

Infantry Platoon Tactical Standing Operating Procedure

This publication is an extract from FM 7-8 Infantry Rifle Platoon and Squad. It provides the tactical standing operating procedures for infantry platoons and squads and is tailored for ROTC cadet use. The procedures apply unless a leader makes a decision to deviate from them based on the factors of METT-T. In such a case, the exception applies only to the particular situation for which the leader made the decision.

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ANNEX A (TASK ORGANIZATION)
to
INFANTRY PLATOON TACTICAL SOP

Task organizations may vary according to METT-T. The following items are considered before task organizing for a particular mission.

1. **MAIN EFFORT.** The platoon leader designates the main effort. He sufficiently weighs the main effort for each mission (for example, machine guns and antiarmor weapons) to ensure success.
2. **SUPPORTING EFFORT.** The platoon leader also designates supporting efforts that will aid in the accomplishment of the mission.
3. **PLATOON HEADQUARTERS.** The platoon headquarters normally consists of the platoon leader, platoon sergeant, platoon RATELO, forward observer and his RATELO, platoon aidman, two machine gun teams, and any other elements that may be attached, under operational control, or in a supporting role.
4. **ATTACHMENTS.**
 - a. **Engineers.** Engineers normally have already been assigned a priority of work by the company commander. The platoon leader will not dictate the employment or further suballocate or task organize any supporting engineer elements. He is responsible for coordinating with all engineers operating in his area to ensure the commander's priorities are being adhered to. He must also ensure that engineer assets are not wasted and he must also provide guides to and from his platoon area. The platoon leader may be required to provide labor support and or security to assist the engineers.
 - b. **Stinger Teams.** Stinger teams are usually in direct support of the company during the defense and under OPCON during the offense. The platoon leader does not change the priority of air defense protection established by the commander. The Stinger leader positions the Stingers where they can best provide support. The infantry platoon will frequently need to provide security for the Stinger team.
 - c. **Antiarmor Sections.** The antiarmor section's primary mission is to destroy armor vehicles. The platoon leader does not change the priority of antiarmor engagements established by the commander. He locates the section where it can best support the mission. The infantry platoon will frequently be required to provide security for the antiarmor section.
 - d. **GSR, IPW, and CI Teams.** Often collocated with the infantry platoon. These elements are usually in direct support to the battalion. The platoon leader coordinates with these teams to ensure a mutual understanding of the mission exists.

ANNEX B (COMMAND AND CONTROL)

to

INFANTRY PLATOON TACTICAL SOP

1. **COMMAND.** Platoon leaders are responsible for effectively using the platoon's resources and for employing, organizing, and directing the platoon during combat operations. Effective command allows subordinate leaders to exercise their initiative, take risks, and seize opportunities during the mission.

a. **Succession of Command.** During combat, any member of the platoon may be required to assume command. Frequently, the platoon FO or RATELO may need to continue operations and direct the operation until the chain of command can be reestablished. Under normal conditions, the platoon succession of command will be--

- Platoon leader.
- Platoon sergeant.
- Main effort squad leader.
- Supporting effort squad leaders by rank.

b. **Assumption of Command.** When it is necessary for a new leader to assume command of the platoon, if and when the situations allows it, he will accomplish the following tasks:

- (1) Inform higher headquarters of the change.
- (2) Reestablish the platoon chain of command and ensure all subordinates are made aware of changes.
- (3) Check the platoon's security and the emplacement of key weapons.
- (4) Check the platoon's equipment and personnel status.
- (5) Pinpoint the platoon's location.
- (6) Assess the platoon's ability to continue the mission.
- (7) Inform higher command of assessment.
- (8) Continue the mission.

2. **CONTROL.** The challenge to the leader is to use the minimal amount of control required to synchronize the operation, while still allowing decentralized decision making.

3. **COORDINATION.** Adjacent unit coordination is accomplished from left to right and from front to rear. Adjacent unit coordination is done face to face when possible. The following information is exchanged by adjacent units:

- Unit identification.
- Mission.
- Unit locations
- Frequencies and call signs.
- Security plans.
- Fire support plans.
- Obstacle plans.
- CP and OP locations.
- Challenge and passwords.
- Sector sketches and or scheme of maneuver.
- Routes.
- Pyrotechnic signals.
- Fire control measures.

