacking troops exploit any enemy weakness and destroy any withdrawing enemy.
62. **Answer to Para 56g.** Effective planning depends on accurate and detailed intelligence of the enemy and his position. The information required to produce this intelligence will include:
- a. Topography including natural and artificial obstacles.
 - b. Dispositions including reserves.
 - c. Capabilities and likely reactions.
 - d. Locations, area of fire and ranges of anti-air weapons artillery, mortars and machine guns.
 - e. Locations and layouts of surveillance and illuminating devices and the design for their employment.
63. **Answer to Para 56h.** The following are the main points to be decided by the commander as a result of his appreciation:

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- a. How to gain surprise.
 - b. The phases, grouping and allocation of troops for each phase including flank protection if necessary.
 - c. The provision of reserve in all phases.
 - d. Method of negotiating obstacles.
 - e. Assembly area, FUPs and Start Lines.
 - f. The movement plan including timings and formation for each phase, boundaries, bounds and report lines.
 - g. The fire plan including aircraft, guns, tanks and infantry support weapons.
 - h. The air defence plan throughout all phases.
 - i. Reorganization, in particular the plan for moving F echelon transport and support weapons forward.
 - j. Exploitation tasks and allocation of troops for them.
 - k. R supply.
 - l. Control of the battle.
64. **Answer to Para 56i.** The task for tanks are therefore to:
- a. Destroy enemy weapons, particularly enemy tanks, likely to hold up infantry.
 - b. Support the infantry in seizing the objective.
 - c. Assist in the defeat of counter attacks.
 - d. Exploit success.
65. **Answer to Para 56j.** Engineer tasks are planned as part of the

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operational plan for the attack. A battalion group may have field and/or mechanized engineers in support or under command and the battalion group commander will be advised by the engineer squadron or troop commander. Time must be allowed in the planning stage for reconnaissance and the provision of stores, plan and equipment. The tasks are grouped into 2 categories as follows:

- a. **Primary Tasks.** These include:
 - (1) Opening, developing and maintaining routes.
 - (2) Crossing all types of obstacles including breaching minesfields.
 - (3) Assault demolition of concrete obstacles and bunkers.

- b. **Secondary Tasks.** These include:
 - (1) Defensive works n minelaying to assist in defeating counter attacks.
 - (2) The hasty preparation of helicopter landing sites.

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CHAPTER 7

THE DEFENCE

INTRODUCTION

1. The battalion is capable of conducting a defence as part of a larger force or occasionally in an independent or semi-independent role. The battalion mission in defence is to repel and destroy the enemy by fire, close combat and counter attack. Conditions of terrain and climate as well as intensities of warfare dictate modification of techniques and procedure for defence. However, the doctrine for defence remains the same.

2. The battalion capabilities are dictated by additional resources attached to it, placed in support of it, or otherwise made available. Methods of conducting the defence are based upon the capabilities of organic, attached and supporting elements.

3. The doctrine of defence envisions the use of security forces for early warning and delay. It could also be employed to deceive and disorganised forward defensive area, repel the attacker and develop the situation. A reserve force is also maintained to eject or destroy the attacker by offensive action thereby regaining the initiative. Commanders should therefore capitalize on mobility, firepower, and offensive action in the defence to retain or regain the initiative, to deny the attacker a decisive objective, to avoid becoming fixed and destroyed, and to destroy the enemy by firepower and manoeuvre.

OBJECTIVES

4. On completion of this chapter officers should:
 - a. **Know:**
 - a. The purpose of defence.
 - b. Types of defence.
 - c. The principles of defence.
 - d. Conduct of a defensive battle.
 - e. Planning of a defensive position.
 - f. The role of covering fire.
 - h. The main terms related to defence.
 - i. Defence against air attack.
 - b. **Understand:**
 - a. The concept of defence.
 - b. The battle appreciation for defence.
 - c. The battle procedure for the occupation of a defensive position.
 - d. Anti armour defence.
 - e. The use of obstacles.
 - f. Fire plan in defensive operations.
 - g. Command and control in defensive battle.

THE PURPOSE OF DEFENCE

5. The purpose of defensive operations includes:

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- a. Develop more favourable conditions for subsequent of defensive action.
- b. Economize force in one area to apply decisive force elsewhere.
- c. Compel an enemy force to mass.
- d. Destroy or trap a hostile force.
- e. Deny an enemy entry into an area.
- f. Reduce the enemy's combat power with minimum losses to friendly forces.

TYPES OF DEFENCE

6. There are 2 types of defence, these are positional defence and mobile defence:

a. **Positional Defence.** The best type of defence is provided when the front obstacles and any vital ground can be covered from mutually supporting fire positions with further positions in depth and with mobile reserve at hand for support. The enemy is defeated as he struggles to break into mutually supporting positions and by the use of mobile reserves, this is known as positional defence and most grounds are suitable for it.

b. **Mobile Defence.** Mobile defence will be employed in areas such as jungles, desert and wide flat stretches of open plains and arctic snow where positional defence will be difficult if not impossible. This is the defence of a selected area of considerable depth in which the enemy is defeated by fire and manoeuvre. It is implicit in this form of defence that

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the enemy is first encircled and contained and is then destroyed so that control of the selected area is regained. Mobile defence requires a degree of mobility at least equal to if not greater than that of the enemy.

CONCEPT OF DEFENSIVE BATTLE

7. In planning a defensive battle, a commander must be quite clear about his mission and must then carry out a broad appreciation to determine the type of battle that he may have to fight. Thus, for instance, if he is defending against mechanized forces, the key of his defence will be obstacles and anti armour plan ie sufficient tanks and other anti tank weapons.

PRINCIPLES OF DEFENCE

8. In addition to the fundamental principles of war, the Commander in making his plan should bear in mind the following principles:

- a. He must select and hold the vital ground.
- b. He must achieve depth within his position.
- c. Defended localities must give each other mutual support.
- d. He must have all round defence within his area of responsibility.
- e. He must conceal the position.
- f. He must keep a reserve.

9. **Vital Ground.** Vital ground is ground of tactical significance that its loss will make the defence of an area impossible. If lost and the defence is to continue must be retaken. It is normally selected by a formation Commander

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although it may sometimes be necessary for unit commanders to select their own vital ground. It will be necessary to place a battalion or company group on the vital ground itself. Troops placed on the vital ground are not reserve, since their commitment elsewhere would risk the security of the vital ground.

10. **Important Ground.** Important ground is ground, which is highly desirable rather than essential to hold. Though it will not be abandoned lightly, steps will be taken to recapture it by immediate counter attack if it can be done without committing too much of the reserve. A Commander must be prepared to concede it provided the enemy has paid a significantly high price. Normally it will be found that important ground controls the approaches to the vital ground. A formation or battalion group commander will select his own important ground.

11. **Depth.** Battalion and companies must deploy their forces in depth. This is necessary to:

- a. Block gaps between forward positions.
- b. Surprise the attacker.
- c. Absorb the enemy's momentum.
- d. Contain penetration until it is destroyed by counter attack.

12. **Mutual Support.** Sub units must be capable of producing fire on the front, flanks or rear of their neighbouring sub units. Tanks and anti armour weapons must be sited so that they are mutually supported by at least one other source of antiarmour fire. The minimum overlapping and interlocking acceptable within a battalion group is:

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- a. Between sections- FN overlaps.
 - b. Between platoons- GPMG overlaps, FN interlocks.
 - c. Between companies- MMG overlaps, GPMG interlocks.
 - d. Between battalions- mutual support may only be possible by overlap of tanks, motar and MMG fire even this will often not be possible.
13. **All Round Defence.** A battalion commander must lay out his area to repel attack from all likely enemy lines of approach. Sub- units must be prepared to fight in any direction in an emergency, although they will normally concentrate on the most likely tasks.
14. **Concealment.** The defensive layout must be concealed from both ground and air observation. Concealment is necessary to provide both protection and surprise. Concealment policy will be laid down by the formation Commander. Interpretations of this within the battalion will require specific instruction on:
- a. Sitting and preparation of positions and minefields.
 - b. Movement and track discipline.
 - c. If the enemy has air superiority, movement, digging and replenishment will be restricted by day except under cover.
15. **Reserve.** A reserve is required to meet the unexpected, and for counter penetration task. At battalion level and below it may not always be possible to nominate specific sub- units as a reserve. Depth sub- units can however in addition to their depth task be earmarked for possible counter attack tasks, and have their APCs with them or close by.

SEQUENCE OF EVENTS

16. The following sequence should be followed during the defence planning stage:

- a. Assessment of the aim and consideration of the actors, including a map appreciation.
- b. Ground recce.
- c. A plan.

THE APPRECIATION

17. **Aim.** This will reflect the Brigade Commander's aim and will normally be based on denying the battalion group's area of responsibility to the enemy.

18. **Factors.** The most likely factors to be considered are:

a. **Enemy Threat.** Considerations will be made amongst others on:

- (1) Composition.
- (2) Tactics.
- (3) Weapon capabilities.
- (4) Air situation.
- (5) Chemical threat.

b. **Ground.** Consideration, which leads to deduction on possible areas for sitting defensive positions and artificial obstacles should include:

- (1) What ground must be held?
- (2) Approaches.

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(3) The suitability to the defender for concealment, mutual support and field of fire of the various reserve or forward slope positions available.

c. **The Assessment of Tasks.** This is the stage in the appreciation where the weapons and troops are related to the enemy threat and to the ground and is the stage in which possible outline plan take shape.

d. **Time and Space.** The time available, air threat, to the process of movement to the position and to the amount of preparation required, will lead to deductions on the priorities of work etc.

19. **Course.** The CO decides his course of action.

20. **Plan.** The CO begins to plan and open the defence.

GROUND RECCE

21. At the end of his map appreciation, the battalion commander will plan his ground recce to make best use of the time available. During the recce, the commander will confirm whether or not his map appreciation was sound. Therecce may be undertaken on foot, in vehicles or by helicopter, but what ever method is used, the commander should at all times take the minimum time in ground recce for himself so as to leave sufficient time for detailed recce by his subordinate commanders.

PLANING A DEFENSIVE POSITION

22. With the principles of defence in mind, a commander will start to plan his defence. He will be influenced by the type of battle he has to fight and by his consideration of the vital ground. Assuming that he was concerned with an enemy mechanized threat, his sequence of planning might be:

- a. Determine in outline his obstacles and anti armour plan in relation to the vital ground.
- b. Think 2 down and consider what areas of ground should be held as platoon localities bearing in mind:
 - (1) Vital ground should be held
 - (2) Important ground should be denied to the enemy.
 - (3) The need to position anti armour and anti personnel direct fire weapons to cover likely armour and infantry approaches.
 - (4) The need for mutual support between localities.
 - (5) The need for depth.
- c. Reconcile this with the number of platoons available and the need to keep a reserve.
- d. Group these localities into company areas of responsibility.
- e. Consider his indirect defensive tasks in relation to likely enemy approaches and the locations for mortars and MMG.
- f. Consider his surveillance plan for Ops, radars and patrols both by day and by night.
- g. Consider the location of his HQs; both Main and should he need to

RESTRICTED

move forward, his Tac HQ.

h. Consider the composition, location and tasks for his reserve.

i. Consider the position of F Echelon transport (ie primarily the APCs) and the location of A1 Echelon.

J. Consider the priority of work for occupying the position in relation to the time available.

23. Planning will be carried out by the battalion commander or company commander acting jointly with his advisers.

COVERING FORCE

24. The term “Covering Force” is reserved for those covering troops established by the highest tactical Comd to provide security for his main force. The covering force as described below will usually be called upon to carry out screen tasks, but may in addition be called upon to act as a guard. The composition and task of the covering force are as follows:

a. **Screens.** That part of the covering force, which is deployed with the primary task of observing, identifying and reporting on enemy movement across the front is described as the Covering Force Screen. It is a task best carried out by recce forces, such as an armoured recce bn, supported by artillery and engineer units/elms.

b. **Guards.** That part of the covering force, which is deployed with the primary task of delaying the enemy for a specific period, in addition to

RESTRICTED

observing and reporting on enemy movement in its area is described as the Covering Force Guard. It may consist of elements of infantry, armour, artillery and engineers. Its strength and composition is dependent on the degree of delay, which has to be imposed.

BATTLE PROCEDURE

25. The battle procedure for the occupation of a defensive position is just as important as it is for any other phase of war. Unless the proper sequence of action is followed time will be wasted. The aim must be for every soldier to start work on his particular task as soon as he arrives on the ground without last minute changes or adjustment. The possible sequence of action is:

- a. Warning Orders from brigade.
- b. Preliminary Orders to battalion.
- c. Brigade Orders group.
- d. Battalion commander's map, time appreciation, warning orders and reconnaissance.
- e. Battalion commander's preliminary orders.
- f. Company commander's reconnaissance during which battalion commander visits to coordinate plans.
- g. Company commander's preliminary orders.
- h. Platoon commander's reconnaissance.
- i. Battalion commander's confirmatory orders.
- j. Company commander's confirmatory orders.
- k. Platoon commander's confirmatory orders.

CHOICE OF POSITION

26. The following factors will influence the choice of positions:
- a. The principles of defence.
 - b. The need to hold vital ground.
 - c. The need to cover enemy approaches.
 - d. The need for anti -armour weapons to be sited in defended localities and protected.
 - e. The importance of concealment.
 - f. The need to cover obstacles with fire.
 - g. The pros and cons of forward and reverse slope positions.
 - h. The suitability of position for defence at night.

STAGES

27. The conduct of the defence is best considered in four stages as follows:

- a. The occupation of the position.
- b. The preparatory stage, before the enemy closes up to the position.
- c. The enemy assault.
- d. The counter attack.

28. **Occupation.** It is only after his troops are on the ground that the commander can finally co-ordinate his defensive lay-out. This requires his personal inspection and checking of:

- a. Company positions including the sitting of support

RESTRICTED

weapons, co-ordination of anti tank layout and of MMG tasks.

- b. Artillery and Mortar tasks including where possible, their registration.
- c. Obstacles and their related covering fire tasks.
- d. All administrative arrangements.
- e. Communications.

29. **Preparation.** Throughout this stage work on improving and strengthening the positions will continue. At the same time, by the aggressive use of patrols, snipers and harassing fire:

- a. Morale will be maintained.
- b. The enemy will be prevented from reconnitting the position.
- c. His plans for attack will be disrupted.
- d. Information will be obtained of the enemy's intention.
- e. The commander will retain the initiative.

30. **The Enemy Assault.** The enemy may assault by day or by night. He may use stealth smoke or a preliminary bombardment. Whatever his method and preliminary activities; OPs, patrols and warning devices will disclose his intentions. His attack will then be broken by:

- a. Artillery and mortar fire.
- b. MMG and anti tank fire in conjunction with mines, booby-traps and wire.
- c. Grenades and the bayonet.

RESTRICTED

31. **The counter attack.** Reserve of infantry and tanks at battalion and brigade levels will be positioned and prepared to take instant action in conjunction with a pre planned fire plan to drive out the enemy by immediate local counter attack. For this purpose, troops of tanks may be located in the battalion area. There are 2 types of counter attack:

- a. **Immediate.** This is mounted as quickly as possible before the enemy has time to reorganize from within battalion resources.
- b. **Deliberate.** Conforms to a deliberate attack and is mounted by other forces held in reserve for the task.

PRIORITY OF WORK

32. The priority of work for constructing the position follows from the commander's time appreciation. The time available is normally limited and unless priorities are laid down by the commander, best use cannot be made of the time available. The priorities will vary but will be based on the following factors:

- a. The threat.
- b. Ground.
- c. Time available.
- d. Resources.

33. The major task that must normally be carried out are shown below. It is not based on priority:

- a. Digging fire trenches.

RESTRICTED

- b. Mining.
- c. Digging shelter trenches.
- d. Wiring or producing local obstacles, eg thorn bushes.
- e. Clearing fields of fire.
- f. Digging in tanks and APCs.
- g. Digging latrines and refuse pits.
- h. Assistance to support weapon detachments.
- i. Digging command posts, or command APCs.
- j. Reconnaissance of counter- attack and counter penetration routes.
- k. Camouflage.
- l. Familiarization to the ground.

ANTI ARMOUR DEFENCE

34. The anti armour defence is based on:
- a. The higher formation anti tank plan designed to canalize and destroy attacking enemy tank and APCs.
 - b. The sitting of the whole range of anti tank weapons available to the battalion group in conjunction with the minefield and obstacle plan.
35. Armour will normally provide the basis of the anti armour force. A significant proportion of the armour available should normally be kept concealed in reserve so that it can use its mobility to manoeuvre against an enemy armoured threat.
36. All anti armour weapons must be dovetailed together to form a

comprehensive anti armour defence by day and night. For example, when a full range of weapon is available, their deployment should enable them to engage target to the front, flanks and depth at all battle ranges.

37. **Obstacles.** Obstacles, which may be natural or artificial, are used to channel or canalize the enemy into a killing ground where he may be destroyed. An obstacle must be covered by fire preferably direct fire if possible. The aim is to prevent the enemy reconnoitering and crossing them unopposed. They should be considered in relation to the likely approaches, and are essentially natural or man made features likely to slow down an enemy advance. Their utilization is an integral part of the anti armour plan.

a. **Natural obstacles.** The best and most economical obstacles are natural ones, which can be further improved if time, effort and stores are available. Gaps can be filled by mines or other suitable artificial obstacles.

b. **Artificial obstacle.** Mines are the most commonly used artificial obstacle although others such as ditches, barriers etc should not be disregarded.

38. **Demolition.** The problems for an attacking enemy can be greatly increased by the use of demolitions which may include in addition to bridges, culverts etc, cratering of roads, tree felling, and any other means to restrict the ability to manoeuvre.

RESTRICTED

39. **Protection.** In order to make the best use of their range it is often necessary to site anti armour weapons where they could be vulnerable to enemy tank hunting or other patrols, especially at night. They must always be given adequate protection by infantry on the ground.

40. **Coordination.** When the commander has completed the framework of his anti armour plan, coordination is required to ensure that all the enemy approaches are covered, and that best use is being made of the weapons and obstacles available to him. The following points are important:

- a. The weapons and obstacles are sited in relation to the killing grounds.
- b. Obstacles are covered by fire.
- c. Arcs of fire are coordinated.
- d. Weapons are sited in depth, and mutual support is achieved.

FIRE PLAN

41. A carefully coordinated fire plan involving not only artillery but offensive air support, armed helicopters, tank armament and infantry support weapons will weaken the enemy attack before his assault. It will help to destroy him during the attack. To ensure that each weapon is used to its best advantage, coordination is required at every level of command.

42. The battalion commander is responsible for the whole tactical plan, which includes the fire plan. His BC, normally the commander of the direct support battery is responsible for giving technical advice, co-ordinating all

RESTRICTED

types of fire support, implementation of the fire plan and execution. The fire plan must be co-ordinated with cane and should involve artillery, guns, tanks, 81mm mortar, GPMG (SE) and close air support if available.

43. The CO will select DF tasks in consultation with the BC. The number of DF tasks will vary with the ground and with the detailed requirement of company group commanders, but will usually be in the number of not more than 8 artillery and 15 mortar close DFs (including one FPF) for each direct support battery and mortar section. The CO may recommend DF tasks in depth; these are, finally decided and co-ordinated by the brigade commander. Note that for a final protective fire (FPF) all guns of a battery are laid on the DF targets when not engaged.

THE SURVEILLANCE PLAN

44. The battalion commander makes his surveillance plan within the framework of the brigade surveillance plan. His plan integrates all combat surveillance resources, including any screen or guard, he may deploy observation posts, listening posts, air recce plan and night fighting aids. The surveillance plan should ensure that an enemy force cannot enter a bn gp's area of responsibility without early detection. The surveillance plan includes:

- a. **Night Visibility Plan.** The Night Visibility Plan (NVP) coordinates the use of electronics devices, active systems and white light at night and in period of reduced visibility. The plan must take

RESTRICTED

account of the enemy's capability to employ night vision devices or to disrupt the NVP.

b. **Ground Surveillance Plan.** The Ground Surveillance Plan covers the employment of patrols, OPs, air recce and surveillance devices together with any screen or guard that may be deployed in a static role.

45. **Patrol Policy.** Patrol policy will depend on the situation prevailing but the aim of any patrol policy is the complete domination of the area between opposing FEBAs. In general:

a. Before Contact. It should not be necessary to establish standing patrols in front of the main guard is in position; local protection is achieved by normal sentries and listening post. By night it may be necessary to supplement the screen/guard with standing patrols and ambushes but the use of soldiers who have that day been working hard in preparing the main position should be avoided.

b. After Contact. Standing patrols will be required to cover dead ground and obstacles, and to man junction points if these are to be permanently occupied. The number of fighting patrols will vary; two or three nights will be the limit which can be sustained over a protracted period.

ROLE OF ARTILLERY

46. The role of the artillery in defence are:
- a. Defensive Fire (DF) and Final Protective Fire(FPF).
 - b. Covering fire for counter attacks.
 - c. Harrasing fire.
 - d. Counter Battery (CB).
 - e. Smoke and illumination.

ROLE OF MORTARS

47. Tasks for medium mortars in defence are:
- a. DF and FPF.
 - b. Harrasing fire.
 - c. White light illumination.
 - d. Use of HE and VT fuse.
 - e. Counter Mortar.
 - f. Supporting fire.
 - g. Covering fire.
 - h. Aiding concealment.

ROLE OF MMG

48. In positional defence, the battle group commander will coordinate the fire of the GPMG (SF) which are organic to sub units by allotting tasks to company groups. These will include:

RESTRICTED

- a. Covering the front of adjacent company groups.
- b. Covering the flanks of forward company groups.
- c. Counter penetration between forward company groups.
- d. Support of counter attacks.

COMMAND AND CONTROL

49. **Location of HQs.** HQs must be sited and concealed with just as much care as is taken when sitting defended localities. They should be sited with the following in mind:

- a. Communications.
- b. Reasonably accessible to vehicle.
- c. Secure, but not too far from localities that the commander loses the feel of the battle.
- d. Concealment.