APPENDIXES:

1. DUTIES AND RESPONSIBILITIES

2. COMMUNICATION

3. ESTIMATE OF THE SITUATION

4. ORDERS AND REPORTS

5. MOVEMENT

APPENDIX 1 (DUTIES AND RESPONSIBILITIES)

to

ANNEX B (COMMAND AND CONTROL)

to

INFANTRY PLATOON TACTICAL SOP

1. **PLATOON LEADER.** The platoon leader is responsible for accomplishing the platoon's mission. He is responsible for positioning and employing all assigned and attached crew-served weapons. He must also know how to employ supporting weapons.

- a. He leads the platoon in support of company and battalion missions.
- b. He informs his commander of his actions at all times.
- c. He plans missions with the help of the platoon sergeant, squad leaders, and other key personnel.
- d. He stays abreast of the situation and goes where he is needed to supervise, issue FRAGOs, and accomplish the mission.
- e. He requests support for the platoon from the company commander to perform its mission.
- f. He directs the platoon sergeant in planning and coordinating the platoon's CSS effort.
- g. During planning, he receives on-hand status reports from the platoon sergeant and squad leaders.
- h. He reviews platoon requirements based on the tactical plan.
- i. He develops the casualty evacuation plan.
- j. During execution, he checks the work of the platoon sergeant and the squad leaders.
- k. He ensures the soldier's load is reasonable.

2. **PLATOON SERGEANT.** The platoon sergeant is the senior NCO in the platoon and second in command.

- a. He supervises the logistics, administration, and maintenance activities of the platoon.
- b. He organizes and controls the platoon alternate CP.
- c. He trains the crews and employs the platoon's machine guns IAW the platoon leader's orders.

d. He receives the squad leaders' requests for rations, water, and ammunition. He works with the company XO and first sergeant to request resupply. He also directs the routing of supplies and mail.

e. He maintains platoon strength information, consolidates and forwards the platoon's casualty reports.(DA Forms 1155 and 1156) and receives replacements.

f. He monitors the morale, discipline, and health of platoon members.

g. He commands task-organized elements in the platoon during tactical operations. This can include, but is not limited to, quartering parties, security forces in withdrawals, support elements in raids or attacks, and security patrols.

h. He coordinates and supervises company directed platoon resupply operations.

i. He ensures that ammunition and equipment are evenly distributed.
(This is a critical task during consolidation and reorganization.)

j. He ensures that the casualty evacuation plan is complete and executed properly by directing the platoon's aidman, and aid and litter teams.

3. **SQUAD LEADER.** The squad leader is responsible for the squad.

a. He controls the maneuver of his squad and its rate and distribution of fire.

b. He exercises his command through the fire team leaders.

c. He manages the logistical and administrative needs of his squad.
He requests and issues ammunition, water, rations, and special equipment.

d. He maintains accountability of his soldiers and equipment.

e. He completes casualty feeder reports and reviews the casualty reports completed by squad members.

f. He supervises the maintenance of the squad's weapons and equipment.

g. He conducts inspections of his soldiers, their weapons and their equipment.

h. He keeps the platoon sergeant and platoon leader informed on his squad's supply status and equipment readiness.

i. He ensures that supplies and equipment are internally cross-leveled.

j. He designates and supervises special teams to include: Enemy POW and Aid & Litter teams.

k. He ensures compass and pace count duties are assigned.

4. **TEAM LEADER.** The team leader is a fighting soldier who leads by personal example and helps the squad leader as required.

- a. He controls the movement of his fire team
- b. He controls the rate and placement of fire by leading from the front and using the proper commands and signals.
- c. He maintains accountability of his soldiers and equipment
- d. He ensures his soldiers maintain the unit standards in all areas
- e. He is responsible for one Automatic Rifleman, one Rifleman, and one Grenadier
- f. He ensures that his Specialty Teams are trained to standard

5. **SPECIALTY TEAMS**

a. Enemy Prisoner of War Team:

- (1) Search
- (2) Silence
- (3) Segregate
- (4) Safeguard
- (5) Speed EPWs to collection points

b. Aid & Litter Team:

- (1) Evaluate A Casualty
- (2) Administer First Aid to a Nerve Agent Casualty
- (3) Perform Mouth to Mouth Resuscitation
- (4) Put on a Field or Pressure Dressing
- (5) Prevent Shock
- (6) Give First Aid for Burns, Heat Injuries, Frostbite
- (7) Transport a Casualty using a Litter to Collection Points
- (8) Transport a Casualty using a Two-Man Carry to Collection Points
- (9) Perform Search, Recovery, Evacuation, and/or Burial of Remains

APPENDIX 2 (COMMUNICATION)

to

ANNEX B (COMMAND AND CONTROL)

to

INFANTRY PLATOON TACTICAL SOP

1. **GENERAL.** The three primary means of communication available to the infantry platoon are radio, wire, and messenger. Normally, the platoon uses one or all of these during an operation. Additionally, the platoon leader plans an alternate means of communication in case the primary means fails.

a. **Radio.** Radio is the least secure means of communication. Radio is susceptible to interception and jamming. Proper radio procedures must be used to reduce the enemy's opportunity to hamper radio communications.

(1) **Radio procedures:**

- (a) Change frequencies and call signs IAW unit SOI.
- (b) Use varied transmission schedules and lengths.
- (c) Use established formats to expedite transmissions such as SALUTE.
- (d) Encode messages or use secure voice.
- (e) Use brevity codes when possible.

(2) **Actions if jamming is suspected:**

- (a) Continue to operate. (Do not let the enemy know that he is having any affect on communications.)
- (b) Disconnect the antenna. If interference stops, communications are probably being jammed.
- (c) Switch to highest power.
- (d) Relocate the radio. Terrain may mask the enemy's jamming signal.
- (e) Use a directional antenna.
- (f) Turn the squelch off.

(3) **Radio nets:** The platoon must monitor and operate on several radio nets. These include--

(a) Company command net. The platoon leader will continuously monitor the company command net.

(b) Platoon net. The platoon headquarters controls the platoon net. The platoon net is be continuously monitored by all elements of the platoon.

(c) Fire support net. The fire support net is controlled by the battalion FSO and is monitored by the platoon's FO.

b. **Wire.** Wire is more secure than radio and is effected less by weather and terrain. When possible, the platoon uses wire in lieu of radio. When the tactical situation permits, the platoon establishes a wire net or hot loop.; This is accomplished as follows:

(1) Each element is responsible for running wire to the platoon headquarters.

(2) Each element of the platoon is responsible for running wire to the element on its left.

(3) Each element is responsible for running wire to their OP.

(4) Once established, each element is responsible for the maintenance of the wire it laid. Additionally, each element continuously monitors the wire net.

(5) When breaking down the wire net, each element is responsible for recovering its wire.

(6) The platoon headquarters maintains overall control of the wire net.

c. **Messenger.** Messenger is the most secure means of communications. Messengers should vary their routes and schedules. Platoon leaders weigh the risk associated with using messengers. Although secure, messengers are the slowest form of communication.

2. **CODE WORDS AND SIGNALS.**

a. **Code Words.** Code words are used for a multitude of reasons. Code words are established to speed up communications, add a degree of security, and help with command and control. Code words are usually established during tactical operations for (but not limited to) objectives, phase lines, check points, link ups, and so forth.

b. **Signals.** Signals can be used in many forms on any operation. Signals are usually either audio or visual. The key to the use of signals is ensuring **everyone** is aware of the signal and its meaning. (See FM 21-60.)

APPENDIX 3 (ESTIMATE OF THE SITUATION)

to

ANNEX B (COMMAND AND CONTROL)

to

INFANTRY PLATOON TACTICAL SOP

1. MISSION ANALYSIS.

- a. Mission and intent of commander two levels up.
- b. Mission and intent of immediate commander.
- c. Assigned tasks (specified and implied).
- d. Constraints and limitations.
- e. Mission-essential tasks.
- f. Restated mission.
- g. Tentative time schedule.

2. ESTIMATE OF THE SITUATION AND DETERMINE COURSES OF ACTION.

a. Terrain and weather

- (1) Terrain - OCOKA.
 - Observation and Fields of Fire
 - Cover and Concealment
 - Obstacles
 - Key Terrain
 - Avenues of Approach

- (2) Weather - visibility, mobility, survivability.

b. Enemy situation and most probable courses of action.

- (1) Composition.
- (2) Disposition.
- (3) Recent activities.
- (4) Capabilities.
- (5) Weaknesses.
- (6) Most probable course of action (enemy use of METT-T).

c. Friendly Situation.

1. **METT-T**

Mission

Enemy

Terrain

Troops

Time

d. **Friendly Courses of Action.** (Develop at a minimum two courses of action.)