50. **Communications.** The commander is just as dependent on good communications for the control of the battle in a defensive position as in any other phase of war. Position must be sited to ensure communications both forward and rear, and care taken that antennae do not give away positions. Alternative location for HQ and radios must be planned and use of line to mechanized brigade and batallion HQs. Within battalions, from battalion HQs main to company group HQs, platoon and section locations.

LOGISTICS

51. **A1 Echelon.** A1 Echelon should be located where it can be concealed, controlled and near enough to the position for rapid replenishment without becoming involved in the battle. For these reasons in mechanized brigade A1 Echelons may well be sited in the forward BAA.

52. **Replenishment.** Replenishment is a difficult problem in positional defence, especially if APCs are sited within company group areas and after contact with the enemy is made. Movement on the position will often only be possible at night, and movement must always be strictly controlled to avoid giving away locations. To reduce the necessity for movement as far as possible:

a. Full replenishment should take place before the troops first move into position. If possible this should include several days supplies.

b. Day to day replenishment may have to be by parties moving back on foot to a replenishment point and carrying items forward. This may need to include ammunition and water, but rations need only to be delivered occasionally. Campo as opposed to fresh rations will be highly desirable.

53. **Replenishment Orders.** Orders for replenishment must be given by Battalion HQs and must give times required, RV, method (ie Static, Running

or Battle), requirements and the battle situation as it affects replenishment.

DEFENCE AGAINST AIR ATTACK

54. **Aim.** The aim of air defence is to prevent the enemy interfering from the air with our ground and air operations.

55. **The Threat.** Against a sophisticated enemy, surveillance and reconnaissance of our forward area by manned and unmanned reconnaissance aircraft and by helicopters and light aircraft should be expected by day and night. Attack by enemy ground attack aircraft using cannons, GW, rockets, bombs and machine gun and by helicopters armed with machine guns, rockets and ATGW, will be made and their bombs and rockets could have a chemical content.

56. **Defensive Measures.** These include:

a. **Passive Measures.** These include concealment, protection, camouflage, deception, dispersion and carefully controlled movement. In particular, concealment will be of major importance and stringent concealment measures must be taken at all times. Opportunities must be taken of darkness and poor day light visibility for movement and the preparation and occupation of positions.

b. **Active Measures.** Passive measures are not in themselves enough. Active measures such as the use of control fire weapons against low flying aircraft and helicopters can be effective. It prevents

RESTRICTED

pilots having complete freedom of action, deters them in the attack and boosts the morale of the troops.

57. **Air Defence Plan.** The following factors will be considered:
- a. The priority is to be accorded to air defence taking into account the enemy capability, weather and terrain. This may be decided either by the battalion or higher commander.
 - b. The need for all round defence when stationary and on the move. Local warning will be particularly important if engagements are to be successful.
 - c. The siting whenever possible of automatic weapons so that they can be use in both a ground and an air defence role. Pilots are trained to take advantage of ground to escape detection. To assist in navigation they require clearly defined features It should therefore be possible from the map to deduce likely flight paths and to deploy weapons to likely approaches.
 - d. The desirerablility of automatic weapons sited for air defence having an all round view out to at least 2,000 metres.
 - e. The availability of low and very low level air defence weapons.
58. **Air Defence Control.** Air Defence Weapons normally operate in

one of two control states:

- a. **Weapons Tight.** Targets must not be engaged unless they are recognized positively as hostile, or are acting in a hostile manner as defined in the rules of engagement.
 - b. **Weapons Free.** Targets other than those recognized as friendly or designated as friendly by an air situation report or by the air defence commander may be engaged. Weapons free is not to be used for small arms fire; weapons tight will therefore be the normal air defence state in the battalion area.
59. **Hold Fire.** This is an emergency order meaning cease fire or do not open fire. It is cancelled by weapons free or weapons tight as required. Hold fire may be imposed at short notice within the bn gp by the commander to safeguard army aviation aircraft and by higher commanders through artillery channels to safeguard other friendly aircraft. Hold Fire should only be imposed for the minimum time.
60. **Rules of engagement.** At battalion group level rules of engagement for opening fire on aircraft should be as follows:-
- a. **Helicopters and Light Aircraft.** Do not fire unless an officer or NCO recognizes the aircraft as hostile.
 - b. **High Performance Aircraft.** Do not fire unless the aircraft is seen to attack a position. Only the position attacked or those adjacent to it in the coy gp should retaliate.

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c. **Transport Aircraft/Helicopters.** Do not fire unless aircrafts are identified as hostile and are seen to be landing troops or dropping parachutists or stores. Before authorizing fire the officer/NCO will:

- (1) Ensure that the rules of engagement have been complied with.
- (2) Ensure that fire is opened against helicopters or light aircraft only when it is estimated that they are not more than 500 feet above ground level.
- (3) If his position is adjacent to one being attacked, assess whether he can bring effective fire to bear, if not, he should not risk giving away his own position by opening fire.

DEFENCE AGAINST AIRBORNE AND AIRMOBILE ATTACK

60. In countering an airborne assault by parachute or heliborne troops early action is essential, and within a bn gp, the forces designated for counter penetration tasks will normally take action. The following actions should be taken:

- a. Immediate engagement of the landing or dropping zones by artillery and mortar fire controlled if possible by air OPs.
- b. Despatch of the nearest available troops, possibly in support helicopters, to engage and contain the enemy.

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- c. As soon as a sufficient force is available an attack should be mounted and the enemy destroyed.

SUMMARY

70. Positional defence is used when it is necessary to prevent a particular feature or area from falling into enemy hands. Battle positions are chosen in accordance with the principles of defence to deny ground of tactical importance to the enemy and to cover the killing zones. The vital ground selected may or may not be in the battalion group area, but must be held if the defence is to be successful. It follows that within a defended position there must be the ability to mount a counter-attack to regain lost vital ground. In order to achieve the successful defence of an area it is necessary to be thoroughly aggressive and use every means to dominate, deceive and surprise the enemy by day and night.

Annex:

- A. Positional Defence Company Group Commander's Check List.

71. **Manoeuvre Terms.**

- a. **Immediate Counter-Attack.** A pre-planned or spontaneous attack organized, to destroy enemy penetration into defended localities, it will normally be timed to take place before the enemy can reorganize.

- b. **Deliberate Counter-Attack.** This is an attack to regain ground

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in the battalions group area and should to pre-planned and be prepared with care. It is organized at formation level using the formation reserve and is timed to take place once the situation has been stabilized, and ensuring stability before the counter-attack can be launched.

c. **Counter-Penetration.** The reserve may be deployed in a counter penetration task instead of an immediate counter-attack. Counter-penetration involves halting enemy forward movement by redeploying troops to block lin of advance. As this is a defensive measure it has the advantage of being effective against a greater number of enemy than would be a counter-attack which, usually, require numerical superiority. When sited as the brigade depth battalion group, a battalion may be required to provide the brigade counter-attack or counter-penetration force.

72. **Co-ordination Terms.**

a. **Mutual Support.** Defended post and localities are mutually supporting when they are so sited that an enemy assaulting any one of them will come under directs all arms fire from at least one or the other at the same time. Mutual support is necessary since even the best troops are, sometimes, neutralized under a determined attack. At such times it is only mutual support that will stop the enemy arriving on a neutralized location. Mutual supporting fire is enfilade and ore effective than frontal fire.

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b. Junction Points are sometimes established to provide formal contact with a flank battalion group. They are points, on or near, a boundary and are, generally, selected from a map before an operation. They have tactical significance, but are easily identified features. They are purely physical liaison post, in defence, a junction point means a place on the ground to which both flanking units patrol and at which their patrols meet at pre-arranged intervals during the day or night. It may be continuously manned, if necessary by a standing patrol from one of the battalion groups. Junction points are also addressed as coordinating points.

CONCEPT OF DEFENCE

73. Positional defence is used when it is necessary to prevent a particular feature or area, falling into enemy hands. It is a static form of defence in which the careful co-ordination of positions and fire power will form a tactical combination capable of denying the ground and detroying attack upon it. Manoeuvre in positional defence is largely confined to the operation of screen or guards, occupation of alternative positions and the use of reserve for counter-attack and counter-penetaions tasks.

74. Battle positions are chosen to deny ground of tactical importance to the enemy, and to cover killing zone. Vital ground is selected by the brigade commander and some or all of it may be din battalion group's area of responsibility as designated by the CO.

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75. That main killing zone will usually be selected by the brigade commander as the basis of a co-ordinated design for battle. It will often be based on a natural obstacle, e.g. river or a piece of difficult country which may be improved as an obstacle by engineer work and/or may be combined with a tactical minefield. The aim will be to force the enemy to canalize, to divert and to concentrate as he crosses the obstacle and so present targets.

76. It is axiomatic that in positional defence the defence must be thoroughly aggressive and use every means imaginable to dominate, deceive and surprise the enemy by day and night. The achievement of this aim will be indicative of high morale and offensive spirit. Aggressive defence may be obtained by:

- a. A thoroughly belligerent guard using all available weapons to engage the enemy whenever he is within range.
- b. The domination of ground by the active, and constant use of all types of patrols; and by tank artillery fire far out and hard.
- c. Booby traps and nuisance mines.
- d. Alternative positions for company groups and platoons.
- e. Deception by day and night, particularly of enemy surveillance devices.
- f. Maximum aggressive activity at night.

BATTLE APPRECIATION

77. The plan for the battalion group defensive layout will result from the Co's battle appreciation. Before carrying out his reconnaissance and before making his plan the CO should:

- a. Issue a warning order to initiate battle procedure.
- b. Make a map appreciation of his defensive task.
- c. Make a reconnaissance plan based on his map appreciation; this will limit the view points to be visited to the essential and thus save time. The reconnaissance plan should include if possible, a visit to at least one view point from the enemy side.

78. **Aim.** This will reflect the brigade commander's aim and will normally, be based on denying the battalion group's area of responsibility to the enemy.

79. **Factors.** There are usually four main factors to be considered.

a. **The Enemy Threat.**

- (1) Consideration of the composition of the enemy forces and their likely tactics leads to deductions (or to permutations of all these deductions) as to whether the main threat is likely to be from armour or from infantry (including helicopter borne), whether it is most likely to occur by day or by night and to the basis of the defensive layout, e.g. Be based primarily on anti-tank defence.

(2) Consideration of the degree to which the prevailing air situation favours the enemy will lead to deductions on the practicability of daylight preparations and thus to the concealment plan, to the number of vehicles allowed forward and to the priority of work.

(3) Consideration of the chemical threat will lead to deductions on specific measures, e.g. the need to wear protective clothing during digging.

b. **The Ground.** Considerations which will lead to deduction on possible areas for siting defensive positions and artificial obstacles should include:

(1) What ground is vital or of tactical importance and what ground must be held.

(2) What are the approaches to this ground for enemy infantry and armour by day and by night? What are the obstacles on these approaches and what are the best means of covering them?

(3) The suitability to the defender for concealment, mutual support and field of fire, of the various reserve or forward slope positions available.

c. **The Assessment of Tasks.** This is the stage in the appreciation where the weapons and troops are related to the enemy threat and to the ground, and is the stage at which possible outline plan take shape.

d. **Time and Space.** The time available to the air threat, to the process of movement to the position, and to the amount of preparation required, will lead to deductions on the feasibility of daylight preparation to the priorities of work, etc, and to the requirement for a guard.

80. **Course.** There will usually be several possible courses and often the choice will lie between a forward or a reserve slope position. Having decided his course the CO begins to plan the defence.

SELF ASSESSMENT QUESTIONS (SAQ)

81. Write the answer to the following questions and then check them against the indicated module paragraph:

- a. **Define:**
- (1) Vital ground.
 - (2) Important ground.
 - (3) Deliberate defence.
 - (4) Hasty defence.
 - (5) Defended locality.
 - (6) Defended post.

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- (7) Killing area.
- (8) Covering force.
- (9) Covering troops.
- (10) Screen.
- (11) Guard. (Answers in Paras 5 and 6).

b. What are the 4 main factors considered in a defence appreciation? (Anser Para 79).

PLANNING THE DEFENCE

82. The components of a battalion group's positional defensive layout illustrated diagrammatically in Annex A are:

- a. Screen or Guard.
- b. Main defence zone.
- c. Reserves.
- d. **Guard.** The task of a guard is to observe, deceive and delay the enemy. As it is a fighting force it will be stronger than a screen and, therefore, in addition to the screen troops, might include tanks, (some will be preparing anti-tank fire positions and counter-attack tasks on the main position) and STRIKER detachments (if allotted). A guard is often locate to open fire at long ranges with all resources available detachments (if allotted). A guard is often located to open fire at long ranges with all resources available.

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e. Provision of Troops. The provision of any screen or guard will be at the expense of work on the main position and troops from forward company group should not, therefore, be used.

f. Co-ordination with other Forward Forces. The co-ordination of the battalion group screen/guard, the covering force and a brigade screen/guard (if formed) is important and the following must be planned in detail:

(1) Liaison with forces withdrawing through the screen/guard may be by the provision of an LO from the withdrawing force at screen or battalion group HQ.

(2) Routes back for the covering forces and the brigade and battalion group screen/guards.

g. Withdrawal of the Battalion Group Screen/Guard. Arrangements must be made for:

(1) Co-ordination with the screen/guardsof flanking units.

(2) Keeping open routes back, minefield gaps and reserved demolitions; and their sub-sequent closure or destruction.

(3) The location of a 'clean break' line from which the screen/guard withdraws at best speed. The aim of this is to allow the screen guard to break off the battle at a clearly defined line in order that they may re-enter the main position under control and without the difficulties of doing so while involved in a running fight. In addition, using this procedure the closing of minefield lanes and gaps will be more controlled

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and less liable to enemy interference.

83. a. The CO is responsible for the security of the battalion group whilst is preparing its position and after its completion, for observing, delaying and deceiving the enemy daring his approach to it. If there is no brigade screen/guard, or if it does not meet the specific requirements of the battalion group, the CO must order his own.

b. A decision whether to employ a screen or guard and its composition, is dependent on the enemy threat, the composition and location of the brigade force, and the amount of time effort required to enable work to be done on the main position, it might contain for example:

- (1) Commander: Reconnaissance Platoon Commander.
- (2) Troops: Surveillance Detachments at night additional OPs and patrols from company groups.
- (3) In support One or two helicopters from the FOO and MFC: brigade aviation squadron. When available.

84. **F flank Protection.** If there is a need to protect an open flank a battalion group flank guard or screen will be established.

85. **Main/defensive Zone** The main defensive zone is laid out in accordance with the following principles:

- a. **Mutual Support.**

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(1) Mutual support is the key factor in preserving the defence layout intact and in preventing the piecemeal destruction of company groups. The deal is that the company groups should be able to cover the front, flank and rear of neighbouring company groups with small arms fire. When distance, or ground configuration make this impossible, and interlock of anti-tank and GPMG (SF) fire must be aimed at. Any intervening gaps must be kept under surveillance by day and night in order that artillery and mortar fire can be brought down when required.

(2) The need for mutual support on this basis limit the frontage of a battalion group. The frontage (approximately 2 - 4 Kilometer will vary according to the ground and field of fire etc.

(3) When holding wide frontage any stretch in mutual support must always be between company groups. Any one company group must always remain a complete tactically possessing full mutual support between its platoons and a capability for all round defence.

b. **Depth.**

(1) Depth is necessary in order to cover gaps between forward positions and to protect their flanks an rear. Depth will force an enemy to plan later phases of his attack, without

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detailed reconnaissance, or to pause for further reconnaissance before continuing his attack. It will also absorb an enemy's momentum, surprise him by fire from undisclosed positions and contain him until destroyed by counter-attack.

(2) Commanders at all levels are often, in operations, allotted frontage wider than they would like to hold and it is especially important in these circumstance to resist the temptation to sacrifice depth in the defensive position. The wider the frontage the more likely is the enemy to effect penetration at some part of it. A at least as deep as it is wide.

c. **All Round Defence.** A layout for all round defence must be designed to meet attack from all likely lines of approach. Sections, platoons and company group must, in an emergency, be prepared to fight in any direction they will normally concentrate on the primary arcs or approaches given them by the CO.

d. **Vital Ground.** This is ground the possession of which by the enemy will serious interfere with the successful defence of the position. Vital ground must, therefore, be denied to the enemy.

e. **Concealment.**

(1) **From the Air.** In advance, air conditions and the threat of attack from chemical spray, concealment from the air is of great important and will involve track discipline and the

RESTRICTED

camouflage of Cps, vehicle, weapon positions etc. Under such conditions little movement or digging may be possible by day expect under cover.

(2) **From the Ground.** Concealment from ground observation offers both defensive and offensive advantages. Localities will, often be sited on reverse slopes. Concealment should not be completely sacrificed to fields of fire. The minimum field of fire required for a sub-unit's primary task is about 100 meters, 250 meters may be adequate for most other purposes.

(3) **Vehicles.** It will usually be necessary to clear F echelon vehicles off the position. When this is done they are located in an F echelon vehicles park near battalion group HQ or A echelon.

f. **Reserve.** This must be sited to meet the unexpected and counter attack tasks.

86. **Allocation of Troops to Positions.**

a. When allocating tasks and arcs of responsibility the CO will think two down. The process is:

(1) That he plots platoon position in all suitable areas which cover the vital ground and approaches to it, and in those areas which contribute to depth, mutual support and all round

defence.

(2) The less important areas are then eliminated by the CO until none are shown; these are then grouped together to form the company.

(3) Support weapons are then allotted by the CO and supporting arms sited.

(4) The fire plan to protect these considered by the CO.

b. When the anti-armour layout is the paramount consideration the CO may first consider the deployment of his anti-tank weapons and then allot platoon positions, adjusting the whole in order that there is the maximum mutual support of all weapons between company groups.

c. The location of battalion group HQ, standing patrols, reconnaissance platoon OPs, surveillance detachments and protective mines and wire are then considered.

87. **Construction of Positions.**

a. The essential in handling dismounted infantry in defence is that they should be concealed from an enemy at all ranges beyond which their own weapons are effective against him. This means, in particular, that they should be protected from enemy tank gun and observed artillery fire. This essential applies, even if tanks and long range GW are deployed in own positions, as the infantry depending on their protection are vulnerable if the tanks are irrelevant, if they can

RESTRICTED

contribute nothing to the battle. Infantry should be so deployed that they can effectively respond with their own weapons. This leads to the principle that in defence, against the threat of direct tank and observed artillery fire, the infantry should be deployed in reserve slope positions, or when these are not available, in concealed positions giving a similar effect e.g., Concealed from view behind woods, in broken ground, or in village, etc where defile can be obtained.

b. This principle conflicts with the need for the maximum observation forward for artillery and mortar fire; and for maximum ranges, for tank guns, GW and GPMG (SF) to engage the enemy and cover obstacles. In these circumstances it will be necessary for tanks, GW and OP to be deployed forward, with some infantry protection, if necessary, by day and night. These weapons, plus their protection parties, withdraw to their main positions as the battle close to them and then use their longer range for enfilade shoots from the depth and flanks, of a reverse slope position.

c. The situation may change at night if the nature of the threat changes in darkness, e.g. the need to deny a crest line to infantry assault. In these circumstances it is perfectly feasible for a company group, often the depth company, to have an alternative night position, forward; if so, this will be properly prepared, and be protected, as in the main position.

d. There will be times when a forward slope position may have to

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be adopted; e.g. when the primary threat is that of massed dismounted infantry attack and when the maximum observation and range for all direct fire weapons on to an obstacle is or when it is forced upon the defence, e.g. the further point reached in an attack. In these circumstances, the maximum attention must be paid to concealment, to minimum movement by day and to pleasures to restrict the attacker's surveillance devices.

e. whatever the basic layout of the defence, the area between the enemy and our main position will be dominated by our own aggressive patrols and will be denied to the enemy.

88. **Planning and Use of Obstacles.** A plan will be necessary to co-ordinate the best use of obstacles within the battalion group area and with flanking units; the plan will, usually be based on the combined use of minefield, wire and natural obstacles.

a. **Mines.** It will be a battalion group responsibility, normally, to:

(1) Recommend the sitting of any tactical minefield in the battalion group area to organize its cover by observation and fire. Gaps must be left for the withdrawals of say screen/guard and of lanes for patrols. These will be closed when they are no longer required.

(2) Site and lay protective minefields to protect company groups positions, these are laid by companies and by the assault

pioneers.

(3) Ensure that minefields are laid in such a way as not to inhibit the movement of anti-tank weapons.

b. **Cover by Fire.** All obstacles must be covered by fire to prevent the enemy reconnoitering them and crossing them unopposed. Ideally, this should be by direct fire. This may not be possible throughout their whole length.' Dead spots' should, therefore be covered by observation from standing patrols and OPs and engaged using artillery and mortar fire.

PROVISION AND EMPLOYMENT OF RESERVES

93. Reserves will be required for counter-attack or counter-penetration tasks, operations against helicopter company, battalion (or less if major regrouping has taken place). The provision of reserves is difficult as company groups will, normally be fully committed to holding ground. Depth platoons and company groups will therefore, be required to deal with the situation by fire positions mutually supported by them are overrun.

94. **COUNTER-ATTACK**

a. **Considerations.** Before moving reserves from their defensive positions and committing them in a counter-attack role certain factors must be considered at the time.

(1) Whether or not the ground lost is of sufficient tactical importance to merit a counter-attack.

RESTRICTED

- (2) The information available on the progress of the enemy attack.
- (3) The strength of the enemy attack, the degree of success it has attained and the size of the counter-attack force available.

b. **Provision of Troops.** The resources likely to be available at such level are:

(1) **Battalion Group Level.** If tanks form part of the counter-attack force together with whatever infantry can be made available from the depth company groups without prejudicing its primary task of holding ground. The infantry allotted to the counter-attack task must occupy a defensive position in the company group locality until required. It will be appreciated that with the numbers likely to be available a counter-attack with battalion group resources will be limited in what it can achieve; this might be no more than to recapture an important overrun forward platoon position.