3. **ANALYSIS OF COURSES OF ACTION**

a. **Significant factors**

b. **Wargame**

4. **COMPARISON OF COURSES OF ACTION**

5. **DECISION.**

APPENDIX 4 (TROOP LEADING PROCEDURES, ORDERS AND REPORTS)

to

ANNEX B (COMMAND AND CONTROL)

to

INFANTRY PLATOON TACTICAL SOP

1. TROOP LEADING PROCEDURES

1. Receive the Mission
2. Issue a Warning Order
3. Make a Tentative Plan
4. Start Necessary Movement
5. Reconnoiter (5 point contingency plan: Where leader is going, Who he's taking with him, Amount of time he plans to be gone, Actions taken if he does not return, Unit's and leaders actions on chance contact while the leader is gone.)
6. Complete the Plan
7. Issue the Complete Order
8. Supervise - The best plan may fail if it is not managed right. Briefbacks, **rehearsals**, inspections, and continuous coordination of plans must be used to supervise and refine troop-leading procedures. Rehearsals focus on mission execution. They are essential to ensure complete coordination and subordinate understanding. The warning order should provide subordinate leaders with sufficient level of detail for them to schedule and conduct rehearsals of drills/SOPs before receiving the OPORD. Rehearsals conducted after the OPORD can then focus on mission specific tasks. Rehearsals should be conducted in a training area as much like the objective as possible. Mock-ups of the objective should be used for these practices. Rehearsals include holding soldier and leader briefbacks of individual tasks and using sand tables or sketches to talk through the execution of the plan. These are followed by walk through exercises and then full speed blank-fire or live-fire rehearsals. The leader should establish a priority for rehearsals based on available time. The priority of rehearsals flows from the decisive point of the operation. Thus the order of precedence is: actions on the objective, battle drills for maneuver, actions on enemy contact, special teams, movement techniques, and others as required. Security must be maintained during the rehearsal.

TAKE CHARGE MINUTE

1. Stand Up and Introduce Yourself
2. Designate Team Leaders
3. Establish Security
 - a. Designate 12 O'clock
 - b. Assign Sectors
4. Initiate Troop Leading Procedures

2. ORDERS.

a. Orders Group

(1) **Company orders.** As a minimum, the platoon leader, platoon FO, and attachments leaders will attend company orders.

(2) **Platoon orders.** As a minimum, the following individuals will attend platoon orders:

- Platoon leader.
- Platoon sergeant.
- Squad leaders.
- Platoon FO.
- Aidman.
- Attachment leaders.

b. Orders Formats

(1) **Warning order.**

1. Situation
2. Mission
3. Execution - Concept - Time Schedule - Rehearsal - Tasks to Subordinates
4. Service Support
5. Command and Signal

(2) **Fragmentary order.** The format for a FRAGO is that portion of the current OPORD that has changed. If significant changes have occurred since the last OPORD, a new OPORD should be prepared.

(3) **Operation Order.**

The format for a Platoon OPORD follows:

1. Situation
 - a. Enemy Forces
 - (1) Disposition, composition, and strength
 - (2) Capabilities
 - (3) Most probable course of action
 - b. Friendly Forces
 - (1) Higher Unit
 - (2) Left Unit's Mission
 - (3) Right Unit's Mission
 - (4) Forward Unit's Mission
 - (5) Mission of Unit in Reserve or Following
 - (6) Units in Support or Reinforcing Higher Unit
 - c. Attachments and Detachments
2. Mission (Who, What, When, Where, Why)
3. Execution - Intent

- a. Concept of the Operation. How unit will accomplish the mission. Identify tasks.
 - (1) Maneuver. Designate main effort. ID tasks.
 - (2) Fires. Concept of fire support. Address priority of fires, priority targets, restrictive control measures.
 - (3) Additional combat support elements. Concept of employment and priority of effort.
- b. Tasks to Maneuver Units. Specify tasks and purpose for each.
- c. Tasks to combat support units. List specific tasks that must be accomplished.
- d. Coordinating Instructions.
 - (1) Priority intelligence requirements and report tasks.
 - (2) MOPP level
 - (3) Troop safety and operational exposure guide.
 - (4) Engagement and disengagement criteria and instructions.
 - (5) Fire distribution and control measures.
 - (6) Consolidation and reorganization instructions.
 - (7) Reporting requirements.
 - (8) Specified tasks that pertain to more than one.
 - (9) Rules of engagement.
 - (10) Order of march and other MMNT procedures
- e. Safety