(2) **Company Group Level.** The employment of a local reserve in an immediate counter-attack is at company group level, possible but not desirable. It is probably better to make Use of protracted fire power to make the enemy situation untenable. Existing company group positions must not be jeopardized or soldiers be exposed to needless movement, particularly if exposure on a forward slope is involved.

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(3) **Platoon Level.** No reserve or counter-attack is possible or desirable though in exceptional circumstance an inspired rush at the critical moment by a few determined soldiers using the bayonet might prove decisive in a local situation.

c. **Conduct**

(1) Speed in reaching an objective before an enemy can reorganize and be reinforced, if essential, the timing of a counter-attack is therefore a most important factor.

(2) Counter-attack tasks must be properly reconnoitred and rehearsed and anticipatory fire plans must be prepared. There must be a clear cut objective not just the enemy and this will be grouped, ego No 2 platoon's position.

95. a. Counter-penetration forces may be found from similar sources within the battalion group to these for a counter-attack. If counter-attack is undesirable then counter-penetration may be ordered with the aim of holding an enemy long enough in the position for a brigade counter-attack to be launched. Counter-penetration tasks, and routes to them, should be reconnoitred and rehearsed; elementary defensive positions should be prepared in each likely counter penetration position which has had little reconnaissance and no preparation should be ignored.

b. A counter-penetration force will carry out its task by making the maximum use of long range, direct, small arms tanks, artillery and mortar fire; it will occupy its position as rapidly as possible under the

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maximum of covering fire. Smoke will normally be used by day and by night to degrade the enemy white light and light fighting aids.

96. **Counter-Attack/Counter-Penetration.** The limited reserve available to battalion groups do not make it possible to execute both a counter-attack, and a counter-penetration tasks at the same time. A reserve must be prepared for either role and its orders must be specific on the tasks it is to undertake and the order of priority of each task.

THE COMPANY GROUP IN DEFENCE

97. A company group in positional defence will be supported by other elements in the battalion group. These elements might consist of:

- a. Internal components:
 - (1) Rifle company.
 - (2) FOO.
 - (3) MFC.

- b. Components sited within the company group area specifically as part of the battalion group fire and surveillance plans include:
 - (1) Section of the anti-tank platoon.
 - (2) Surveillance Detachment
 - (3) Position to be occupied by tanks allotted to anti-tank defence.

98. **Planning.** In planning his tactical layout to cover the primary area

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allotted by the CO a company group commander will follow the principles outlined and will also think two down. In particular, he will carefully co-ordinate:

- a. **Allotment of Troops to Positions.** This will include not only the platoon but also the sitting of OPs, battalion group anti-tank resources (co-ordinated with the Company A/Tk Wpn) and battalion surveillance devices. The requirements of platoons and the specialist support elements may not coincide e.g Radar Detachment will require high ground and maximum line of sight. A company group commander must co-ordinate and compromise; if necessary, protective detachments from the company group may have to be specifically sited to protect specialist deployment.

- b. **Mutual Support.** Mutual support is a paramount consideration and there must be full mutual support in order that the company group, as a tactical entity becomes protected by a comprehensive machine gun anti-tank frame-work. As a guide, there must be full SLR and A/TK mutual support within platoons, and full GUSTAV mutual support between platoons and company groups.

- b. The principal role of tanks will be the destruction of enemy-armour within the defender area. Tanks will also, form the basis of the mobile reserve and will conduct counter-attack and counter penetration tasks in conjunction with the infantry. A proportion may be allotted specifically to anti-tank defence.

c. **DF Tasks.**

(1) A company group commander will recommend to his CO the artillery and mortar tasks he considers essential to the protection of his locality and the particular tasks of GPMG (SF) to cover gaps and to give mutual support to other company groups.

(2) The company group anti-tank resources located in the company locality.

d. **Protection.** Protection arrangements must include:

(1) Sentries during the preparations of the position and after its occupation, standing patrols (perhaps one or two for each forward company group) on the concealed approaches to it.

(2) Concealment measures including a track plan.

e. **Orders for Opening Fire.**

(1) **White Light.** This orders will depend on the battalion group NVP. There is considerable danger in the early use of white light either by accident or by design as it reveals positions. It is often far better to maintain darkness until the last possible moment to surprise and decei”e the enemy.

(2) **Small Arms.** Clear orders will be given as to when GPMG (SF) may fire to support company groups. Orders will also be issued covering the ranges and landmarks, eg hedgerows, that mark the earliest points at which fire with

personal weapons may be commenced.

99. **Coordination and Orders.** A Company Group Commander will co-ordinate the occupation and defence of his locality in the following general sequence:

- a. Reconnaissance (after the CO's orders)
- b. Preliminary orders on allocation to areas (immediately after their arrival at the position, it is important to begin as quickly as possible).
- c. Initial visit to platoons and support detachments to confirm arcs and section locations (it is important that soldiers are given the correct sites for battle trenches; changing sites when positions are partly dug must be avoided for obvious reason).
- d. Further visit to platoons and support detachments (to coordinate in details all aspect of defence; particularly, mutual support and DF).
- e. Issue of final coordination detailed orders (at a central 'O' group). A detailed check list for a company group commander is at Annex A.

100. **The Platoon.** The detailed handling of a platoon in defence includes siting platoon positions, orders and briefing, platoon tasks, priorities of work, duties of section commanders, battle trenches, fire planning communications and routine in defence.

CONDUCT OF THE BATTALION GROUP DEFENSIVE BATTLE

101. The conduct of the defence is best considered in four stages:
- a. Occupation of the position.
 - b. The preparatory stage before t position.
 - c. The enemy assault.
 - d. The action of battalion group reserves. It is stressed that it is usually the unexpected which will happen section should therefore, be treated as such

102. **Occupation of the Position.** It is only after his troops are on the ground that the commander can finally coordinate his defensive layout. This coordination requires his personal inspection and the checking of:

- a. Battle position including the siting of support weapons and the coordination of the ant-tank layout, the GPMG SF) tasks and the surveillance resources.
- b. Obstacles and their related covering fire tasks.
- c. All administrative arrangements.
- d. Communication.

As soon as the position is occupied, orders on protection, air and chemical defence; movement, camouflage and concealment must be immediately and strictly enforced.

103. Commanders at all levels must ensure that the plan for the defence of

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the position as a whole, and of their locality in particular, is thoroughly understood by all ranks. Only by knowing what fire is available to break up an attack on his locality will the soldier have complete confidence in his ability to defend his position with success. The battle procedure involved in the occupation of a positional defensive position is covered in detail at Annex D.

104. **Preparation.** Throughout this stage, work on improving and strengthening the positions will continue. As the enemy closes up to the position the battalion group screen/guard will be withdrawn once it has completed its tasks. Once it has reached its 'clean breakline' the screen/guard will withdraw as fast as possible into the main position supported by the maximum fire and smoke available from all sources. As it withdraws, its withdrawal routes will be mined, clocked, booby trapped, etc, and any reserved demolitions will be blown and any minefield gaps will be closed behind it. The enemy can then be expected to use, every means at his disposal to obtain information on the layout of obstacles and positions. The aggressive use of our own patrols, snipers, harassing fire and deceptive measures will ensure that:

- a. Morale will be maintained.
- b. Enemy reconnaissance will be hampered.
- c. Enemy plans for attack will be disrupted.
- d. Information will be obtained on the enemy's intention.
- e. The defence will retain the initiative.

105. **The Enemy Assault.** An enemy may assault by day or night and may use helicopter-borne troops. He may use stealth, smoke, non-persistent chemical agents, and/or preparatory fire. Whatever his method and preliminary activities, OPs, patrols and warning devices will disclose his intentions. His attack will then be destroyed by:

- a. Artillery and mortar fire.
- b. Machine gun and anti-tank fire in conjunction with mines, booby traps and wire.
- c. Grenades and the bayonet.

106. The control of illumination will be of great importance in achieving the maximum effect from this defensive fire. This can be achieved through fire control and discipline.

107 . Soldiers must be instilled with a determination to stand fast and fight at all cost, including calling DF upon their own positions. They will not leave their positions during an attack except:

- a. To engage the enemy in hand combat. They should be made to realise that from the protection of their battle trench they have an advantage over the attacker during his final assault when his covering fire is lifted.
- b. To fill a gap in the all-round defence.

108. Even then if the enemy overruns some localities and penetrates into the position the remaining localities with their capability of all-round

defence will-Continue to fight.

109. **Action of Battalion Ground Reserves.** The battalion group reserves will be positioned to take instant action in conjunction with a pre- arranged fire plan to carry out a counter-attack task to stabilize the situation as a prelude to a counter-attack by the brigade reserve.

110. **Logistics.** It is stressed that sound logistic planning and execution are vital to positional defence as movement by day and night will be severely limited once the enemy has closed up to the position.

111. There will be requirement to keep vehicle movement to a minimum during the preparatory phases and to make positions as self-contained as possible for the duration of the battle. In order to achieve this, the dumping of combat supplies and defence stores must take place on the main position by night before the battle. During the battle, maintenance will be based up on the use of the dumped combat supplies. A careful resupply and dumping plan is required.

SUMMARY

112. Positional defence is used when it is necessary to prevent a particular feature or area from falling into enemy hands. Battle positions are chosen in accordance with the principles of defence to deny ground tactical importance to the enemy and to cover the killing zones. The vital ground selected mayor may not be in the BG area but must be held if the defence is to be successful. It follows that within a defended position there must be the ability to mount

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a counter-attack to regain lost vital ground. In order to achieve the successful defence of an area it is necessary to be thoroughly aggressive and use every means to dominate, deceive and surprise the enemy by day and night.

Annexes:

- A. Diagrammatic Layout of Battalion Group in Defence.
- B. Positional Defence, Company Group Commander's Check List.
- C. Trenches and Shelter.

SAQs

113. Write down the answers to the following questions and check them against the paragraphs indicated:

- a. What are the components of a BG's Positional Defence Layout? (Answer Para 82).
- b. What principles should the main defensive zone be laid out in accordance with? (Answer Para 85).

TEN TEST QUESTIONS

114. Write down the answers to the following questions based on this Chapter:

- a. What are the 6 principles of defence?
- b. What are components of a defence layout?

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- c. What are the 4 main factors considered in a defence appreciation?
- d. Define vital ground.
- e. What is hasty defence? f. What is meant by:
 - (1) Defended locality?
 - (2) Defended post?
- g. Define a screen and a guard. h. Explain what is meant by:
 - (1) Immediate counter-attack?
 - (2) Deliberate counter-attacks?
- i. What should orders for digging include?

ANSWER TO TEN TEST QUESTIONS

115. **Answer to Paragraph 114a.** The six principles of defence are:

- a. Vital ground must be denied the enemy.
- b. All round defence.
- c. Mutual support.
- d. Concealment.
- e. Position must be in depth.
- f. Reserve must be nominated to deal with the unexpected.

116. **Answer to Paragraph 114b.** The components of a battalion group's positional defensive layout are:

- a. Screen or guard.

- b. Main defensive zone.
- c. Reserves.

117. **Answer to Paragraph 114c.** The 4 main factors in appreciation are:

- a. The enemy threat.
- b. The ground.
- c. The assessment of tasks. d. Time and space.

118. **Answer to Paragraph 114d.** Vital ground is ground the possession of which by an enemy will make the occupation of the area by friendly forces impossible. It is of such significance that if lost and the defence is to continue, it must be recaptured. It is normally selected by a formation commander.

119. **Answer to Paragraph 114e.** In an emergency a defence may, of necessity have to be built up under threat of, or in the face of, an enemy. It may not, therefore, be possible to choose the best ground, and defensive positions may have to be taken up at further point reached in an attack. Such a defence may later become deliberate; in this case it may be necessary to replan to resite the defence on a more suitable ground.

120. **Answer to Paragraph 114f.** A defended' ocality is an area of ground occupied by a coy/pI group which is organized for all round defence. A defended post is a point defended by a small sub-unit (i.e. section). A group of defended posts mutually supporting each other becomes a defended locality.

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121. **Answer to Paragraph 144g.** Covering troops are deployed with the primary tasks of observation, identifying and reporting on enemy movements. Guard is the covering troops deployed with the primary task of delaying the enemy for a specified period in addition to observing and reporting his movements.

NOTE: A screen or guard may be formed by a battalion group for its own warning and protection. It may be deployed to the front, to a flank, or to the rear.

122. **Answer to Paragraph 114h.**

a. **Immediate Counter-Attack.** A pre-planned or spontaneous attack organized, usually within the battalion group's own resources, to destroy local penetration into defended localities. It will nominally be timed to take place before the enemy can reorganize.

b. **Deliberate Counter-Attack.** This is an attack to regain ground in the battalion group area and should be pre-planned and be prepared with care. It is organized at formation level using the formation reserve and is timed to take place once the situation has been stabilized, and ensuring stability before the counter-attack can be launched.

123. **Answer to Paragraph 114i.** Orders for digging should include:

a. The type of position required, i.e. battle trenches or hides. If both are required, priorities must be laid down.

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- b. Allocation of digging aids and materials. c. Later development of positions.

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CHAPTER 8

THE WITHDRAWAL

INTRODUCTION

1. The withdrawal is the most difficult operation of war. The condition under which it takes place is often adverse. The initiative will almost certainly have passed to the enemy and the moral of our own troops may be correspondingly affected. The essential requirements for a successful withdrawal are a clear design for battle, sound arrangements for control, a simple and flexible plan. There must also be an ability to instill in tired and probably frightened troops aggressive spirit and the will to fight on.

OBJECTIVES

2. On the completion of this Chapter, Officers should:
- a. **Know.**
 - (1) The reasons for a withdrawal.
 - (2) Aim and threat considerations.
 - (3) The principles of a withdrawal.
 - (4) How to plan a withdrawal.
 - (5) The Key timings.
 - (6) The main engineer tasks.

- b. **Understand.**
 - (1) The design for battle.
 - (2) The mechanics of:
 - (a) A day withdrawal.
 - (b) A night withdrawal.

REASONS FOR A WITHDRAWAL

- 3. Withdrawal may be undertaken for any of the following:
 - a. Following a defeat.
 - b. To conform to movements of flanking forces.
 - c. To draw the enemy into an unfavorable position.
 - d. To extend the enemy's lines of communication.
 - e. To avoid battle in unfavorable circumstances.
 - f. To gain time without fighting a major battle.
 - g. To allow the use of part of the forces elsewhere.
 - h. For logistic reasons.

- 4. **Aim.** The commander will aim to extricate his force, withdraw and occupy a new defensive position with the minimum of interference and casualties. Ultimately he will aim to stabilize the situation before taking the offensive.

THREAT CONSIDERATIONS

5. **Air Treat.** The effect of the enemy air operations on the withdraw may affect plans. If an enemy air threat exists much of the major tactical and logistic movement may have to take place at night.

6. **Ground Threat.** On the ground, the enemy may threaten:
 - a. To overrun the withdrawing force in an attempt to turn the operation into a rout- the distinction is seldom very clear.
 - b. To surround and destroy withdrawing elements by infiltration, penetration or by an outflanking movement.
 - c. To by-pass some or all of the withdrawing force.

PRINCIPLES OF WITHDRAWAL

7. **Flexibility.** All commanders must know the overall plan and be ready to act decisively to implement it in the face of confusion and disrupt communication. Orders must be simple. The unexpected will become the usual. Accordingly, a commander must keep his forces balanced. He should always have 'one leg on the ground', e.g troops in rear defensive positions remain, while forward troops withdraw. Maintain reserves to counter penetration, infiltration or airborne landings.

8. **Simplicity.** The enemy will try to provoke chaos and confusion. He may very well succeed if plans are not simple and flexible.

9. **Offensive Action.** Commanders should seize every opportunity to attack the enemy subject to the overall aim. Ambushes, quick counter-attacks, cutting off manoeuvre and infiltration by patrols can unbalance the enemy and gain time. The enemy will learn caution and the morale of our own troops will rise. It is extremely important that fire support is always available to the commander throughout the withdrawal.

10. **Surprise.** Surprise in this case depends on secrecy. This will not be easy to achieve in the light of the overall strategic or tactical situation. Even so a clear deception plan including perhaps a diversionary attack and a normal pattern of behaviour may help disguise short-term intentions. The use of artillery may help to cover the noise of withdrawal and simulated preparations for an attack should cause the enemy to proceed with caution. Simulated radio traffic is another means of making the situation appear normal. The aim will be to conceal the withdrawal from the enemy until some hours after it has started. Knowledge of the plan must be restricted to those who need to know.

11. **Intelligence.** Before the withdrawal, intelligence effort should concentrate on discovering the enemy's capabilities and intentions. Air reconnaissance and stay behind parties will be of particular value once the withdrawal is under way.

12. **Morale.** Withdrawal imposes a greater strain on morale than any

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other operation of war. It must be sustained by leadership and discipline. The presence of commanders wherever situations are critical and their calm determination to make plans succeed in the midst of confusion will contribute greatly to steadiness and confidence in units. The value of offensive action has already been stressed. Once withdrawal begins, troops must be told what is happening. This applies particularly to those in rear areas where rumours and garbled reports will easily spread unless the Staff keeps units briefed. The physical strain of withdrawing will be severe and key personnel must get proper rest if the operation extends over some days.

13. **Control.** Effective control will not be easy, particularly if distances are great. It must be maintained by clear orders, key timings, careful coordination of demolitions, traffic control and above all, good communications.

PLANNING THE WITHDRAWAL

14. **Factors.** The plan of withdrawal will depend on:
- a. Orders from higher HQ.
 - b. The distance between the present and new main position and the time needed for reconnaissance and preparation.
 - c. The number of routes available and the frontage of the withdrawal.
 - d. The way in which the intervening terrain can be used to delay the enemy and inflict casualties.

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- e. Ground conditions, weather, the degree and duration of darkness. Night withdrawals unlit by a full moon, will help achieve secrecy, surprise and reduce casualties from air attack. In bad weather, daylight withdrawal may be almost effective and it may also be the only way of maintaining control if the going on is bad.
 - f. Enemy ground strengths.
 - g. The situation on both flanks.
 - h. The mobility of the force.
 - i. The air situation.
 - j. The logistic situation.
15. **Availability of Fresh Troops.** It will be easier to withdraw if fresh troops are available to prepare the new main position. Troops already engaged can then concentrate on delaying the enemy from present or intermediate positions.

DESIGN FOR BATTLE

16. The intention will be to occupy and delay the enemy from one or more intermediate positions while the main position is being prepared.
17. The withdrawal plan should be based on the factors, the design for battle and the following considerations:
- a. The aim must be understood by the entire force.
 - b. No forward position should be finally vacated until the next is

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partially manned.

- c. Non-essential vehicles and equipment must move early to keep routes clear.
- d. Demolitions must be coordinated and clear orders issued on their control and protection.
- e. Grouping should remain unchanged throughout the withdrawal.
- f. Rearward movement should be across country or by support helicopters if available. Obvious routes and defiles should be avoided. A brigade will need several routes which should be reconnoitred.
- g. Traffic control must be carefully organized. Reconnaissance sub-units are ideal for this task if NACMP are unable to cope as is likely to be the case.
- h. Reserves must always be available.
- i. Good communications are vital. The policy for electronic or radio silence must be laid down.

KEY TIMINGS

- 18. The formation commander will always lay down the following:
 - a. The time up to which the position is to be denied to the enemy.
 - b. The time before which there will be no rearward movement except for recce party.

These timings will depend on the strength required to hold the present position, the time needed to withdraw troops, and the need for security and deception.

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19. The formation commander may also specify some or all of the following timings though normally, they are decided by battalion group commanders:

- a. The time at which forward troops may start thinning out.
- b. The time for final abandonment of the position.
- c. The time by which all troops must be clear of a line behind the position to be abandoned. This will allow artillery and air to engage enemy on the position.

OBSTACLES

20. Maximum use must be made of obstacles to slow down the enemy's advance. Their location may often dictate the selection of intermediate positions.

21. Delay can be imposed by a combination of demolitions, mines and booby-traps which should be covered by fire. However, if this is impossible mines and booby-traps not covered by fire will slow the enemy and make him mine-conscious. Engineer effort will be limited, and directed primarily at major demolition tasks and improvement of natural obstacles, particularly, on the new main position. Local civilian resources should be commandeered and the machinery rendered useless after use to prevent them falling intact into the hands of the enemy.

ENGINEERS

22. The main engineer tasks are:
- a. Developing obstacle belts.
 - b. Harassing the enemy with booby-traps, nuisance mines and delayed action charges.
 - c. Hampering the enemy logistic build-up by destruction of ports, railways, bridges, pipelines and airfields.
 - d. Destroying anything of value.
 - e. Keeping open withdrawal routes.
 - f. Preparing main and intermediate positions.
23. Engineers effort should be allotted in accordance with the following principles:
- a. Control should be exercised at the highest level.
 - b. The sub-unit, which prepares a demolition, should fire it.
 - c. Each operational commander should be advised by only one engineer.
 - d. Engineers should be allotted to specified areas rather than to particular task over the whole zone.

THE BATTALION GROUP IN THE WITHDRAWAL ROLE

24. The battalion group may be given any one of the following roles in the withdrawal:
- a. Preparing and occupying a new main defensive position or

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intermediate position.

- b. Acting as a covering force.
- c. Forming a reserve.
- d. Withdrawing from the present position to an intermediate or new position.

WITHDRAWAL BY NIGHT

25. By night, thinning out starts from the rear, i.e. depth company groups withdraw first. The aim is to achieve a withdrawal from contact and to conceal our intentions from the enemy until the last possible moment.

26. The withdrawal is carried out in 4 stages:

- a. Move of rear recce party.
- b. Movement of company groups to a vehicle waiting area and embussing point.
- c. Movement of company groups to the battalion group release point.
- d. Withdrawal to the main or intermediate position.

27. **Move of Rear Recce Party.** The rear reconnaissance party is commanded by the battalion group 2IC and includes company 2ICs, battery captain and the 2IC of the armoured company, if applicable. Their task is to reconnoitre and plan the new main position. They carry out normal battle procedure with reconnaissance and orders groups down to platoon level. Once detailed sitings have been decided, the reconnaissance party will mark

weapon slit trenches and command post positions. It is obviously desirable that the rear reconnaissance party reaches the new main position in daylight. When the main body arrives it is customary for 2IC to exercise temporary tactical command until all commanders have familiarized themselves with the defensive layout.

28. **Move of Company Group to Vehicle Waiting Area.** Control is exercised by a system of checkpoints at platoon, company and battalion group levels. Starting with the depth companies, thinning out takes place as follows:

- a. **Foot Parties.** Platoons withdraw tactically in turn to pre-selected check points/RVs some 200 metres to the rear of their defended localities. If possible, these RVs should be close to some easily identified landmarks. When every man is accounted for, platoons continue the withdrawal through carefully controlled routes to the company group check point. Again every man is accounted for. In this case, 200 metres or so to the company group RV. This prevents congestion at the check points. Once the company group is complete, withdrawal continues to the battalion group check point where the same procedure is followed. Eventually, the battalion group would have assembled at the battalion group RV 200 metres in rear of the battalion group check point with every man on foot is accounted for. From here company groups are called back to the vehicle waiting area where they embus. Local defence of the battalion group RV and vehicle waiting area will be undertaken by an appropriate force from

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depth company group (usually the first to arrive). They will be the last to embus. The forward company groups will follow the same general procedure. In their case forward platoons withdraw by sections from the rear, taking the greatest possible care not to alert the enemy.

b. **F Echelon Vehicles.** F Echelon vehicles should already be at the rear of company group defended localities before the withdrawal starts. They will move by a separate route either to the battalion group check point and to the vehicle waiting area. The latter method causes less congestion and will normally be used, in which case vehicles report their arrival at the vehicle waiting area by radio to the battalion group checkpoint. Once in the vehicle waiting area, vehicles are grouped into suitable packets. Vehicles' noise at night can give the game away unless some sort of deception is practised. One solution is to withdraw vehicles early; another is to create constant vehicle noise for some hours before the withdrawal and to leave 2 or 3 vehicles on the position until the very last moment. If a position has been occupied for a long time it may be possible to build up a pattern of vehicle movement noise over the previous 2 or 3 nights.

c. **Tanks.** Separate tank routes are reconnoitred from forward areas to the tank platoon and company check points or armoured waiting area. Clearly, these routes should not be used by vehicles or men on foot. If they do, special traffic control arrangement must be

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made or their moves must be separated by time. The tank company check points will usually be sited well away from the vehicle waiting area and tanks will usually withdraw by a separate route depending on the country and on the danger of enemy infiltration. Reliable radio within the tank company should reduce the need for physical checking at the check points.

29. **Move to Battalion Group Release Point.** This is a normal move by night planned and controlled by brigade HQ. Vehicles move in tactically grouped packets when ordered by battalion group HQ. A Liaison Officer may have to be sent ahead to the check point of a reserved demolition (a brigade or a minefield gap) or to units through which the battalion group will pass. To avoid the possibility of enemy vehicles infiltrating by joining on the rear of vehicles packets, the LO must know the number of packets and what they should contain. Vehicle packets must move at best possible speed and should keep going at all cost if ambushed. The release point will be known by a nickname and the LO, as the last person through, should report when the battalion group is clear.

30. **Withdrawal to the New Main or Intermediate Position.** This follows the usual procedure for occupation of a defensive position. Guides from the rear reconnaissance party meet packets at the battalion group release point.

31. **Timings.** The battalion group commander will base his timings on the following factors:

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- a. The need to despatch the rear reconnaissance party as early as possible.
 - b. The need to get rid of unnecessary vehicles and men as soon as possible.
 - c. The noise deception plan, e.g. tanks either all withdraw early or a few might be left to simulate battle field noise until the last moment.
 - d. The time needed to thin out the battalion group and assemble it at the battalion group RV. He will wish to reduce to the absolute minimum, the interval between final abandonment of forward positions and final withdrawal from the vehicle waiting area. It is then that the battalion group is most vulnerable to enemy follow-up.
32. **Example.** In the following example a battalion group commander receives order at 0800 hours to deny his present position until 0100hrs, with no rearward movement except for reconnaissance party until last light (2000 hours):
- a. 1000hrs -Rear recce parties move.
 - b. 2000hrs- All non-essential troops and vehicles withdraw.
 - c. 2030hrs- Armour withdraws (deliberately early for deception).
 - d. 2300hrs- Depth company groups withdraw.
 - e. 0100hrs- Forward company groups withdraw.
 - f. 0130hrs- Position abandoned.
 - g. 0145hrs- Battalion group RV reports all correct.

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- h. 0200hrs- Battalion group clear of a given line in rear of the defensive position. Artillery is now clear to engage targets.

WITHDRAWAL BY DAY

33. In daylight it is much more difficult to achieve a clean break with the enemy and the operation is much more likely to be a withdrawal in contact than from contact. The principles employed is that of one sub-unit withdrawing through another either until contact is finally broken or until the intermediate or main defensive position is reached. Armour will play a vital role in holding the enemy off long enough to let infantry occupy a succession of temporary positions. Heavy fire support covering reserved demolitions on natural and artificial obstacles will offer a further opportunity to break clean. The whole tempo of the operation will be much faster.

34. In this changed situation the withdrawal procedure is modified as follows:

- a. Forward company group withdraw first through depth company groups.
- b. Armour remains forward.
- c. There will probably be no battalion group check point or RV.
- d. Company groups will pass through the rear, rather than assemble at their RVs, reporting by radio as they do so.

FIRE SUPPORT

35. **Artillery.** Artillery tasks in a withdrawal are:
- a. Close DF, DF in depth and FPF for each intermediate position. These should be pre-planned and adjusted after occupation.
 - b. DF tasks in support of covering troops.
 - c. Planned concentrations on likely enemy axis of advance.
 - d. Harassing fire.
 - e. Covering fire in support of counter attacks or to help troops disengage.
 - f. Smoke to cover withdrawal.
 - g. Deception or diversionary fire e.g. to cover vehicle noise at night.
 - h. Battle field illumination.
36. **Mortars.** The mortar platoon normally remains in action until the last possible moment. Movement will be by section to provide continuous support.

LOGISTICS

37. Dumping of ammunition, POL and supplies on a defensive position must be carefully controlled when a withdrawal appears likely. Brigade HQ will issue the necessary orders. Logistic support must otherwise be by essential second line vehicles only.

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38. The following additional arrangements will be necessary:
- a. Battalion groups must begin the withdrawal fully replenished. This will not be easy to achieve without risking the loss of dumped resources to the enemy.
 - b. LAD must concentrate on repairing vehicles only to the point where they can be driven back to base areas. Recovery vehicles must be left free for the withdrawal operations
 - c. Destruction of vehicles and equipment must be carefully timed. Premature destruction may subsequently prove to have been unnecessary and, if noisy, may reveal our intentions to the enemy.
 - d. Troops must know that the casualty evacuation system is efficient, notwithstanding the difficult circumstances, if morale is to be maintained. Air evacuation will usually provide the best solution if helicopters can be made available.

SUMMARY

39. The withdrawal is the most difficult operation of war and may take place for many reasons under adverse conditions. If a withdrawal is to be successful there must be a clear design for battle, sound arrangements of control and a simple flexible plan. There must also be an ability to instil in tired and possibly frightened troops an aggressive spirit and the will to continue the fight.

Annex:

A. Bn Gp Withdrawal.

TEST QUESTIONS

40. Write out the answers to the following questions:
- a. What are the principles for a withdrawal?
 - b. What are the reasons for withdrawal?
 - c. What are the key timings in a withdrawal?
 - d. What are the main engineer tasks in a withdrawal?
 - e. What is the main difference between a day and night withdrawal?
 - f. What are the possible artillery tasks in a withdrawal?
 - g. How long will mortars remain in action?
 - h. What orders will Bde HQ issue concerning logistics in a withdrawal?
 - i. What additional requirements might be necessary in a withdrawal?
 - j. What additional logistics arrangement might be necessary in a withdrawal?

ANSWERS TO TEN QUESTIONS

41. **Answer to Paragraph 40a.** The principles of withdrawal are:
- a. Flexibility.

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- b. Simplicity.
 - c. Offensive Action.
 - d. Surprise.
 - e. Information.
 - f. Morale.
 - g. Control.
42. **Answer to Paragraph 40b.** The reasons for a withdrawal may be:
- a. Following a defeat.
 - b. To conform to flank forces.
 - c. To draw enemy Into an unfavourable position.
 - d. To extend enemy lines of communication.
 - e. To avoid battle in an unfavourable place/condition.
 - f. To gain time.
 - g. For logistic reasons.
 - h. To use the force elsewhere.
43. **Answer to Paragraph 40c.** The key timings for a withdrawal are:
- a. Denial time.
 - b. No rearward move before time
44. **Answer to Paragraph 40d.** The main engineer tasks are:
- a. Develop obstacle zone.
 - b. Harass enemy with booby-traps, nuisance mines and delayed action charge.

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- c. Destroy bridges, port, railways.
 - d. Destroying anything of value to the enemy.
 - e. Keeping route open.
 - f. Preparing main/intermediate positions.
45. **Answer to Paragraph 40e.** By day forward troops withdraw first by night they withdrawal last.
46. **Answer to Paragraph 40f.** Artillery tasks in a withdrawal are:
- a. Close DF, DF in depth and FPF for each intermediate position. These should be pre-planned and adjusted after occupation.
 - b. DF tasks in support of covering troops.
 - c. Planned concentrations on likely enemy axis of advance.
 - d. Harassing fire.
 - f. Covering fire in support of counter attacks or to help troops disengaged.
 - g. Deception or diversionary fire, e.g. to cover vehicle noises at night.
 - h. Battle field illumination.
47. **Answer to Paragraph 40g.** The battalion group may be given anyone of the following roles in the withdrawal:
- a. Preparing and occupying a new defensive position or intermediate position.
 - b. Acting as a covering force.

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- c. Forming a reserve.
 - d. Withdrawal from the present main position to an intermediate or new main position.
48. **Answer to Paragraph 40h.** The mortar platoon normally remains in action until the last possible moment. Movement will be by sections to provide continuous support.
49. **Answer to Paragraph 40i.** Dumping of ammunition, POL and supplies on a defensive position must be carefully controlled when a withdrawal appears likely. Brigade HQ will issue the necessary orders. Logistic support must otherwise be by essential second line vehicles only.
50. **Answer to Paragraph 40j.** The following additional logistic arrangements will be necessary:
- a. Battalion groups must begin the withdrawal fully replenished. This will not be easy to achieve without risking the loss of dumped resources to the enemy.
 - b. LADs must concentrate on repairing vehicles only to the point where they can be driven back to base areas. Recovery vehicles must be left free for the withdrawal operation.
 - c. Destruction of vehicles and equipment must be carefully timed. Premature destruction may subsequently prove to have been unnecessary and, if noisy, may reveal our intentions to the enemy.

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d. Troops must know that the casualty evacuation system is efficient, notwithstanding the difficult circumstances, if morale is to be maintained. Air evacuation will usually provide the best solution if helicopters can be made available.

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CHAPTER 9

INTRODUCTION TO MANOEUVRIST APPROACH TO WARFARE

FUNDAMENTALS

1. Military force contributes to the resolution or termination of conflict by defeating the opposing force. Defeat can be an elusive idea. It is defined as “*diminishing the effectiveness of the enemy to the extent that he is either unable to participate in combat or is unable to fulfill his intention*”. It is not, therefore, an absolute condition but a matter of degree. Manoeuvrist Approach is *the shattering of the enemy’s will and cohesion that will lead to his defeat*. Physical destruction is only one of the means that contribute to the enemy’s defeat, though it is perhaps the primary one at the tactical level. One of its most potent effects is to damage the enemy’s belief in his ability to win by indirectly attacking his will. A commander can seek to achieve this in 3 ways:

- a. **Preemption.** By seizing an opportunity, often fleeting, before the enemy does, in order to deny him an advantageous course of action.
- b. **Dislocation.** By denying the enemy the ability to bring his strength to bear.
- c. **Disruption.** By attacking the enemy selectively to break apart and throw into confusion the assets which are critical to the

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employment and coherence of his fighting power.

2. By itself physical destruction of the enemy or attrition is not an economical and quick means of inflicting defeat. Moreover, the important pre-condition of successful attrition, numerical superiority, is unlikely to prevail. The reality today is that there will probably be stringent limitations on the size of the force deployed. The Nigerian Army must therefore prepare to fight without decisive numerical advantage, and probably within a coalition. It is therefore preferable that battles or engagements are designed to break the enemy's will and to destroy his cohesion rather than to merely destroy elements of his combat power.

3. Manoeuvre warfare is the employment of forces on the battlefield through movement in combination with fire, or fire potential, to achieve a position of advantage in respect to the enemy in order to accomplish the mission. It is the chief means of applying the principles of concentration of force, economy of effort and surprise.

CHARACTERISTICS

4. The following are the characteristics of manoeuvre warfare:
- a. It is joint and combines the resources of all arms and services. The aim dimension, both fixed wing and rotary, is of crucial importance.
 - b. Generally, it aims to apply strength, in the form of firepower, against weakness, in contrast to attrition where strength tends to be

applied against strength.

- c. The emphasis is on the defeat and disruption of the enemy rather than attempting to hold or take ground for its own sake.
- d. It depends for its success on the precise application of force against identified point of weakness.
- e. It aims to defeat the enemy by destroying his will and desire to continue by seizing the initiative and applying constant and unacceptable pressure at the times and places that the enemy least expects.

CORE FUNCTIONS

- 5. There are 3 fundamental elements of operations; to find, to fix and to strike.
 - a. **Finding.** To find the enemy is implicit to our ability to fix and strike him successfully.
 - b. **Fixing.** To fix is to deny the enemy his goals, distract him and thus deprive him freedom of action while gaining us the freedom of action.
 - c. **Striking.** To strike is to use own freedom of action to:
 - (1) **Manoeuvre.** This involves getting into a position in respect of the enemy from which force can be threatened or applied.
 - (2) **Hit the En.** This involves hitting the en unexpectedly, or in superior force, at the point selected in order to defeat him.

6. It is possible to achieve all 3 core functions simultaneously although this will clearly be more easily accomplished at divisional level than it would be for a brigade with its more limited resources. The core functions may have to be approached sequentially if it is not possible to achieve them simultaneously.

OPERATIONAL FRAMEWORK

7. In order to execute the core functions, operations are organized within a framework of deep, close or rear. These terms are used to describe how these 3 operations relate to each other primarily by function, by what they are to achieve, and by geography or where they are to achieve it. These 3 operations must be considered together and fought as a whole at both the operational and tactical levels. Deep, close and rear operations also need to be integrated between levels of command because of the differences in scale and emphasis between formations of varying sizes and resources.

8. The framework of deep, close and rear provides a means of visualizing operations and aids synchronization. It helps the commander relate friendly forces to one another, and to the enemy, in terms of time, space, resources and purpose. Formations and units may engage in deep, close and rear operations at different stages of the battle. It is preferable to conduct deep and close operations concurrently, not only because each will influence the other, but also because the enemy is best defeated by fighting him simultaneously throughout his depth. Deep, close and rear provide

concepts for the command and synchronization of operations.

9. **Deep Operations.** The activities in deep operations are:
 - a. **Deception.** Deception seeks to mislead the enemy and persuade him to adopt a course of action that is to his disadvantage and which we can exploit. It also provides the commander with the freedom of action to carry out his mission and gain surprise. It is an integral part of all operations.
 - b. **Information, Intelligence, Collection and Target Acquisition.** Information, intelligence, collection and target acquisition may rely to a large extent on assets held at corps level and above. These, as well as divisional assets, can be used to collect information and targeting data about command and control systems, all defence assets, lines of communication, combat support forces, reserves and combat supplies.
 - c. **Interdiction.** Interdiction seeks to prevent the enemy reinforcing or reacting to close operations by causing attrition to the types of target described above. Principal means of interdiction at divisional level and below include indirect fire, aviation and any allocated offensive air support. It may be sufficient to delay him or to divert him through such means as barriers and deception measures. Although, the range and lethality of modern weapons, tied to accurate and responsive acquisition systems, allow deep operations to contribute directly to striking the enemy in addition to fixing him.

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While the principal means of prosecuting deep operations is firepower, including electronic warfare, the integrated application of firepower and manoeuvre produces the most effective results. This is because the effects of firepower will diminish with time as the enemy implements measures to protect himself against it. If however, it is combined with manoeuvre, the enemy is forced to react against it, exposing himself in the process. Such manoeuvre might include the use of airmobile or airborne forces, supported by electro-magnetic and depth fire weapon systems.

10. **Close Operations.** Although forces in immediate contact fight close operations, not all activities which occur near to the point of contact are close operations. Forces may be positioned well forward to undertake or sustain deep operations or, similarly, to prepare for subsequent rear operations. Forces engaged in close operations will need to consider the requirement to employ resources in an interdiction capacity. The use of force, such as indirect fire, in a fixing role will serve to constrain the enemy's freedom of action and his ability to reinforce, thus making the terms on which we engage in close operations more predictable and the outcome more certain. This does not mean, however, a greater reliance on indirect rather than direct fire in an attempt to out-range the enemy; each has a role and one is not a substitute for the other.

11. **Rear Operations.** As enemy rear operations will be a target for our deep operations, so ours will be a target for the enemy. Protection is

therefore an important part of rear operations and a balance must be struck between active and passive measures. Active measures involve neutralizing or destroying enemy forces capable of deep operations. Passive measures include the use of guards, dispersal, camouflage and deception. In protecting rear operations, freedom of action can be enhanced though the effort and resources required must be appropriate to the risk because offensive combat power will be in greater demand for close and deep operations.

LEVELS OF WARFARE

12. There are 4 main levels of warfare:
 - a. **Grand Strategic.** Grand strategy is the application of national resources to achieve policy objectives. This will invariably include diplomatic and economic resources as well as military.
 - b. **Military Strategic.** Military strategy is the application of military resources to achieve grand strategic objectives. Thus the grand strategic and military strategic levels together encompass the art and science of employing armed force to achieve a political objective. This is the planning process employed by MOD and DHQ.
 - c. **Operational Level.** Whether national, alliance or coalition, operational commanders refine a campaign within a designated area of responsibility, create an operational plan and direct operations. The operational level commander will design his plan of campaign around a number of building blocks, which help him visualize how the

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campaign will unfold. These building blocks are called 'Key Operational Concepts' in NATO doctrine and are called Campaign Planning Tools in British doctrine. The campaign planning tools are defined in Chapter 10.

d. **Tactical Level.** At the tactical level, commanders plan and conduct operations and battle to achieve the operational objectives of a campaign. The same cycle of direction, consideration, decision and execution is employed at this level; but the nature and scale of these operations and battle require different tools for use in the planning process. These include:

- (1) Battle Procedure.
- (2) Grouping System
- (3) Intelligence Preparation of the Battlefield.
- (4) Targeting.
- (5) Wargaming.
- (6) Yardsticks.
- (7) Estimate.
- (8) Synchronization Matrix (Chart).

PHASES OF WAR IN MAW

13. The phases of war in manoeuvre warfare are:
 - a. Offensive operations.
 - b. Defensive operations.
 - c. Delaying Operations.

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- d. Transitional phases during operations.

OFFENSIVE OPERATIONS

14. The principal purpose of offensive operations is to defeat the enemy, imposing our will on him by the application of focused violence, not only on the enemy's forward elements but throughout his depth. Manoeuvre in depth can pose an enduring and substantial threat to which the enemy must respond. He is thus forced to react rather than being able to take the initiative.

15. Although the purpose of offensive operations is to defeat the enemy, it is achieved by breaking apart the cohesion, moral and physical, on which his fighting power is founded, rather than simply inflicting physical damage to his combat power or capabilities. Destroying the coherence of his defence and fragmenting and isolating his combat power cause the real damage to the enemy's will. This can be achieved by the use of surprise and concentration of force to provide momentum, which must then be maintained in order to retain the initiative. By so doing, the enemy's capability to resist is destroyed.

16. **Types of Offensive Operations.** The following are the various types of offensive operations:

- a. **Reconnaissance in Force.** The purpose of a reconnaissance in force is to compel the enemy to disclose the location, size, strength,

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disposition or intention of his force by making him respond to offensive action.

b. **Raid.** The wider purpose of a raid is to disrupt the enemy. More specifically, a raid is carried out to destroy or capture a vital enemy asset. It is based on detailed intelligence, generally involves swift movement into hostile territory and ends with a planned withdrawal.

c. **Feint and Demonstration.** The purpose of a feint is essentially deception. It aims to fix the enemy by distracting him and, if necessary, engaging in combat. Feints must be of sufficient strength and composition to cause the desired enemy reaction. The purpose of a demonstration, in contrast to that of a feint, is to distract the enemy's attention without seeking combat. Demonstration forces use fire, movement of manoeuvre forces, smoke, EW assets and communication equipment to support a deception plan.

d. **Counter Attack and Spoiling Attack.** The purpose of a counter attack is to defeat an enemy made vulnerable by his own offensive action, by revealing his Main Effort or creating an assailable flank. The spoiling attack is similarly directed at enemy offensive operations but with the limited aim of disruption. It attempts to strike the enemy while he is most vulnerable or while he is on the move prior to crossing his line of departure. When the situation permits,

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however, commanders can exploit a spoiling attack like any other attack.

e. **Hasty Attack.** A hasty attack is an attack in which preparation time is traded for speed in order to exploit an opportunity. It seeks to take advantage of the enemy's lack of preparedness, and involves boldness, surprise and speed in order to achieve success before the enemy has had time to improve his defence posture.

f. **Deliberate Attack.** A deliberate attack is a type of offensive action characterized by preplanned and coordinated employment of firepower and manoeuvre to close with and destroy or capture the enemy.

DEFENSIVE OPERATIONS

17. Fundamental purpose of defensive operations is to defeat or deter threat and, in so doing, provide the right circumstances for offensive action. Defence should be creative, not reactive. Every opportunity should be taken to seize initiative.