4. Service Support

- a. General. Provide trains location, Casualty and damaged equipment collection points, and routes to and from them.
- b. Material and services
 - (1) Supply
 - Class I - Subsistence
 - Class II - Clothing, ind. equip., tools and tentage
 - Class III - Petroleum, oil, and lubricants
 - Class IV - Construction Materials
 - Class V - Ammunition
 - Class VI - Personal demand items
 - Class VII - Major end items
 - Class VIII - Medical Supplies
 - Class IX - Repair parts
 - (2) Transportation. Schedule and distribution
 - (3) Services. Type, designation, location.
 - (4) Maintenance
 - (5) Medical evacuation (See appendix 3 Annex J)
- c. Personnel. EPW collection point and handling instructions.
- d. Miscellaneous.

5. Command and Signal

- a. Command
 - (1) Location of higher unit commander and CP.
 - (2) Location of unit leader or CP.
 - (3) Location of second in command or alternate CP.
 - (4) Succession of command.

- b. Signal
 - (1) SOI index in effect.
 - (2) Listening silence if applicable.
 - (3) Methods of communication in priority
 - (4) Emergency signals.
 - (5) Code words.

The format for a Squad Operations order follows:

- 1. Situation
 - A. Enemy
 - B. Friendly
 - C. Attachments and Detachments
- 2. Mission
 - Who, What, When, Where, Why
- 3. Execution
 - A. Concept of the Operation
 - (1) Scheme of Maneuver
 - (2) Fire Support
 - B. Fire Team Tasks
 - C. Coordinating Instructions
 - D. Safety
- 4. Service Support
- 5. Command and Signal

PLATOON OPORD

<p>1. SITUATION:</p> <ul style="list-style-type: none">a. Enemy Forces: b. Friendly Forces: c. Attachments/Detachments:
<p>2. MISSION:</p> <p>Who: What: When: Where: Why:</p>
<p>3. EXECUTION:</p> <ul style="list-style-type: none">a. Concept of the Operation b. Tasks to Maneuver Units c. Tasks to Combat Support Units d. Coordinating Instructions e. Safety
<p>4. SERVICE SUPPORT:</p> <ul style="list-style-type: none">a. Generalb. Material and Services c. Personneld. Miscellaneous
<p>5. COMMAND and SIGNAL:</p> <ul style="list-style-type: none">a. Command.b. Signal

SQUAD OPORD

1. SITUATION: a. Enemy b. Friendly c. Attachments and Detachments
2. MISSION: Who: What: When: Where: Why:
3. EXECUTION: a. Concept of the Operation b. Fire Team Tasks c. Coordinating Instructions d. Safety
4. SERVICE SUPPORT
5. COMMAND and SIGNAL

WARNING ORDER

1. SITUATION:
2. MISSION:
3. EXECUTION:
4. SERVICE SUPPORT:
5. COMMAND and SIGNAL:

3. **REPORTS.** The following reports are used.

(1) *SALUTE*--Size, Activity, Location, Unit/uniform, Time, Equipment.

(2) *SITREP*--(situation report) given IAW OPORD.

(3) *ACE*--(ammunition, casualty, equipment) normally, squad leaders give ACE reports to the platoon sergeant after contact with the enemy.

(4) *Logistics*--team leaders and squad leaders report twice daily up the chain of command.

(5) *Sensitive item*--status reported by team leaders and squad leaders up the chain of command twice daily.

(6) *Personnel status*--team leaders and squad leaders report twice daily. Normally, reports are given at stand-to and before nightfall.

(7) *NBC 1 and NBC 4*--whoever recognizes an NBC attack will report on the platoon net and preface the message with FLASH-FLASH-FLASH. NBC 1 and 4 reports are sent to the company CP and then forwarded to battalion.

(8) After Action Report

1. PLAN

- Establish Objectives for the AAR
- Select Qualified Observers
- Review the Training and Evaluation Plan
- Identify the Participants
- Plan Stop Points During Exercises for AARs
- Make Potential Site Selections
- Select Training Aids
- Draft an AAR Plan
- Review the Unit's Training Objectives, Plans, and Prep.
- Observe the Training
- Organize the Selected AAR Site
- Collect Information From Other Observers
- Develop a Discussion Outline
- Organize and Rehearse

2. Conduct.

- Restate the Unit's Mission and Event's Training Objectives
- Generate Discussions
- Orient on Training Objectives
- Seek Maximum Participation
- Summarize and Emphasize Key Learning Points

APPENDIX 5 (MOVEMENT)

to

ANNEX B (COMMAND CONTROL)

to

INFANTRY PLATOON TACTICAL SOP

1. MOVEMENT.

a. **Formation.** Leaders choose the formation based on their analysis of METT-T and likelihood of enemy contact.