18. There are 2 types of defensive operations:

a. **Mobile Defence.** Concentrates on en to destroy or defeat him. En is allowed to adv to positions, which exposes him to attack, and envelopment by striking force.

- b. **Area Defence.** The focus is on retention of terrain, denying en access to designated terrain for specified time. Area def will not necessarily produce outright defeat of en.

DELAYING OPERATIONS

19. A delaying operation is an operation in which a force under pressure trades space for time by slowing down the enemy's momentum and inflicting maximum damage without, in principle, becoming decisively engaged. It is likely to be carried out in less than ideal conditions; the air situation may well be unfavourable and the initiative will tend to be with the enemy. Nevertheless, in order to enhance the chances of success, every opportunity should be taken to initiate aggressive action, to seize the initiative from the enemy and to force him into a position for subsequent operations to be mounted against him. This type of operation is arguably the most difficult to conduct and needs, therefore, to be thoroughly understood by all involved.

20. Delaying operations can be conducted independently or with other types of operation, principally as a prelude to a defensive operation and carried out by a covering or guard force. It is also possible that transitional phases will be involved, the most likely being a withdrawal and a rearward passage of lines, although it is quite conceivable that other transitional phases, such as meeting engagement, could occur. A division or brigade is likely to be tasked to conduct a delaying operation as part of a higher

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formation's plan in one of the following circumstances:

- a. As a covering force for defending or withdrawing main bodies.
- b. The advance guard or covering forces when encountering superior forces.
- c. An economy of force operation conducted to fix or contain an enemy attack on a less critical avenue of approach.
- d. A deception measure to set up a counter attack.
- e. As a fixing force in mobile defence.

TRANSITIONAL PHASES DURING OPERATIONS

21. The Operations of War are linked by one or more transitional phases, which could also appear within the operations themselves. A transitional phase is never carried out in its own right. Its execution must lead to the prosecution of one or other of the Operations of War.

22. There are 5 transitional phases:

- a. **Adv to Contact.** Comd seeks to gain or re-establish contact under most favourable conditions for main force. Always executed in prep for subsequent mission and is terminated when main body is positioned in accordance with comd's plan.
- b. **Meeting Engagement.** Meeting engagement is combat action that may occur when both sides seek to fulfill msn by offensive action. It can mark moment of transition in that outcome may decide nature of subsequent ops. It differs from adv to contact in that contact

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is unexpected rather than deliberate attempt to establish contact. It is most applicable at bde level and below.

c. **Link-Up Operations.** Link-up ops are conducted to join 2 friendly forces in en controlled territory. Both forces may be moving towards one another, or one may be stationary or encircled. They may have same or differing missions.

d. **Withdrawal.** A withdrawal occurs when a force disengages from an enemy force in accordance with the will of its commander. It seeks to disengage its combat forces from the enemy although contact may be maintained through other means such as indirect fire, reconnaissance or surveillance. The order to withdraw will not normally be given by the commander without the agreement or direction of his superior commander. A withdrawal may be undertaken for the following reasons:

- (1) If the object of the operation cannot be achieved and the force is threatened by defeat, or if the objective is achieved and there is no further requirement to maintain contact.
- (2) To avoid battle in unfavourable tactical conditions.
- (3) To draw the enemy into an unfavourable posture, for example, to extend his lines of communication.
- (4) To conform to the movements of adjacent friendly forces.
- (5) To allow the use of the force or parts of the force elsewhere.

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(6) For Combat Service Support (CSS) reasons i.e the force can no longer be sustained.

e. **Relief of Troops in Combat.** In this type of operation, combat activities are taken over by one force from another. The types of relief operations are defined as:

(1) **Relief in Place.** An operation in which all or part of a force is replaced in a sector by an incoming unit.

(2) **Forward Passage of Lines.** An operation in which a force advances or attacks through another which is in contact with the enemy.

(3) **Rearward Passage of Lines.** This is an operation where a force effecting a movement to the rear passes through the section of a unit occupying a defensive position.

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CHAPTER 10

INTRODUCTION TO ESTIMATE PROCESS

INTRODUCTION

1. The major doctrinal approach to operations planning in the past has been the use of Appreciation Process. However, it is interesting to note that many Western Armed Forces particularly the United Kingdom from whom the Nigerian Armed Forces adopted most of its doctrine have since evolved a new planning process known as the Estimate Process. Indeed, the Ghana Armed Forces with whom we enjoy close military relations adopted the Estimate Process a few years ago.

2. The Estimate Process is part of a wider doctrine on the Manoeuvrist Approach to Warfare (MAW). The central feature of Manoeuvre Warfare is the destruction of enemy's cohesion and fighting will through the concentration of superior force against those elements of his fighting system that are most likely to cause the collapse of his will to fight. The Estimate Process, together with its campaign planning tools is designed to aid a commander in perfecting the operational art of manoeuvre warfare.

DEFINITION AND LEVELS OF ESTIMATE PROCESS

3. According to the current United Kingdom Joint Warfare Publication,

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the Estimate Process is 'a logical process of reasoning by which a commander considers all the circumstances affecting the military situation and arrives at a decision as to the course of action to be taken in order to accomplish his mission. It is a methodology for analyzing and developing courses of action for a given situation taking into account all relevant factors, limitations and constraints. The factors could emanate from the environment, time, space, own and enemy resources while the limitations and constraints could arise from political, legal, moral, time and resources considerations.

4. The Estimate Process is applicable at the 3 levels of military decision making process. These levels are:

- a. Political Level.
- b. Military Strategic Level.
- c. Operational Commander's Level.

5. At the Political level the Grand Strategic Estimate (GSE) is carried out to produce the political planning directives for the Military Strategic level (MOD/DHQ). At the DHQ level, a Military Strategic Estimate (MSE) is conducted in coordination with the Services to produce the Mission Planning Directives recommending a military course of action. Thereafter, the operational level commander once nominated and given mission directives, conducts his Joint Estimate, the output of which is his Campaign Plan. Joint Estimate is the mechanism for selecting sensible and feasible courses of action through a careful analysis of available information on an operational situation, particularly those involving more than one Service.

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Campaigns and major operations are therefore planned and directed at the operational level by the operational commander in fulfillment of a strategic directive.

TYPES OF ESTIMATE

6. There are 2 main types of estimates; the Formal and Combat Estimates. The prevailing circumstances dictate which type of estimate an operational commander undertakes:

- a. **Formal Estimate.** Formal Estimate is when there is sufficient time to complete a thorough study of the situation. It is therefore well suited to the planning of deliberate operations though it can be used at any time provided there is sufficient command and staff capacity and time to complete it.
- b. **Combat Estimate.** Combat Estimate is used primarily at the tactical level when time is short and information is incomplete. It is an abbreviated form of the Formal Estimate and is usually completed in mental or note form by a commander alone.

CAMPAIGN PLANNING TOOLS

7. A campaign is a sequence or set of planned, resourced, and executed joint military operations designed to achieve a strategic objective within a given time and space more usually involving the synchronization of maritime, land and air forces. A campaign plan is the responsibility of the

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Operational Level Commander and it is usually initiated by a directive from higher strategic level (political and military strategic levels). It spells out the Operational Commander's mission, available resources and objectives. Invariably, a campaign may involve more than one battle or military engagements.

8. A campaign plan addresses the following questions:
 - a. What military conditions constitute success in relation to the strategic goal?
 - b. What sequence of events is most likely to produce the Operational End State?
 - c. How should resources be applied?
 - d. What risks are involved?

9. For the Operational Level Commander, the key tools required for his campaign plan include:
 - a. End State.
 - b. Centre of Gravity (CoG).
 - c. Decisive Point.
 - d. Lines of Operation.
 - e. Sequencing and Phasing.
 - f. Culminating Point.
 - g. Operational Pauses.

10. **End State.** The End State is defined as that state of affairs which needs to be achieved at the end of the campaign either to terminate the

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conflict or to resolve the situation on favourable or satisfactory terms. There are 2 types of end state; the Strategic End State and Operational End State. The Operational Commander will derive his Operational End State from the Strategic End State spelt out in the political and military strategic directives given to him. For instance, if the Strategic End State in a political directive is to restore sovereignty and territorial integrity of a land space, the Operation End State is more likely to be the ejection of enemy forces and government from such location. In other words, the Operational End State constitutes the military conditions for a successful Strategic End State. In emphasizing the importance of end state, Carl von Clausewitz wrote in his book '*On War*', "*We must perceive the necessity of every war being looked upon as a whole from the very outset, and that at the every first step forward, the commander should have the end in view to which every line must converge*".

11. **Centre of Gravity.** Centre of Gravity (CoG) is defined as that characteristic, or locality from which a nation, an alliance, a military force or other grouping derives its freedom of action, physical strength or will to fight. The CoG is not a particularly new concept as Clausewitz had earlier described it as "*The limb of all power and movement, on which everything depends.... the point at which all our energies should be directed*". For own and enemy, the CoG is both a source of strength and a critical vulnerability; hence to determine it requires identification of own and enemy strength and vulnerability. There are 2 types of CoG; the Strategic CoG and Operational CoG. For instance, from the Coalition Forces perspective during the 1991

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Gulf War, while Saddam Hussein and his government constitute the enemy Strategic CoG, his Republican Guard and forces in Kuwait were the Operational CoG, cohesion of alliance was the CoG of the Coalition Forces. Please note that both strategic and operational CoG must be identified for both own and enemy forces. The rule in campaign planning is usually to protect own CoG and destroy or undermine enemy CoG. In a Peace Support Operation, public opinion, cohesion of participating forces and host nation/belligerent group support are some of the obvious CoG, without which the operation could easily crumble.

12. **Decisive Point.** Decisive Point (DP) is an event, the successful outcome of which is a precondition to the successful elimination of the enemy's CoG. DPs are the keys to locking the enemy's CoG. It is a point from which a hostile or friendly CoG can be threatened. This point may exist in time, space or the information environment and it is determined in terms of effect on the enemy, the environment or friendly force. The acid test of a DP is that its removal from a campaign plan would prejudice the execution. Failure to achieve a DP would threaten the plan's viability. In an amphibious operation, some of the easily identifiable decisive points include establishment of the military convoy, establishment of favourable air situation and arrival at the objective area.

13. **Lines of Operation.** Lines of operation are used in a campaign plan to establish the interrelationship between DPs in order to construct a critical path to the CoG and ensure that events are tackled in a logical progression. They link DPs in time and space on the path to the enemy's CoG. Lines of

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operation could be constructed at the Strategic level along the instruments of national power (i.e. military, information, diplomacy and economic). At the Operational level it could be constructed along the functional lines. For instance, destroying the enemy's CoG may require lines of operation such as neutralizing his offensive air capability, sea control, protection of own CoG and physical control of an area. Similarly, lines of operation could be delineated along the environmental lines, that is, maritime, land and air components of the operation required to unlock enemy's CoG. An important feature of lines of operation is what is known as the Main Effort. It is defined as the concentration of forces or means in a particular area where the Joint Task Force Commander (JTFC) wishes to achieve a decision along a line of operation towards a DP or CoG. Main Effort designation enables the JTFC to prioritise his resources and attention on critical activities. It also facilitates easy identification of supported and supporting commanders among the component commanders. For instance, protection of the convoy during deployment phase of an amphibious operation constitutes a main effort and the supported commander is the Commander Amphibious Task Force (CATF) or Joint Force Maritime Component Commander. On successful landing at the Amphibious Operation Area (AOA), the Commander Land Force (CLF) or the Joint Force Land Component Commander becomes the Supported Commander when he must have established his headquarters ashore. The Main Effort at this stage would be the prosecution of the land objectives.

14. **Sequencing.** The arrangement of activities within a campaign plan in the order most likely to achieve the elimination of the enemy's CoG is termed Sequencing. As an example, an air operation aimed at establishing own air superiority by destroying enemy air power is likely to be sequenced in the order; destruction of enemy's command and control system, its airfields, counter air operation including air defence of own assets and logistics support facilities.

15 **Phasing.** The aim of phasing is to assist the commander to think through the entire campaign logically and in terms of available forces, resources and time. Phasing is required to maintain continuity, tempo and avoid unnecessary operational pauses.

16. **Culminating Point.** An operation reaches its culminating point when it can just be sustained but not developed further to any greater advantage. Culminating Point is the point in time and location when an attacker's combat power no longer exceeds that of the defender. The attacker also risks both effective counter attack and the failure of his own operation. The aim of the campaign planner would be to avoid reaching own culminating point before achieving the End State, whilst trying to identify, working to achieve and then exploiting the enemy to reach its culminating point. Some of the notable factors that could result in culminating point include attrition, combat fatigue, time and inability to protect lines of support.

17. **Operational Pause.** A pause in operation while retaining the initiative in other ways is called Operational Pause. An operational pause

could be introduced by the Operational Commander in order to avoid reaching the Culminating Point.

STAGES OF ESTIMATE PROCESS

18. At all levels of the Estimate Process the 4 standard stages comprise:
 - a. Mission Analysis.
 - b. Evaluation of Factors.
 - c. Consideration of Courses of Action.
 - d. Commanders Decision (Campaign Plan).

19. **Stage 1 Mission Analysis.** This is the first and most important stage of the estimate; from it a commander deduces what he has to do and why. He will extract from the superior's orders the tasks necessary to fulfil his mission and place in context, the effect he will achieve in the overall design for operations. He will also determine what broad constraints or freedoms affect all his potential options and identify, as the campaign, major operation, battle or engagement progresses, whether further decisions are required. The Mission Analysis therefore places *'the pegs in the ground'* for the remainder of the estimate, the fuller this is, in terms of providing guidance to staff or in laying down broad courses of action (COA) the better. While Mission Analysis is the starting point of a particular evolution of the Estimate Process, it is also dynamic so that as the situation develops, so can the planning.

20. **Stage 2 Evaluation of Factors.** In this stage, all the information that will help the commander to make a decision is analyzed. If the Mission Analysis has been completed effectively then clear guidance will be available as to what is relevant and what is not. Evaluation of information should lead either to a task, a constraint on one's action or to a Critical Information Requirement (CIR). It is not easy to judge whether a particular piece of information is relevant or not, but a clear understanding of what the mission is from the Mission Analysis, and what are the crucial decisions that need to be taken from Stage 1 and prior understanding will help.

21. **Stage 3 - Consideration of COA.** The Commander may have laid down some broad COA in Stage 1, which are then refined in Stage 2, or else new COA will emerge. The purpose of this stage is quite simply to compare each COA against each other and against criteria which are laid down by the Commander. These criteria may be generic such as the Principles of War or some of the tenets of the manoeuvrist approach or they may be specific to a particular operation, reflecting perhaps, the acceptability of risk or the likely media/political impact. Operational analysis and/or wargaming of options may also be used to aid the commander's decision making. At the end of this stage though, a commander must make a decision.

22. **Stage 4 - The Commander's Decision.** The decision must be the logical result of the Estimate. It constitutes the basic directive for the completion of the planning and for all future actions. It will explain his intent (why), his scheme of manoeuvre/modus operandi (*who, what and where*) and his Main Effort (... *the concentration of forces or means, in a*

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particular area, where a commander seeks to bring about a decision). The diagram illustrating the inter-relationships among the stages is at Annex A to this Chapter.

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TABLE OF GLOSSARY OF TERMS

Serial	Terms	Definations
(a)	(b)	(c)
1.	AB 545	Arty Fire Plan Proforma.
2.	Adjustment	The process by which an observer brings fire to bear on a tgt by ordering correction to the observed fall of shots.
3.	Admin	The management and execution of all military matters not incl in tac or strategy in the fd of log, personnel management and the internal management of units.
4.	Admin Areas	Areas in which log units and echs are loc. Although tpt may be temporarily off loaded, an admin area differs from a MA in that the former does not normally hold stocks on the ground in excess of second line replen.

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5. Adv Base A base loc in or near an area of ops when it is not possible to maintain the forces directly from the main base.
6. Adv in Contact Contact has been made with the en covering forces, intermediate posn or main def zone.
7. Adv to Contact Contact has been lost or not yet made. The emphasis will be on recce with the main force uncommitted and ready for action.
8. Air Def Con Laid down by the comd.
 - a. Wpns Tight Ac can only be engaged if positively ident as hostile, or if committing a hostile act. This will be the normal air def state in a bn area.
 - b. Wpns Free Ac can be engaged unless recognized as friendly.
 - c. Hold Fire An emergency order meaning do not open fire, or if firing, stop immediately.
9. Altn TK Posn A posn adjacent to the primary one still covering the primary arc, to which the tk may jockey as required.

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10. Area of Interest That area of concern to the comd, incl the area of influence, areas adjacent to it, and extending into territory to the obj of current or planned ops.
11. Area of This is the area assigned to the bn gp for Responsibility the conduct of tac ops. It is designated on the ground by bdrys.
12. Area of Influence The portion of the assigned zone and the areaof ops and the area of ops wherein a comd is directly capable of influencing the progress or outcome of ops.
13. Assy Area An area where final admin prep and grouping of bn and coy gps takes before an attack. It should be free from en ground obns, concealed from visible air recce, easily accessible and if possible, out of range of en mors. The bn gp is responsible for signing and controlling the area.
14. Asslt Coy Gps These are the coy gps detailed to capture obj in each phase.
15. Attrition The reduction in the effectiveness of a force caused by loss of personnel and materiel.

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16. Axis The axis is the general line astride which a bn or coy gp moves. It may follow a route, a feature or may simply be a convenient line drawn on the map. There is no requirement to clear the en from axis unless ordered to do so.
17. Barrage Simultaneous electronic jamming over broad of Jamming frequencies.
18. Battalion A force generally organized by combining task Task Force and mechanized infantry elements under a single battalion commander to conduct specific operation.
19. Beach Head A designated area on a hostile shore which, when secured, ensures the continuous landing of troops and materiel and provides manoeuvre space requisite for subsequent projected operations ashore.
20. Bridge Head An area of ground held or to be gained on the enemy's side of an obstacle.
21. Brigde Head in offensive river crossing operations, the limit of Line the objective area when developing the bridge head.

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22. Barrage A moving belt of fire behind which tps adv.
23. Base Dep A base dep is normally affiliated to a div, but a measure of con is retained by the corps comd of the svc concerned, eg BOD - (Base Ordnance Depot).
24. Battle Posn An area sited tactically from which to engage the en with dir wpns.
25. Back Loading A loc at which eqpt cas needing repair are Point dumped for backloading outside the div area.
26. Bounds These are tac features on or astride the axis which can be held if nec, normally they are given nicknames. Coy gps do not halt on a bound unless ordered to do so. A bound will not be reported until it is cleared or seen to be cleared of the en.
27. Bdrys These are laid down to limit the area of ops of the bn gps and, within it, the coy gps.
28. By-passing To by-pass, a force moves off its axis round the en and onto a further obj.
29. Cen Dep A cen dep is estb to hold Army res stocks. It will

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come under dir con of the corps comd of the svc concerned, eg COD - (Cen Ord Dep).

30. CES Complete Eqpt Schedule. A document containing lists of every item belonging to a piece of maj eqpt.
31. Check Pt In wdr, a place normally estb at an easily recognizable loc on the route back from a posn through which tps move on their way back to an RV. A physical count of forces withdrawing is made. Forces do not halt at a check point.
32. Cleared Routes These are routes which must be cleared of en by a coy gp or bn gp. They must be kept clear of the en until handed over to another bn gp. They are nec wheeled tfc, as evac routes, and for the speedy move of men and sups. A bn gp may be given the specific task of clearing a fmn route and this task may conveniently be given to a depth bn gp.
33. Close Recce Recce initiated by a bn or a bde comd on specific tasks within his area of influence.
34. Close Support Arty units allotted to Inf and armr to give them the

RESTRICTED

course of action which precludes its employment elsewhere.

43. Consumption Rate The average quantity of an item consumed or expended during a given time interval, expressed in prescribed units of measurement.
44. Contingency A force designed for rapid deployment Force and employment in an area.
45. Cross-Attachment The exchange of subordinate units between units for a temporary period. For example, a tank battalion detached a tank company that is subsequently attached to a mechanized infantry battalion and the mechanized infantry battalion detaches a mechanized company that is then attached to the tank battalion.
46. Comm Zone(CZ) The rear of the theater of ops (behind the CZ) which contains the L of C, estb for sup and evac, and other agencies required for immediate sp and maint of the force.

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47. Commodity Pt A sup pt which distributes only one commodity eg ammo pt (AP).
48. Counter A res may be employed in a counter Penetration penetration task instead of immediate counter attack. Counter penetration means halting en fwd move by repositioning tps to block their line of adv. As it is a def measure it has the advantage of being effective against a greater number of en than counter attack which usually requires numerical superiority. Fmns or units sited in depth may be required to provide the counter attack or counter penetration force, eg depth bn for a bde.
49. Counter Bty CB fire is designed to neutralize en guns, mors and rockets.
50. CB Policy Laid down by the comd.
- a. Active Engage all hostile btys.
 - b. Semi Active Engage only specified hostile btys.
 - c. Silent No engagement.
51. Covering Force Those covering tps estb by the highest tac comd to

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provide sy for his force are termed the covering force. A screen guard may be formed by the bn gp for its own wing or protection. It may be deployed to the front, to a flank or to the rear.

52. Covering Tps Any body or det of tps which provides sy for a larger force by obsn, recce, attack, def or by a combination of these methods are called covering Tps.
53. Continuous The veh moves continuously over a Running route, being transferred from one dvr to another at intermediate stages, normally the XP.
54. C Sups Ammo, POL and rats collectively.
55. Daily Maint The daily replenishment of C Sups, evac of cas, provision of common user ord items and the rec and repair of eqpt.
56. Def Loc An area of ground org for all round def by a coy gp.
57. Def Post A posn held by a small sub-unit eg, sect. Posts are grouped together in mutual sp to form a def loc.

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58. Defensive Fire (DF)
- a. DF in Depth These tasks are designed to neutralize and destroy enemy formations at the earliest possible moment. They lie in a belt of 1500m-6000m behind the FEBA.
 - b. Close DF These are designed to hit the enemy whilst he is in the FUP or assaulting. They lie in a belt 200m- 1500m from the FEBA.
 - c. FPF These are the most important close DF tasks. Each fire unit can be allotted one only.
59. Defilade Posn Posn sited to engage the enemy in the flank.
60. Deliberate Attack An attack mounted against prepared enemy positions with time for reconnaissance at the lowest level of command.
61. Deliberate This is an attack to regain vital ground in the battalion group area and should be preplanned and carefully prepared. It is organized at formation level using formation resources and is timed to take place once the situation has been stabilized; counter penetration may be a means of ensuring stability before the counter attack can be launched.

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62. Deliberate Def A deliberate def posn is one selected and prep out of contact with the en. There should be time for detailed recce and planning on chosen ground and for const and concealment of posn without en ground interference.
63. Denial Operation An operation designed to prevent or hinder enemy occupation of or benefit from areas or objects having tactical or strategic value.
64. Distr Pt (DP) A pt which C Sups obtained by fmns from the RP are distributed by units.
65. Dumping The placing on the ground of eqpt, sups or stores which are additional to the res stocks normally carried by the mobile echs.
66. Ech The div of unit log resources is normally into ech. F Ech is the fighting elms of the units. A Ech provides the immediate sp and B Ech contains the balance of unit resources not needed at short notice.

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67. Encirclement This is envelopment from both flanks simultaneously.
68. Equipment A pt near the fwd BAA where eqpt cas from units Collection and LAD s are collected before back-loading by Point (ECP) second line rec resources.
69. Enfilade Fire Fire originating from a flank.
70. Electronic Intelligence about the deployment of Order of Battle enemy electronic emitters in a given area.
71. Embarkation The loading of troops with their supplies and equipment into ships and /or aircraft.
72. Envelopment This is an outflanking mov which passes round or through the en posn to cut off his wdr routes and destroy him by attacking him from the flank or rear. Alternatively this mov may block en wdr routes while another force attacks frontally.
73. Evac The mov of cas (men or eqpt) out of the area of ops.

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74. Exchange Pt (XP) A pt loc near the rear div bdry where empty second line vehs are exchanged for full third line vehs which have driven up with C sups from the R P. Either loads are transferred or dvrs exchange vehs.
75. Exploitation Having reached and secured an obj, coy gps may take advantage of the en reverse and confusion by advancing further than the immediate obj, this is known as exploitation. Tps used for exploitation are at a risk as they are moving into unknown and their use may weaken the def ability of the reorg posn. A limit of exploitation is, therefore usually laid down for each coy gp.
76. Final Asslt Posn An area close to the obj where the asslt tps, if not already so deployed adopt their fmn for the final asslt. It may not be possible to lay down its precise posn during orders and it is more likely to be indicated by radio or verbally during the attack.
77. Fire Support A team usually comprising the BC of the Cell (FSC) DS bty, sp coy comd

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and/or mor pl comd which con sp
fire within the bn.

78. Fire Unit The minimum no of wpns that can effectively engage a tgt.
79. Flank guards These are elms of the bn gp tasked with or Screens giving warning of threats to the flank of the adv and, if ordered, dealing with it.
80. Flank This is the means by which en interference by fire or Protection asslt onto the flanks of our attack is dealt with. Clearly en enfilade interference in the early stages of an attack will be disruptive to us in the extreme, and so.
81. Forming Up An area to which tps deploy immediatley Place (FUP) before an attack and in which they may adopt their asslt fmns. It allows a buffer of this between the move fwd and crossing the start line at H hr. The FUP is occupied for as short a time as possible, though, it is here that final orders or briefing may be given or orientation carried out. If it is outside the FEBA it must be reconnoitred

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and protected before the asslt tps move into it. The area chosen should be easily recognizable, not under dir fire or en ground obsn, and not a known or likely en direct fire.

82. Forward Edge The gen line of our own tps, excl screens, guards the Battle Area and ptl nearest to FEBA)to the en.
83. Forward Observation An offr manning mobile OP. Officer (FOO)
84. Forward Passage An operation in which a force advances or attacks of lines through another which is in contact with the en.
85. General Arty units allotted to fmns to provide Support (GS) heavier weight of fire than CS.
86. Guard Covering tps deployed with the primary task of delaying the en for a specified period in addition to obsn and reporting his mov.
87. Ground An airborne or air assault operational plan covering Tactical Plan the conduct of

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operations in the objective area.

88. Harbour Area An area well out of contact in which the emphasis is on admin convenience, although protection and concealment will be maint.
89. Harassing HF is designed to sap the en morale by hindering Fire (HF) the mov of men and material by shelling routes and comm centre at irregular intervals.
90. Hasty Def In the worst case the def will be built up under threat of, or in the face of the en and it may not, therefore, be possible to choose the best ground, eg def posn taken up at the further pt reached in an attack. Such a def may later become deliberate. In this case it may be nec to replan and resite on more suitable ground.
91. H Hr This is the time at which the asslt tps cross the SL for the first phase. It is needed in order to coord manoeuvre and the timing of the fire plan is based on it. Subsequent phases of the attack may not be used as they have other agreed joint svc meanings.

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Alternatively at bn gp level and below, the term "H Hr phases 2 etc" may be used.

- 92. Hide A concealed area in which a force waits for ops or before moving in to battle posn.
- 93. Hit the en This involve hitting the en unexpectedly or in superior force at the point selected in order to defeat him.
- 94. Herringbone An arrangement of vehicles at left and right angles to the line of march used to establish security during an unscheduled halt.
- 95. High Value A target whose loss to the enemy can be Target (HVT) expected to contribute to substantial degradation of an important battle field function.
- 96. Howitzer (How) A gun which has a high angle (45 - 80) capability. This gives it the same ability as mors in engaging tgts on reverses lopes etc.
- 97. Immediate A preplanned or spontaneous attack org usually at Counter Attacknot lower than bn gp level, to destroy local en netration into bn

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gp def locs. It will normally be timed to take place before the en can reorg.

98. Important This is ground which is highly desirable rather than Ground essential to hold. Although it will not be abandoned, steps will be taken to recapture it by immediately committing the res, a Comd must be prepared to concede it provided that the en has paid a significantly high price. A CO will normally select his own important ground.
99. Infiltration A method of avoiding the en fwd def and Attack of introducing a force into an en rear area.
100. Insertion Placement of troops and equipment into an operational area in air assault operations.
101. Jockeying AFV mov between primary or secondary posns and altn posns.
102. Junction Pts These are sometimes estb to provide formal contact with a flank or bn gp. These are pts on or near the bdry and are generally

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selected from a map before an op. They have no tac significance but are easily identified physical features. They are purely physical liaison posts. In def a junction pt means a place on the ground to which both flanking units meet at pre-arranged intervals during the day or in. It may be continuously manned, if nec, by a standing ptl from one of the bns.

103. Killing Zone

A killing zone is an area in which a Comd plans to force the en to conc in order to destroy him with conventional fire power. In nuclear warfare, where tac nuclear wpns are used for destroying the en it is known as the Nuclear Killing Zone (NKZ).

104. Landing Beach

That portion of usable coastline usually required for the assault landing of a battalion landing team or similar unit.

105. Landing Plan

An airborne, air assault or air movement plan prescribing the sequence, place of arrival and method of entry into the objective area.

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106. Landing Site A continuous segment of coastline over which troops, equipment, and supplies can be landed by surface means.
107. Leaguer A def fmn, sometimes concealed, adopted by a force for admin convenience and protection. Leaguers may be 'close' with veh very near one another, or 'open' with vehs well spaced out.
108. Lines of Sp These refer to the level at which log is con. First line is provided from units, second line from resources under bde or div comd and third line from resources con by army force or corps HQ.
109. Lines of All routes, land, water and air, which connect an (L of C) Communication operating mil force with its sp areas, and along which men and matériel mov.
110. Log The science of planning and carrying out the move and maint of a force.
111. Log Plot A shortened form of instr showing details of log sp aval to a fmn.

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112. Maintenance ground An area in which stocks are held ground for Area (MA) the maint of the forces in the fd and to meet any emergency.
113. Main Base A large area containing the complex org which gathers together, holds and issues the men and material needed to maint the activities of armed forces engaged in war.
114. Maint All sups repair and pers replacement action taken to keep a theatre or force in a condition to carry out its msn.
115. Mass The concentration of combat power at the decisive time and place.
116. Manoeuvre This involves getting into a posn in respect of the en from which force can be threatened or applied.
117. Meaconing Enemy transmission of false navigational signals to confuse or hinder the navigation of aircraft and ship and to confuse ground stations.

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118. Military Crest An area on the forward slope of a hill or ridge from which maximum observation covering the slope down to the base of the hill or ridge can be obtained.
119. Matériel This term covers all types of commodity needed by a force in the fd. It includes C Sups, ord stores, vehs and specialist med eqpt and stores.
120. Medium Recce Recce carried out by units reporting direct to a div or corps or force comd on tasks specified by him and within his area of influence.
121. Minefd:
- a. Barrier A minefd laid to block en attack in selected areas Minefd specifically to the flanks, and to deflect his approach into selected battle areas.
 - b. Defensive A minefd in accordance with an estb plan to prevent a penetration between posn and to strengthen the def of the posns themselves.
 - c. Nuisance A minefd to delay and disorg the en and to

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hinder Minefd his use of an area or route.

- d. Phoney An area of ground used to simulate a minefd with Minefd the object of deceiving the en.
 - e. Protective Minefd employed to assist a unit in its local, close Minefd protection.
122. Mobile Def Def of a selected area of considerable depth within which the en is defeated by fire and manoeuvre. It is implicit in this form of def that the en is first encircled and contained, and is then destroyed; thus con of the selected area is regained.
123. Mutual Sp Def posts and locs are mutually supporting when they are so sited that an en assaulting any one of them will come under dir small arms fire from more than one posn at the same time. It is nec since even the best tps are sometimes neutralized under a determined attack; at such times it is only mutual sp that will stop the en arriving on a neutralized loc. Mutually supporting fire is usually enfilade and more effective than

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frontal fire.

124. NAPEX

Nigerian Army Post Exchange. Provides canteen services for NA.

125. Nickname

A nickname may be assigned formally or informally to an evasion manoeuvre or any other activity for purpose other than to provide for the sy of info. Nickname always consists of at least 2 separate words.

126. NVP

The plan by which active surv devices are coord over the battle area.

127. Obj

This is the physical object of the action taken e.g a definite tac feature the seizure of which is essential to the plan. An obj will not just be “the en”; this is imprecise and will lead to confusion. An obj will be a firm feature which can be seen or identified by asslts tps, although not necessarily before they cross the start line.

128. Observed Fire

Fire which is brought to bear on a tgt by means of corrections ordered to the guns by an observer.

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129. OP A static post consists of an offr and up to 5 sldrs. Its duty is to observe. Continuously its allotted sector sector of the battle area, impar info about the en and engage tgts. the en and engage tgts.
130. OP Stocks Stocks of matériel required for day to day maint based on frequency of del into area of ops.
131. Passage of The exchange of responsibility for a sector or zone Command between the commanders of 2 units.
132. Passage of Passage of one unit through the position Lines of another as Lines when elements of a covering force withdraw through the forward edge of the main battle area or when an exploiting force moves through the element of the force that conducted the initial attack.
133. Passage of When different tps are used for such Lines phase they will Lines often pass through secure areas held by other tps at the

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beginning of their asslt. This is known as the passage of lines.

134. Phases

An asslt may take place in progressive stages eg, the seizure of a succession of objs. These are known as phases. It is usual, though not essential, to use different tps for each successive phase in order to maint momentum.

135. Pop-up Point

The location at which aircraft quickly gain altitude for (PUP) target acquisition and engagement.

136. POL

The term POL means all types of liquid fuels lubricants, hydraulic fluids and preservatives.

137. Positional Def

In positional def the comd will rely on the use of prepared posns on commanding ground, mutually sp fire power and obs to prevent the en penetrating into the framework of the def.

138. Predicted Fire

The means by which fire is brought to bear on a tgt without adjustment.

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Always used when a tgt cannot be seen.

139. Primary

This is the best posn aval covering the tks primary Tk Posn arc of fire.

140. PULHEEMS

A medical term used for performance evaluation. The ltrs stand for the fol:

- P - Physical Appearance
- U - Upper limbs
- L - Lower limbs
- H - Hearing
- E - Eye left
- E - Eye right
- M - Motion (Locomotion)
- S - Stability (Mental)

141. Pursuit

A form of adv in which the en has lost the initiative completely, possibly after a defeat, and is withdrawing off alance.

142. Quick Attack

This is an attack which takes advantage of the relatively unprepared state of an en def and aims to gain a measure of surprise.

143. Rat

The term rat primarily incl food but may,

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also cover such items as water purification chemicals, solid fuel and disinfectants. The food will normally be fresh or comp rats.

144. Rearward This is an operation where a force effecting a Passage of lines movement to the rear passes through the section of a unit occupying a defensive posn.
145. Rec Pt A pt which a rec det is loc. Normally on a MSR.
146. Relief in place An operation in which all or part of a force is replaced in a sector by an incoming unit.
147. Registration Terrain feature or other designated point in which Point fire is adjusted for the purpose of obtaining corrections to firing data.
148. Rules of Directives issued by competent military authority Engagement that specify the circumstances and limitation under which forces will initiate and/or continue combat engagement with other forces encountered.
149. Rupture To create a gap in enemy defensive position quickly.

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150. Rupture Force The force that penetrates the enemy forces and opens a gap for the remainder of the force to push through.
151. Ruse A trick designed to deceive the enemy, thereby obtaining an advantage.
152. Reorg This is the process by which asslt tps will secure the area of the obj after its capture in order to hold it against counter attack. It will involve the mov fwd of sp wpns (particularly ATK wpns), prep of a coord def, resup and cas evac.
153. Report Lines These are easily recognizable features such as rds or railways. They need not be of tac importance but allow tps to report progress. They should preferably be at right angles to the axis and be allotted nicknames.
154. Res Coy These are the coy gps detailed for the role of bn gp comd's res. This is the means by which he deals with the unexpected and influences events once the attack has begun.

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There must be designated res for every phase even if these are tps, which have already been used, in earlier phases.

155. Res (Stores) Stores of matériel held to insure against an emergency.
156. RP An area in which a limited tonnage of C Sups (and other requirements) are stored on the ground within daily range of second line tgt or XP.
157. RV In wdr, an area where force collects and reorg as an entity before continuing the wdr.
158. Secondary Secondary posns might be fwd of the Tk Posn primary posn in a sniping role, covering another tk's primary arcof fire or covering an en approach other than the main approach.
159. Scale
- a. First Line A quantity of C Sups normally held on unit first line tgt. Designed to maint unit in combat for a specified length of time without resup.

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- b. Second Line Balance of full unit scale. Held on second line tpt and con by HQ directly administering the unit during an op.

- 160. Screen Covering tps deployed with the primary task of observing, identifying and reporting on en mov.

- 161. Staff Check A check on a single aspect of a log requirement, eg tpt for a dumping programme.

- 162. Start Line (SL) The line which the asslt tps cross at H hour. It must be easily recognizable eg, a rd, hedgerow or taped and preferably square to the obj. It is normally the fwd edge of the FUP.

- 163. Stocks.
 - a. First Line Incl all expendable materiel held by a unit.

 - b. Second Line Held immediately behind first line and scaled to sp the first, under con of fmn HQ.

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164. Supporting Distance Distance between 2 units that can be traveled in time for one to come to the aid of the other. Also, for small units, the distance between 2 units that can be covered effectively by their fires.
165. Surv A continuous, all weather, day and ni, systematic watch over the battle area to provide timely info for tac ground ops.
166. Terrain Analysis The process of interpreting a geographic area to determine the effect of the natural and man-made features on military operations.
167. Terrain The development of terrain using obstacles to degrade enemy mobility or to enhance friendly survivability through construction of fighting positions and covers.
168. Theatre The total of items not for imm use in the Stocks theatre. They are the sum of war res, op stocks and repair pools.
169. Tpt

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- a. First Line Unit tpt, the log echs which takes over C Sup and other stores from second line tpt at DPs.
 - b. Second Line NACST tpt for the maint of fmns and units in the fwd areas.
 - c. Third Line NACST tpt under con of Army/Force/Corps HQ.
170. Through The dvr takes his veh through the whole Running distance of a route from source to destination.
171. Turning Mov The outflanking force passes round or through the en and estb itself deep in the rear. This makes the en abandon his present posn and attack the forming force on ground more favourable to the later.
172. Unit Eqpt Scale (Unit Eqpt Table) A unit eqpt table shows the details of all eqpt which the unit is auth to hold. The broad scale is laid down in the estb for the unit.
173. Unit Trains Combat Service Support (CSS) personnel

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and equipment organic or attached to a force that provides supply, evacuation, and maintenance services.

174. Vehs Vehs are defined as:

A Veh = Armd.

B Veh = Unarmd.

C Veh = Earth moving eqpt, engr vehs, truck cranes mtd, mech handling eqp.

D Veh = Amph vehs to land tps on beaches.

E Veh = Vehs fitted with specialist eqpt.

175. Vertical

A tactical manoeuvre in which troops Are Envelopment air- drooped or airlanded, attack the rear flanks of a force in effect cutting off or encircling the force.

176. Vital Ground

This is Ground the possession of which by the en will make the def of an area impossible. It is of such significance that if it is lost and the def is to continue, it must be retaken. It is normally selected by a fmn comd.

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177. Weapon Any smoke, vapor trail, noise, heat, flash, Signature A tracer or flight characteristics that denotes a specific Wpn system.
178. Wedge A formation of vehicles or personnels that;
- (a) Permit excellent fire to the front and good fire to each flank.
 - (b) Facilitate control.
 - (c) Permit sustained effort and provide flank security.
 - (d) Lends itself ready to fire and mov.
 - (e) Is often used when the en situation is vogue and contact is imminent.
179. Weighting Those actions taken by a commander to increase the capabilities of a unit (such as allocation of additional forces, allocating priorities of fire, or reducing the size of the unit's area of responsibilities).
180. Zone of Action A tactical subdivision of a large area, the responsibility for which is assigned to a tactical unit; generally applied to offensive action.

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COMMON MILITARY ABBREVIATIONS (TRISERVICE)

Absent without leave	AWOL
Accommodation	accn
Account	acct
Acknowledge (d) (ment)	ack
Action Data Automation; Air Defence Area	ADA
Action Information Organization	AIO
Actual Time of Arrival	ATA
Additional	addl
Address Indication Group	AIG
Adjutant	Adjt
Adjutant General	AG
Administrator/administration/ administrative	admin
Administrative Area Control Centre	AACC
Administrative Order	Admin O
Admiral	Adm
Admiral of the Fleet	AF
Advance (d) / advancing Station	adv Advance Dressing ADS
Aeromedical Evacuation Unit	AEU
Aid-de-camp;	
Air Defence Centre/Commander	ADC
Airborne; Able Seaman	AB

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Air Adviser/Attache; Anti-Aircraft	AA
Airborne Early Warning	AEW
Airborne Warning and Control (System)	AWAC(S)
Air Commodore	Air Cdre
Air Contact Officer; Area Cash Office	ACO
Air Control Centre; Army Catering Corps	ACC
Aircraft Maintenance Group (EME)	AMG
Aircraft	AC
Air Control Team	ACT
Aircraftman	AC
Aircraft on ground	AOG
Aircraft State	ACSTST
Aircraftwoman	ACW
Air Defence/Despatch	AD
Air Defence Area; Action Date Automation	ADA
Air Defence Artillery	AAA
Air Defence Artillery Commander	ADAC
Air Defence Centre/Commander;	
Aide-de-Camp	ADC
Air Defence Control Centre	ADCC
Air Defence Control Unit	ADCU
Air Defence Exercise	ADEX
Air Defence Ground Environment	ADGE
Air Defence Identification Zone	ADIZ

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Air Defence Notification Centre	ADIC
Air Defence Operation Centre	ADOC
Air Defence Unit	ADU
Air Despatch/Defence; Army Department	AD
Airfield Damage Repair	ADR
Airhead Maintenance Area	AMA
Air Intercept (radar)	AI
Air Liaison Net	ALN
Air Liaison Officer	ALO
Air Marshal	Air (Mshl)
Airmobile	airmob
Air Mounting Centre	AMC
Air Officer Commanding	AOC
Air Officer in charge of Administration	AOA
Air officer in charge of Engineering	AOEng
Airportable	Airptbl
Airportable Bridge	APB
Air Publication; Ammunition Point;	
Armour Piercing	AP
Air Raid Reporting and Control Centre	ARRCS
Air Raid Reporting Net	ARRN
Air Raid Reporting Officer	ARRO
Air Reporting Net	ARN
Air Support Officer	ASO
Air Support Operations Centre	ASOC

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Air to Air Guided Weapon	AAGW
Air to Air Missile	AAM
Air to Air Refuelling	AAR
Air to Surface Guided Weapon	ASGW
Air to Surface Missile;	ASM
Artificer Sergeant Major	ASM
Air Traffic Controller	ATC
Air Traffic Control Centre	ATCC
Air/Area Transport and Movement Officer	ATMO
Air Transport Liaison (Net)	ATL
Air Transport Liaison Officer	ATLO
Air Transport Movement Control Centre	ATMCC
Air Transport Operations Centre	ATOC
Air Transport Request Message	ATRM
Airtrooper	Airtpr
Air Vice Marshal	AVM
Allocate (d) allocating/allocation	alloc
Allotment	almt
All-weather Fighter	AWF
Alternate/Alternative	altn
Ambulance	amb
Amendment	amdt
Ammunition	ammo
Ammunition Point; Armour Piercing;	

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Air Publication	AP
Ammunition Technical Officer	ATO
Amphibious	amph
Amphibious Beach Unit	ABU
Amphibious Command Control and Communication Exercise	PHIBCOMEX
Amphibious Forces Notes and Orders	AFNO
Amphibious Operations Officer	AOO
Amplitude Modulated	AM
Anti-Aircraft; Air Adviser/attache	AA
Anti Air Warfare	AAW
Anti-Air Warfare Coordinator	AAWC
Anti - Ballistic Missile	ABM
Anti-Personnel	A pers
Anti-Submarine Warfare	ASW
Anti-tank	Atk
Anti-Tank Guided Weapon	ATGW
Anti-terrorist	A terr
Appendix	appx
Appoint (ed) (ing)(ment)	appt
Apprentice	App
Appropriate Superior Authority	ASA
Approximate(ly)/approximation	arm
Armour	armr
Armoured	armd

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Armoured Command Vehicle	ACV
Armoured Personnel Carrier	APC
Armoured Fighting Vehicle	AFV
Armoured Recovery Vehicle	ARV
Armoured Vehicle Launched Bridge	AVLB
Armour Piercing Discarding Sabot	PADS
Army Aviation	A Avn
Artificer	Art
Artillery	arty
As Soon As Possible	ASP
Assault	asslt
Area of Responsibility	AOR
Assembly	assy
Assign(ed)(ment)	asg
Assist(ance)(ed)	asst
Assistant(in titles)	A
Attach(ed)(ment)	att
Attack (when used alone)	atrk
Attention	attn
Authority/authorized(d)	auth
Automatic Data Processing System	ADPS
Automatic Gas Oil	AGO
Available	aval
Aviation	avn

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Aviation Gasoline	AVGAS
Aviation Turbine Fuel	AVTUR
Axis of Advance	A of A
Azimuth	az
Back Loading Point	BLP
Bandsman	Bdsm
Ballistic Missiles Early Warning System	BMEWS
Barrack	bk
Base Vehicle Depot	BVD
Battalion	bn
Battery	Bty
Battery Captain	BK
Battery Commander	BC
Battery Command Post	BCP
Battery Quartermaster Sergeant	BQMS
Battery sergeant Major	BSM
Battle Casualty Replacement	BCR
Battle Group	BG
Beach Armoured Recovery Vehicle	BARV
Beach-head	bhd
Beyond Economic Repair	BER
Beyond Local Repair	BLR
Biological Warfare;	BW
Beyond Repair	BR
Biological Chemical Weapon Disposal	BCWD

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Blood Supply Unit	BSU
Bombardier	Bdr
Bomb Damage Assessment	BDA
Bomb Disposal	BD
Bomber (AirCraft)	B
Bombing Report	BOMBREP
Bomb Line	BL
Book of Reference	BR
Bound	bd
Boundary	bdry
Bridge, Bridging	br
Briefing and Liaison Team	BLT
Brigade	bde
Brigade Administrative Area	BAA
Brigade Air Support Centre	BASC
Brigade Maintenance Area	BMA
Brigadier General	Brig Gen
Bugler	Bug
Bulk Breaking Point	BBP
Bulk Issue Store	BIS
Cadet	Cdt
Calculation	Cal
Calibrate/calibration; calorie	cal
Camouflage(d)	cam

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Captain	Capt
Care and Maintenance	C & M
Carrier	carr
casualty	cas
Casualty Collecting Post	CCP
Casualty Evacuation	CASEVAC
Catering	Cat
Cavalry	cav
Centimeter(s)	cm
Central	cen
Central Ammunition Depot	CAD
Central Medical Establishment	CME
Central Mess Party; Civilian Medical Practitioner	CMP
Central Ordnance Depot	COD
Central Vehicle Depot	CVD
Central Line	CL
Chaplain	Chap
Chemical Warfare	CW
Chief	Ch
Chief Engineer; Control Engineer (Ship's)	CE
Chief of Staff	COS
Chief of Air Staff	CAS
Chief of the Defence Staff	CDS
Chief of the General Staff	CGS

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Chief of the Naval Staff	CNS
Chief Petty Officer; Command Pay Office	CPO
Chief Signal(s) Officer; Chief of Staff Office	CSO
Chief of Staff Committee	COSC
Chief of Staff Secretariat	COSSEC
Chief Technician	Chf Tec
Chief Transport and Movement Officer	CTMO
Circuit	cct
Civil(ian)	Civ
Controller Aircraft	CA
Civil Defence	CD
Civil Military Cooperation	CIMIC
Civil Police	Civpol
Class(ification)	cl
Clerk	clk
Close air Picture	CLAP
Close Air Support communication Exercise	CASCOMEX
Close Protection; Command Post	CP
Close Support	CS
Clothing and Stores Branch	CS
Collective Protection	Colpro
Colonel	Col
Colour Sergeant	CSgt

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Column	colm
Combat Engineer Tractor	CET
Combat Supplies	C sups
Combat Air Patrol	CAP
Combat Team	CT
Combat Vehicle	CV
Combat Vehicle Reconnaissance (Tracked or Wheeled)	CVR (T) OR (W)
Combat Zone	CZ
Combine	Comb
Combine Arms; Civil Affairs; Command Accountant, Controller Aircraft	CA
Command(ed) (ing)(s)	Comd (C in title)
Commandant	Comdt
Commander in Chief; Commanders in Chief	C in C; C in Cs
Commander in Chief Fleet	CINCFLEET
Commander Land Force	CLF
Commander Mine Countermeasure Squadron	MCM (No of Sqn)
Commander (Rank)	Cdr
Commanding Officer	CO
Commando	cdo
Command Pay Office; Chief Petty Officer	CPO
Command Post; Close Protection	CP
Command Post Exercise	CPX

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Command Supply Office(NAF)	C Supply O
Committee	Ctee
Commodore	Cdr
Common Tactical Grid	CTG
Communicate/Communication	comm
Communication Electronic Instruction	CEI
Communication Head	COMMHD
Communication Intelligence	COMINT
Communication Plan	COMPLAN
Communications Centre	COMMCCEN
Communication Control Centre	CCC
Communication Security	COMSEC
Communication Zone	CommZ
Company	coy
Company Quartermaster Sergeant	CQMS
Company Sergeant Major	CSM
Complete Equipment Schedule	CES
Composite	comp
Composite Ration	compo
Composite Maintenance Group	CMG
Composition	Composn
Computer Assisted Action Information System	CAAIS
Concentrate(d)(s)(ing), concentration	conc

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Conference	Conf
Confidential	Confid
Confirm(ed)(ing)	cfm
Construct(ed)(tion)(or)	const
Contingency Rear Link	CRL
Continue(d) continuing/continuation	cont
Control(ed)(ler)(ling)(s)	con
Control and Reporting Centre	CRC
Control Engineer (Ship's); Chief Engineer	CE
Convalesce(nt)	conv
Conventional Munition Disposal	CMD
Cooperate(d) cooperating/cooperation	coop
Coordinate(d) coordinating/coordinator	coord
Corporal	Cpl
Counter	Ctr
Counter(When used with another word eg C attack)	C
Counter Battery Fire	CB
Counter Countermeasure	CCM
Counter Insurgency	COIN
Counter Intelligence/Chief Instructor	CInt/CL
Countermeasure	CM
Counter Revolutionary Warfare	CRW
Country	Ctry
Coxswain	Coxn

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Craftsman	Cfn
Crime Prevention	C prev
Cross(ing)(applied to rivers roads etc)	X
Cross Road	X rd
Crpto Centre	CRYPCEN
Daily Ammunition Expenditure Rate	DAER
Daily Combat Supply Rate	DCSR
Daily Maintenance Pack	DMP
Date of Birth	DOB
Date-Time Group	DTG
Decontaminate/decontamination	decon
Defence Adviser/Attache;	
Distribution Authority	DA
Defensive Fire; Direction Finding	DF
Deliver(ed)(ing)(s)(y)	del
Demi-official	DO
Delivery Indicator Group	DIG
Demobilization/Demobilize	demob
Demolish(ed)/demolition	dml
Demonstrate/demonstration	demo
Department(al)	dept
Depot	dep
Deputy(in appt)	Dy
Designated	des

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Desired Ground Zero	DG Z
Detach(ed)(ment)	det
Diesel oil	dieso
Direct(ed)(s)	dir
Directorate of Army Recruitment, Reserve and Resettlement	DARR&R
Direction Finding, Defensive Fire	DF
Director	Dir
Director General (in Titles)	DG
Discussion	disc
Direct Support; Dressing Station; Directing Staff	DS
Dismounted Rider	DR
Display Controller	DC
Distribution Authority; Defence Adviser/Attache	DA
Distribute/distribution	distr
Distribution Point	DP
Distance	dist
District Court-Martial	DCM
Division(al)	div
Divisional Administrative Area	DAA
Divisional Maintenance Area	DMA
Divisional Supply Area	DSA
Document	docus

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Dockyard Assisted Maintenance Period	DAMP
Dressing station; Direct Support	DS
Driver	Dvr
Driving and Maintenance	D & M
Drop Zone	DZ
Drummer	Dmr
Early Warning; Electronic Warfare	EW
Echelon	ech
Education	edn
Effect(ive)/effectiveness	eff
Effective Sonar Range	ESR
Electrical/electronic	elect
Electrical and Mechanical Engineers	EME
Electro Magnetic Pulse	EMP
Electronic Counter Countermeasure	ECCM
Electronic Countermeasure	ECM
Electronic Emission Control	EMCON
Electronic Emission Policy	EEP
Electronic Intelligence	ELINT
Electronic Security	ELSEC
Electronic Warfare; Early Warning	EW
Electronic Warfare Control Ship/Station	EWCS
Electronic (Warfare) Support Measure	ESM
Element	elm

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Embark(ation)(ed)	Emb
Emergency Defence Plan	EDP
Emergency Offtake Point	EOP
Emplace(d)(ment)	empl
Employ	emp
Enclosed/enclosure	encl
Enemy	en
Engine Change Unit	ECU
Engineer	enr
Engineer Stores	ES
Engineer Support Group	ESG
Engineer Work Organization	EWO
Equipment	eqpt
Equipment Collecting Point	ECP
Equivalent Full Charges;	
Escort Force Commander	EFC
Essential Elements of Information	EI
Establish(ed)(ment)	estb
Estimate(d)/estimation	est
Estimated Time of Arrival	ETA
Estimated Time of Departure	ETD
Estimated Time of Completion	ETC
Estimated Time of Return	ETR
Evacuated/evacuation	evac
Exchange Point	XP

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Exclude (d)/excluding/exclusive	excl
Execution	Exec
Exercise	ex
Exercise Planning Staff	EPS
Expedite	expd
Explosive Ordinance Disposal	EOD
Extend(ed)(ing)/extension	ext
Extra Regiment Employment	ERE
Extra Wide Bailey Bridge	EWBB
Facsimile	Fax
Field	Fd
Field General Court-Martial	FGCM
Field Intelligence Officer/NCO	FIO/FINCO
Field Marshal; Frequency Modulated	FM
Field of Fire	F of F
Field/Forces Post Office	FPO
Field Storage Location	FSL
Field Surgical Team	FST
Field Transfusion Unit	FTU
Fighter (aircraft); Fleet (Titles)	F
Fighter Control/Controller	FC
Fighter Ground Attack	FGA
Fighter Reconnaissance	FR
Figure	fig

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Final Assault Position	FAP
Final Protective Fire	FPF
Finance/financial	Fin
Financial Adviser	FA
Fire Control Equipment	FCE
Fire Direction Centre	FDC
Fire Support Cell	FSC
Fire Support Coordination Centre	FSCC
Fire Support Group	FSG
Fire Support Coordination Line	FSCL
First Aid Mechanical	
Transport (Repair) Outfit	FAMTO
First Aid Technical Stores Outfit	FATSO
Fitted for Radio; Free Flight Rocket	FFR
Fitter	Fitt
Fix and Destroy	F & D
Flag Officer 1st Flotilla (2nd etc)	FOF 1 (2etc)
Flag Officer Naval Air Command	FONAC
Flag Officer Sea Training	FOST
Fleet (in titles, examples below)	F
Fleet Chief Petty Officer	FCPO
Fleet Clearance Diving Group	FCDG
Fleet Maintenance Unit	FMU
Flight	Flt
Flight Deck Officer	FDO

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Flight Lieutenant (rank)	Flt Lt
Flight Safety/Sergeant	FS
Flying Officer	Fg Offr
Follow(ed)(ing)(s)	fol
Forces Service Star	FSS
Fork Lift	FLT
Formation	Fmn
Formation Training Exercise,Field Training Exercise	FTX
Formation/Unit (Aircraft) Loading Table	FULT
Forming-Up Place	FUP
Forward(ed)	fwd
Forward Air Base	FAB
Forward Air Controller	FAC
Forward Airfield Supply Organisation	FASO
Forward Airhead Maintenance Area	FAMA
Forward Air Support Operation Centre	FASOC
Forward Air Transport Support (net)	FATS
Forward Ammunition Depot	FAD
Forward Edge of Battle Area	FEBA
Forward Line Own Troops	FLOT
Forward Maintenance Area	FMA
Forward Observation Officer	FOO
Forward Operational Base	FOB

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Forward Ordinance Team	FOT
Forward Repair Group	FRG
Forward Repair Section	FRS
Forward Repair Team	FRT
Fragmentary Order	Frag O
Free Fire Zone	FFZ
Free Flight Racket/Fitted for Radio	FFR
Frequency	Freq
Frequency Modulated; Field Marshal	FM
Frequency Separation	FREQSEP
Friendly Aircraft Movements (net)	FAM
Garrison	gar
Gasoline	gas
General	Gen
General Administrative Instruction	GAI
General Court-Martial	GCM
General Deployment Plan	GDP
General Duties; Group Defence;	
Gun Director	GD
General Headquarters	GHQ
Guided Missile	GM
General Officer Commanding	GOC
General Purpose Machine Gun	GPMG
General Support	GS
General Staff	GS

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General Transport	GT
Grenade	gren
Grid Reference	GR
Government	govt
Ground	grd
Ground Attack; General Alert	GA
Ground Controlled Approach	GCA
Ground Defence; General Duties	D
Ground Controlled Interception	GCI
Ground Defence Area	GDA
Ground Liaison Officer	GLO
Ground Radar Environment	GRE
Ground Zero	GZ
Group (ed)(ing)	gp
Group Captain	Gp Capt
Guard(ed)(ing)	gd
Guided Weapon	GW
Guided Weapon System	GWS
Gun Controller	GC
Gun Fire Area	GFA
Gunner	Gnr
Gunnery	Gny
Hanger/Helicopter Control Officer	HCO
Harbour	har

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Hardstanding	HS
Headquarters	HQ
Heavy	hy
Heavy Anti-Tank Weapon	HAW
Heavy Stressed Platform	HSP
Height	ht
Helicopter	hel
Helicopter Armed Action	HELARM
Helicopter Direction Centre	HDC
Helicopter Operations Net	HON
High Explosive	HE
High Frequency; Harassing Fire	HF
High Level Air Defence	HLAD
High Mobility Load Carried	HMLC
High Power	HP
High Tension	HT
Hollow Charge	HC
Hospital	Hosp
Hour(ly)	hr
Hovercraft	Hov
Howitzer	How
Hygiene	hyg
Identification Friend or Foe	IFF
Identification Safety Range	ISR
Identification/identified/identify	ident

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Illuminate(ed)(s); illuminating	illum
Image Intensification/Intensifier	II
Immediate(ly)	imm
Immediate Photographic	
Interpretation Report	IPIR
Improvised Explosive Device	IED
Improvised Explosive Disposal	IEDD
In Charge; Internal Combustion	IC
Include(d)(ing)/inclusive	incl
Independent	indep
Individual Weapon	IW
Individual Weapon Sight	IWS
Infantry	inf
Inform(d)/information; for the information of	Info
Infra-Red; Individual Reinforcement	IR
Initial Contact Link	ICL
Initial Point	IP
Inspect(ed)(ing)(ion)(or)	insp
Installation	instl
Instruct(ed)(ion)(or)	instr
Instructional Technique	IT
Instructor in Gunnery: Inspector General	IG
Instrument Flight Rules	IFR

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Instrument Meteorological Conditions	IMC
Insurgency/insurgent	insurg
Intelligence	int
Intelligence Officer	IO
Intelligence Report	INTREP
Intelligence Summary	INTSUM
Intercommunication	intercomm
Intercontinental Ballistic Missile	ICBM
Intermediate	intmed
Intermediate Range Ballistic Missile	IRBM
Internal Combustion, In Charge	IC
Internal Security	IS
Interrogation	JAMREP
Joint	jt
Joint Communication Exercise	JOCOMEX
Joint Cryptographic Centre	JCC
Joint Headquarters	JHQ
Joint Operations Centre	JOC
Joint Planning Staff	JPS
Joint Service Defence College	JSDC
Joint Service Explosive Ordnance Disposal	JSEOD
Joint Signal Staff	JSS
Joint Warfare Committee	JWC
Joint Warfare Liaison Officer	JWLO
Joint Warfare Staff	JWS

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Joint Warfare Tactical Doctrine Committee	JWTDC
Judge Advocate General	JAG
Junction	junc
Junior (in titles)	jnr
Junior Assistant	JA
Kerosene	Kero
Keypoint	KP
Killed in Action	KIA
Kilogram	kg*
Kiloton	km*
Kinetic Energy	kt*
Kinsman	kgsm
Knot(s)(aeronautical navigation)	kt
Knot(s)(maritime navigation)	lab
Lance Bombadier	LBdr
Lance Corporal	LCpl
Landing Craft Control Officer	LCCO
Landing Craft Logistic	LCL
Landing Craft Mechanized/Medium	LCM
Landing Craft Tank	LCT
Landing Craft Vehicles and Personnel	LCVP
Landing Ground	LG
Landing Point; Low Power	LP
Landing Pontoon Vehicle	LPV

RESTRICTED

Landing Ship Logistic	LSL
Landing Ship Marshalling Team	LSMT
Landing Ship Tank	LST
Landing Ship Tank (Helicopter)	LST(H)
Landing Vehicle Tracked	LVT
Landing Site; Leading Seaman	LS
Landing Zone	LZ
Landing Zone Marshalling Team	LZMT
Laser Range Finder	LRF
Latitude	lat
Launch Control Post	LCP
Leading Rate (Naval Rating)	L + Specialization
Leader	ldr
Leading Seaman; Landing Site	LS
Letter	ltr
Liaison Officer	LO
Lieutenant	Lt
Lieutenant Colonel	Lt Col
Lieutenant Commander	Lt Cdr
Lieutenant General	Lt Gen
Light	Lt
Light Aid Detachment;	
Local Air Defence (Net)	LAD
Light Anti-Aircraft	LAA
Light Line	LL

RESTRICTED

Light Machine Gun	LMG
Light Wheeled Tractor	LWT
Limited	Ltd
Lines of Communication	L of C
Line Telegraphy; Low Tension	LT
Liquid Oxygen	LOX
Litre	L
Load Classification Number	LCN
Local Air Defence (Net);	
Light Aid Detachment	LAD
Locate (d)(s)/Locating/Locality/Location	loc
Location State	LOCSTAT
Logistic(s), Logistical	Log
Logistic Exercise	LOGEX
Logistic State	LOGSTAT
Longitude	long
Long Range	LR
Long Range Maritime Reconnaissance	LRMR
Low Frequency	LF
Low Level Air Defence	LLAD
Low Mobility Load Carrier	LMLC
Low Power; Landing Point	LP
Low Tension; Line Telegraphy	LT
Lower Side Band	LSB

RESTRICTED

Lubricant/lubricate	lub
Machine Gun	MG
Magnetic; magazine	mag
Magnetic variation	mag var
Main Battle Tank	MBT
Main Dressing Station	MDS
Main Repair Group	MRG
Main Supply Route	MSR
Maintain(ed)(ing)(s);maintenance	maint
Maintenance Area; Military Adviser /Assistant/Attache	MA
Major	Maj
Major General	Maj Gen
Manage(r)(ment) mge/mgr/mgmt	
Manning and Record office	
MROManning Branch	MB
Manoeuvre	Mnvr
Map Supply Point	MAPSP
Marine, Maritime or Master (titles etc)	Mne
Maritime Headquarters	MHQ
Mark	mk
Master/Missile Controller; Medium Capacity;	MMCMC
Motor Cycle; Movement Control	MC
Military Intelligence Officer	MIO
Military Police; Meeting Point	MP

RESTRICTED

Military Route Reconnaissance Service/Staff	MRRS
Military Secretary/Medical Services	MS
Millimetre(s)	MM
Mine Countermeasure	MCM
Mine Countermeasures Vessel	MCMV
Mine Warfare and Clearance Diving	MCD
Minimum; Minute(time)	min
Ministry Of Defence	MOD
Miscellaneous	misc
Missile	msl
Missile Engagement Zone	MEZ
Missing in Action	MIA
Mission	msn
Mission Report	MISREP
Mobile/mobilization	mob
Mobile Air Movement Staff	MAMS
Mobile Air Operations Team	MAOT
Mobile Reaction Force	MRF
Mobile Service and Repair Detachment	MSRD
Mobilization/mobile	mob
Mobilization/Centre	mob C
Modification/modify	mod
Momentum	mmtum
Mortar	mor

RESTRICTED

Mortar Bombing Report	MORTREP	
Mortar Fire Controller	MFC	
Motor Cycle; Master/Missile Controller;		
Medium Capacity; Movement Control	MC	
Material, Materiel	mat	
Materials Handling Equipment	MHE	
Maximum	max	
Mean Line of Advance	MLA	
Mechanic(al)/mechanization/ mechanized	mech	
Mechanical/Motor Transport; Megaton	MT	
Mechanical Transport Gasoline (Commercial Grade)	MTGAS	
Mechanical/Motor Transport Officer	MTO	
Medical/medicine; medium	med	
Mechanized Combat Vehicle	MCV	
Medical Inspection Room	MIR	
Medical Officer	MO	
Medical Evacuation	MEDEVAC	
Medical Reception Station		MRS
Medical Services; Military Secretary	MS	
Medical Supply Section		MSS
Medium Anti- Tank Weapon		MAW

RESTRICTED

Medium Frequency	MF
Medium Girder Bridge	MGB
Medium Mobility Load Carrier	MMLC
Medium Range	MR
Medium Range Anti- Submarine Torpedo Carrying Helicopter	MATCH
Medium Range Ballistic Missile	MRBM
Medium Stressed Platform	MSP
Meeting Point; Military Police	MP
Message	msg
Meteorological/meteorologist/meteorology	met
Metre	m
Midshipman	Mid
Military	mil
Military Adviser/Assistant/Attache;	
Maintenance Area	MA
Military Intelligence Liaison Officer	MILO
Military Intelligence Officer	MIO
Military Police; Meeting Point	MP
Military Route Reconnaissance Service/Staff	MRRS
Military Secretary/Medical Services	MS
Milimetre(s)	MM
Mine Countermeasure	MCM
Mine Countermeasures Vessel	MCMV

RESTRICTED

Mine Warfare and Clearance Diving	MCD
Minimum; Minute (time)	min
Ministry Of Defence	MOD
Miscellaneous	misc
Missile	msl
Missile engagement Zone	MEZ
Missing in Action	MIA
Mission	msn
Mission Report	MISREP
Mobile/mobilization	mob
Mobile Air Movement Staff	MAMS
Mobile Air Operations Team	MAOT
Mobile Reaction Force	MRF
Mobile Service and Repair Detachment	MSRD
Mobilization/mobile	mob
Mobilization/Centre	mob C
Modification/modify	mod
Momentum	mmtum
Mortar	mor
Mortar Bombing Repot	MORTREP
Mortar Fire Controller	MFC
Motor Cycle; Master/Missile Controller;	
Medium Capacity; Movement Control	MC
Motor Launch	ML
Motor Torpedo Boat	MTB

RESTRICTED

Motor/Mechanical Transport; Megaton	MT
Motor/Mechanical Transport Officer	MTO
Mounted	mtd
Movement; Movement (Staff Branch)	mov
Movement Control Check Point	MCCP
Movement Order	MovO
Moving Target Indicator	MTI
Multiple Rocket Launcher	MRL
Musician	Musn
Nautical Mile	nm
Naval Air Command	NAC
Naval Gunfire Operations Centre	NGOC
Naval Gunfire Support Forward Observer	NGSFO
Naval Gunfire Support Liaison Officer	NGSLO
Naval Headquarters	NHQ
Naval Liaison Officer	NLO
Navigate/navigation/navigator	nav
Necessary	nec
Net Identification Sign	NIS
Next of Kin	NOK
Night	ni
Night Visibility Plan	NVP
No Move Before (Time/Date)	NMB
Non Commissioned Officer	NCO

RESTRICTED

Normal Vetting	NV
Nothing to Report	TR
Notice of Airmen	NOTAN
Notice to Move	NTM
Not to all Addressees	NOTAL
Nuclear	nuc
Nuclear Biological and chemical	NBC
Nuclear Killing Zone	NKZ
Nuclear Weapon Disposal	NWD
Number	no
Objective	obj
Observation/Observe/Observer	obsr
Observation Post	OP
Obstacle(s)	obs
Offensive Support; Orderly Sergeant; Ordnance	
Services/Survey	OS
Officer	offr
Officer Commanding	OC
Officer in Charge	OIC
Operate(d)(s)/operational/operator/ operation/operating	op
Operational Demands	OPDEMS
Operational Requirement	OR
Operation Order	opO
Operations(Staff Branch)	Ops

RESTRICTED

Oral Order Orderly Officer	OO
Order (When used in conjunction with other words)	O
Orderly Sergeant	OS
Order of Battle	ORBAT
Order of March	OOM
Ordnance	Ord
Ordnance Field Pack	OFP
Organize(d)(s)/organization	org
Organization and Deployment	O&D
Organization and Methods	O&M
Parachute/Paragraph	para
Park	pk
Passed Junior Staff Course	pjsc
Passengers	pax
Passed Staff Course	psc
Passive Defence	PD
Patrol	ptl
Penetrate(d)(s)/penetrating/penetration	pen
Personal Assistant	PA
Personnel	pers
Personnel Service (Branch)	PS
Petroleum depot	pet dep
Petroleum Oil and Lubricant	POL

RESTRICTED

Petroleum Pipehead	PPH
Petroleum Point	PP
Petty Officer	PO
Phase Line/Pipeline	PL
Photograph(er)(ic)(y)	photo
Photographic Interpretation/Interpreter	PI
Photographic Reconnaissance;	
Plotting and Radar; Public Relations	PR
Physical Education; Peace Establishment;	
Plastic Explosive	PE
Physical Training	PT
Physical Training Instructor	PTI
Physical Training Officer	PTO
Pilot	plt
Pilot Officer	Plt Offr
Pioneer	pnr
Planning and Logistics	Plan & Logs
Platoon	pl
Point	pt
Police	pol
Policy	POL
Population	pop
Portable	ptbl
Port Defence Area	PDA
Port Headquarters	PHQ

RESTRICTED

Position(ed)(al)(ing)	posn
Position and Intended Movement	PIM
Positive Vetting	PV
Possible/possibility	Poss
Postal and Courier	PC
Postal and Courier Services	PCS
Practice	prac
Preliminary	prelim
Preparation/preparatory/prepare(d)(s)	prep
Pre-Stocked Unit Equipment	PUE
Prevention/preventive	prev
Principal Medical Officer	PMO
Principal Staff Officer	PSO
Priority	pri
Prisoner of War	PW
Private	pte
Produce/production	prod
Prohibited Area	PA
Projectile	prol
Protective Security/Personal Services (Branch)	PS
Provost	pro
Provost Marshal	PM
Psychological	psy

RESTRICTED

Psychological Operations	psy Ops
Public Address	PA
Public Information	P info
Public Relations officer	PRO
PULHEEMS Employment Standard	PES
Quality/qualify(ed)	qual
Quartering Services (Branch)	QS
Quartermaster	QM
Quartermaster Sergeant Instructor	QMSI
Quick Reaction Force	QRF
Radiation Hazard	RADHAZ
Radio Active	rad A
Radio Direction Finder	RDF
Radio Link Shelter	RLS
Radio Relay	RR
Radio Telephone/Telephony/Telescope	RT
Railhead	rhd
Railway	rly
Railway Traffic/Transport Officer	RTO
Ranger	Rge
Rapid Demolition Device	RDD
Ration(s)	rat
Ration Cash Allowance	RCA
Ration Point	rat P
Ready to Move	RTM

RESTRICTED

Rear Admiral	Radm
Rebroadcast	rebro
Reconnaissance/reconnoitre	recce
Recover(ed)(s)(y)	rec
Recruiting and Liaison	R&L
Refer(ence)	ref
Regiment(al)	Regt
Regimental Aid Post	RAP
Regimental Command Post	RCP
Regimental Headquarters	RHQ
Regimental Pay Office	RPO
Regimental Police; Replenishment Park;	
Rocket Projectile	RP
Regimental Quartermaster Sergeant	RQMS
Regimental Sergeant Major	RSM
Regimental Signals Officer	RSO
Region	Rgn
Regular; regulate(d)(ing)(s);regulation	reg
Regular Commissions Board	RCB
Reinforcement	rft
Reinforcement Drafting Unit	RDU
Release(d)(s);relief/relieve(d)(s)/relieving	rel
Rendezvous	RV
Repair and Salvage Unit	RSU

RESTRICTED

Replenish(ed)(es)(ing)(ment)	replen
Replenishment at Sea	RAS
Represent(ative)(ed)(ing)(s)	rep
Reproduce(d)(s)/reproducing/reproduction	repro
Reproduction and Distribution Centre	RDC
Request(ed)(ing)(s)	Req
Requisition	rqn
Rescue Coordination Centre	RCC
Reserve(d)(s)	res
Research and Development	R&D
RESTRICTED	RESTD
Retired	rtd
Revolt/Revolution	rev
Rifleman	Rfn
Road	rd
Road Traffic Accident	RTA
Rocket	rkt
Rocket Launcher	RL
Rounds per gun (per minute)	r/g(min)
Routine Order	RO
Rules of Engagement	ROE
Runway	RW
Sapper	Spr
School	sch
Search and Clear	S&C

RESTRICTED

Search and Rescue	SAR
Second in Command	2IC
Second Lieutenant	2Lt
Secretarial/secretariat/secretary/second	sec
Section	sect
Sector Operations Centre	SOC
Security	Sy
Security Intelligence; Sergeant Instructor;	
Seriously ill	SI
Self Loading Rifle	SLR
Senior	SNR
Senior, Station, Stores or Supply	
/Secretariat	S(titles only)
Senior Air Staff Officer	SASO
Senior Non Commissioned Officer	SNCO
Sergeant	Sgt
Serial	srl
Service(d)/servicing	svc
Shallow Dive Bombing	SDB
Shelling Report	SHELREP
Short Range; Station Radio	SR
Short Take-Off and Landing	STOL
Sick on Leave	SOL
Signal (er)	sig

RESTRICTED

Signal Dispatch Service	SDS
Signal intelligence	SIGINT
Signalman	Sigm
Signal Operation Instructions	SOI
Signal (Branch)	Sigs
Single Short Probability	SSP
Single Side Band	SSB
Situate/situation	sit
Situation Report	SITREP
SLIDEX, Signs, Address Groups, Net Identification, Telephone Exchange List	SCANTLIST
Small Arms/Simple Alert	SA
Small Arms Ammunition	SAA
Smoke	smk
Soldier	sldr
Sound ranging	srg
Special Boat Detachment	SBD
Special Board Section/Service	SBS
Special Branch; Stretcher Bearer	SB
Special Dispatch Rider	SDR
Special Investigation Branch	SIB
Specialist/specialize(d)/specializing/ specification	spec
Squadron	sqn
Squadron leader	Sqn Ldr

RESTRICTED

Squadron/Staff Quartermaster Sergeant	SQMS
Staff Captain	SC
Staff Communication Officer	SCO
Staff Duties	SD
Staff Officer; Senior Officer	SO
Staff Officer (Air)	SO(Air)
Staff Officer in charge of Administration;	
Speed of Advance	SOA
Staff Officer in charge of Engineering	SO Eng
Staff Operations Officer	SOO
Standard	Std
Staff/Squadron Quartermaster	
Sergeant Major	SQSM
Standard Distribution List	SDL
Standing Operating Procedure	SOP
Start Line	SL
Start Point/Self Propelled	SP
Station	stn
Station Duty Officer	SDO
Station Headquarters	SHQ
Station Routine Order	SRO
Station Staff Officers	SSO
Station Warrant Officers	SWO
Statistic	stats

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Stereoscope/stereoscopic	stereo
Stores Sub-Depot	SSD
Strategic	strat
Strength	str
Stretcher Bearer; Special Branch	SB
Subject	subj
Sub Lieutenant	SLt
Sub Machine Gun	SMG
Submarine	SM
Super High Frequency	SHF
Superintend(ed)(ent)(ing)	supt
Supervising Engineer	Supv Eng
Superintendent of Works	Supt Wks
Supplementary Intelligence Report	SUPINTREP
Supply	sup
Supply and Transport	ST
Support(ed)(ing)(s)	sp
Support Helicopter	SH
Supporting Arms Coordinating Centre	SACC
Surface to Air Guided Weapon/Missile	SAGW/M
Surgeon	surg
Surface to Air Missile	SAM
Surveillance	surv
Surveillance and Target Acquisition	STA
Sustained Fire	SF

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Surveillance and Target Acquisition Plan	STAP
Survey	svy
Switchboard	swbd
Table of Organization and Equipment	TOE
Tactic(al)(s)	tac
Tactical Air Command(net)	TAC
Tactical Air Control Party	TACP
Tactical Air Direction(net)	TAD
Tactical Air Request (net)	TAR
Tactical Air Traffic Control(net)	TATC
Tactical Area of Operational Responsibility	TAOR
Tactical Doctrine	TD
Tactical Exercise Without Troops	TEWT
Tactical Transport(Aircraft) (Medium/Short Range)	TAC (MR/SH)
Tactical Transport Command(net)	TTC
Tank	tk
Tank Laser Sight	TLS
Tanker Truck Fuel	TTF
Target	tgt
Task Force	TF
Target Illuminating Radar	TIR
Technical; Technician	tech(Rank/Appt T)
Technical maintenance	TM

RESTRICTED

Technical Quartermaster Sergeant	TQMS
Technical Stores Sub- Depot	TSSD
Telegram; Telegraph(ic)(ist)(y)	tg
Telegraph Automatic Switching System	TASS
Telephone conversation	telcon
Telephone/telephonist/telephony	tel
Teleprinter	telep
Temporary/Temporarily	temp(Rank T)
Terrorist	err
Thermal Image(ry)/Imaging	TI
Time of Dispatch	TOD
Time of Receipt	TOR
Time on Target (artillery)/Time over	
Target (Aircraft)	TOT
To be notified	TBN
Ton/tonne	t*
Top Secret	TOPSEC
Topographic/topography	topo
Toxic Incident Report	TOXREP
Track	tr
Tractor	tcr
Traffic	tfc
Traffic Accident Analysis System	TAAS
Traffic Control; Training Camp	TC
Transport	tpt

RESTRICTED

Transportation	tptn
Transport Control Office(r)	TCO
Transported	tptd
Transporter	tptr
Transport Support	TS
Transport Support Unit	TSU
Trigonometrical/trigonometry	trig
Troop	tp
Trooper	Tpr
Truck Tanker Fuel	TTF
Turn-in Point	TIP
Ultra High Frequency	UHF
Ultra Low Frequency	ULF
UNCLASSIFIED	UNCLAS
Under Construction	UC
Unexploded	UXB
Unit Education/Embarkation/ Enplaning Officer	UEO
Unit Equipment Table	UET
Unit Finance Officer	UFO
Unit Landing Officer	ULO
Unit Routing Order	URO
Unserviceable	U/S
Urban Guerilla	UG

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Utility	ut
Vapourising Oil	VAPO
Variable Time	VT
Vehicle	veh
Vehicle Collecting Point; Vehicle Check Point	VCP
Vehicle Landing Officer	VLO
Vehicle(s) off the Road	VOR
Vehicle Radio Communications	VRC
Vehicle per Kilometre	V/KM
Vehicle on Mobilization Plan	VMP
Vehicle Subdepot	VSD
Vertical/Short Take-off and Landing	V/STOL
Vertical Take-off and Landing	VTOL
Very High Frequency	VHF
Very Important Person	VIP
Very Low Frequency	VLf
Very Seriously Ill	VSI
Veterinary	Vet
Vice	V(titles)
Vice Admiral	V Adm
Village	Vill
Visibility/Visible; Visual	vis
Visual Display Unit	VDU
Visual Identification	Visdent

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Visual Flight Rules	VFR
Visual Meteorological Conditions	VMC
Volunter (in Titles only)	V
Vulnerable Point	VP
Wardroom	WR
War Establishment	WE
Warning	wng
Warning Order	WngO
Warrant Officer	WO
Warrant Officer (Class 1 or 2)	WO1, WO2
Water Point; White Phosphorus	WP
Weapon	wpn
Weapon Holding Area	WHA
Weapon Training	WT
Weapon Training Officer	WTO
Week	wk
Weight	wt
Wheel(ed)(ing)	wh
White Phosphorus; Water Point	WP
Wing	wg
Wing Commander	Wg Cdr
Wireless Telegraphy	WT
Withdraw(s)	wdr
With Effect From	WEF

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Works	wks
Workshop	wksp
Wounded in Action	WIA
Year	yr
Yeoman of Signal	Yofs
Zone	Z
Zone Headquarters	ZHQ
Zone Military Commander	ZMC

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ANNEX A TO

CHAPTER 2

ANNEX A TO

CHAPTER 4

SUGGESTED COMPOSITION OF RECONNAISSANCE
AND ORDERS GROUPS

RESTRICTED

CHAPTER 4

COMMANDER'S TIME APPRECIATION

1. Time appreciation are made:
 - a. When the Commander has been given a time by which to complete a task. In this case the appreciation will be designed:
 - (1) To ensure that the higher commander's requirement is met.
 - (2) To enable the commander to make the optimum use of the time available (including for example, the allotment of time for subordinate commander's reconnaissance and orders).
 - (3) To help to decide the relative merits of alternative courses of action (for example of a day or night attack where either is possible).
 - b. Attack to be completed by a specified time.
 - c. When the commander's task is to be completed as soon as possible. In this given time appreciation is made to find out the earliest time, which the task can be completed.

2. Examples of time appreciation for a simple attack are given below:
 - a. Task must be completed by..... hrs.
 - b. Time taken will be:
 - (1) Start line to objective..... minutes.
 - (2) Fighting through the obj.....minutes.

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- (3) Total minutes
- c. Therefore the latest time for H hrs is..... hrs.
- d. Time now is..... hrs
- e. Therefore time available for recce, prep and giving of order and move to FUP is...hrs.... minutes
- f. This time is allotted: as follows:
 - (1) Move Coys to FUP..... minutes.
 - (2) Sect comd's orders..... minutes.
 - (3) Pl comd's orders..... minutes.
 - (4) Coy comd's orders..... minutes.
 - (5) Bn comd's orders..... minutes.
 - (6) Bn comd's recce and prep of orders..... minutes.

Notes:

1. From this appreciation the Commander can:
 - a. Bring forward the time of Hour if there is more than adequate time of preparation.
 - b. Produce the move timings for his orders.

2. The examples assumes:
 - a. That platoon and company reconnaissances can take place whilst the higher commander is preparing to receive orders.
 - b. That the move of companies to the FUP cannot take place under second-in-command whilst orders are being given.
 - c. Attack to be completed as soon as possible.
 - (1) Time now is..... hours.
 - (2) Time taken will be:
 - (a) Comd's recce and prep of orders..... minutes.
 - (b) Comd's orders..... minutes.
 - (c) Coy comd's orders..... minutes.
 - (d) Pl comd's orders..... minutes.
 - (e) Sect comd's orders..... minutes.
 - (f) SL to obj..... minutes.
 - (g) Fighting through the obj..... minutes.
 - (3) Therefore the earliest H hour can be hours.

ANNEX C TO
CHAPTER 4

WARNING TIME

1. From time to time, units or formations will be ordered to be at a degree of readiness to move. Such degree of readiness may be expressed, e.g. '7 days' notice to move', '24 hours' notice to move'.
2. If a unit is at a degree of notice to move, it should not normally be expected to move until the time stated has elapsed, starting from the moment that the unit receives the executive order. A unit at '7 days' notice to move which receives an order at 0700 hours, on 1 Apr 78, to move should be moving at 0700 hours, 8 Apr 78.
3. Similarly the degree of notice to move may be changed. However, the same rules apply. A unit at '7 days' notice to move should not be expected to reduce its degree of readiness to '24 hours' notice to move until 6 days have elapsed (i.e., 7 days - 24 hours).
4. On occasions the orders to be at a degree of readiness may be expressed as a warning order, i.e. an order given at 1200 hours, to a unit already at 3 hours' notice to move, to be at 10 minutes notice to move from mid night. The rules governing any changes in his degree of readiness are

the same as in paragraph 3.

5. Staff Officers must be aware of the implications of ordering units or formations to be at a degree of readiness to move and should avoid giving such orders unnecessarily. A unit ordered to be at 7 days' notice to move may have to cancel leave or an exercise. A unit at 1 hour's notice to move will have to confine all ranks to barracks and orders that soldiers remain fully and dressed by day and night.

6. Units with operational role will normally be held at some degree of readiness to move, e.g. 7 days. The actual degree of readiness will depend on such things as the operational plan, the likelihood of a situation occurring and the time required to prepare the unit. Preparation of a unit is governed by such things as:

- a. Its state of training.
- b. Communications and how long is needed for the unit to concentrate and move.
- c. The degree of restriction which can be placed on a unit and the time these restrictions should continue.

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ANNEX D TO
CHAPTER 4

BATTALION GROUP DEFENCE DEPLOYMENT DRILL

Notes:

- a. Times and locs at which CO and BC will meet Company group comd during their recce decided upon.
- b. If ordered by Company group comds.

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ANNEX E TO
CHAPTER 4

EXAMPLE OF CONCURRENT ACTIVITY
OF GROUPS IN BATTALION ATTACK

ANNEX F TO
CHAPTER 4

SUGGESTED HEADING FOR BATTALION GROUP
FORMAL ORDERS

SITUATION

1. a. **Enemy Forces.** Include a summary of known dispositions, strengths, air situation, NBC capability etc. (IO may deal with Enemy Forces).
- b. **Friendly Forces.** Give only as much information about the higher and flanking unit/formation plan as it directly affect the action of subordinate commanders. This should include the formation mission.
- c. **Attachments and Detachments.** List any units/sub units which higher HQ is attaching or detaching from the battalion groups for the particular operations as follows:
 - (1) Under command.
 - (2) In direct support and under command for movement.
 - (3) In support, and under command for movement.
 - (4) In direct support.
 - (5) Detached to.....(unit).

MISSION

2. To advance, capture or destroy; to defend; hold or deny, to withdraw to; include time or other limitations.

EXECUTION

3. a. **General Outline.** Brief outline of the operation. Give phases and outline grouping (if applicable).
- b. **Unit/Subunit.** (State which unit/subunit)
 - (1) **Phase 1.**
 - (a) Grouping (Atts and Dets).
 - (i) Armour.
 - (ii) FOO.
 - (iii) Engineers Reconnaissance parties.
 - (b) Task.
 - (c) Reorganization (if applicable).
 - (2) **Phase 2** etc. Details in same manner as for Phase 1.
- c. **Unit/Subunit** - As applicable.
- d. **Units/Subunits** - As applicable.
- e. **Armour.** Grouping (if not covered under Armoured Company Group). Task.
- f. **Mortar Platoon.** Grouping, location and allocation of MFCs.
- g. **Anti-tank Platoon.** Grouping and Tasks.
- h. **Assault Pioneers.** Grouping and Tasks.

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- j. **Artillery.** Allocation of FOOs (give call signs and names).
Note that the fire plan is in coordinating instructions or can be given separately by CO or BC.
- k. **Engineers.** Grouping and Tasks.
- l. **Army Aviation.** (Including helicopters). Grouping and Tasks.

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ANNEX 'B' TO
CHAPTER 7

COMPANY GROUP COMMANDER'S CHECK LIST
FOR POSITION DEFENCE