(1) **Fire team formations.** All soldiers in the team must be able to see their leader.

(a) **Wedge.** This is the basic fire team formation; it will be used unless modified because of terrain, dense vegetation, terrain or mission.

(b) **File.** Used in close terrain, dense vegetation, limited visibility.

(2) **Squad formations.** Squad formations describe the relationships between fire teams in the squad.

(a) **Column.** Primary squad formation and will be used unless METT-T dictates otherwise.

(b) **Line.** Used when maximum fire power is needed (to the front).

(c) **File.** Used in close terrain, dense vegetation, or limited visibility.

(3) **Platoon formations.** METT-T will determine where crew-served weapons move in the formation. They normally move with the platoon leader so he can quickly establish a base of fire.

(a) **Column.** Primary platoon formation--used unless METT-T dictates otherwise.

(b) **Platoon line, squads on line.** Used when the platoon leader wants all soldiers on line for maximum firepower forward. Used when the enemy situation is known.

(c) **Platoon line, squads in column.** Used when the platoon leader does not want everyone forward, but wants to be prepared for contact such as near the objective.

(d) **Platoon Vee.** Used when enemy situation is vague, but contact is expected to the front.

(e) **Platoon wedge.** Used when enemy situation is vague and contact is not expected.

(f) **Platoon file.** Used when visibility is poor due to terrain or light.

b. **Movement Techniques.** Leaders choose a movement technique based

on their mission analysis of METT-T and likelihood of enemy contact.

(1) **Traveling.** Used when contact is not likely and speed is important.

(2) **Traveling overwatch.** Used when contact is possible but speed is important.

(3) **Bounding overwatch.** Used when contact is likely or imminent and speed is not important.

c. **Foot Marches.** When moving along a road in a relatively secure area, the platoon will move with one file on each side of the road. Fire teams are not split up. There will be 3 to 5 meters between soldiers and 25 to 50 meters between platoons.

(1) The normal rate of march for an 8-hour march is 4 kmph. The interval and rate of march depend on the length of the march, time allowed, likelihood of enemy contact (ground, air, artillery), terrain and weather, condition of the soldiers, and the weight of the soldiers' load.

(2) A 15-minute rest will be conducted at the end of the first 45 minutes of a road march. During this halt, the aidman and squad leaders will check the soldiers' feet and report the physical condition of the soldiers to the platoon leader and platoon sergeant. Thereafter, a 10-minute rest is conducted every 50 minutes.

2. **ACTIONS AT HALTS.** During halts, security is posted and all approaches into the platoon's area are covered by key weapons. The platoon sergeant moves forward through the platoon, checking security as he goes, and meets the platoon leader to determine the reason for the halt.

a. During halts of 30 seconds or less, the soldiers drop to one knee and cover their assigned sector.

b. During halts longer than 30 seconds, a cigar-shaped perimeter is formed, and the soldiers assume the prone position.

3. **ACTIONS ON CONTACT.** On contact, the platoon executes the appropriate battle drill.

a. **React to Contact.**

b. **Break Contact.**

c. **React to Ambush.**

ANNEX C (OPERATIONS)

to

INFANTRY PLATOON TACTICAL SOP

1. **OFFENSE.** The platoon leader receives the mission from the company commander.

a. **Preparation**

(1) The platoon leader conducts a mission analysis (see operations section).

(2) The platoon leader issues a warning order.

(3) The platoon members concurrently perform readiness, maintenance, and functional checks under the supervision of their leaders. The chain of command checks weapons, night observation devices, communications equipment, NBC equipment, and any special equipment.

(4) Weapons will be test fired if the situation permits.

(5) The platoon leader makes his tentative plan.

(6) The platoon initiates movement as required--quartering party, selected elements, or the entire platoon.

(7) The platoon conducts required reconnaissance--determines location, strength, disposition, and activity of the enemy, and accurate information on the terrain (OCOKA).

(8) Based on METT-T considerations, intelligence from the reconnaissance, and other sources, the platoon leader completes the plan. If time is available, he always gives a briefback to the commander before issuing the order.

(9) The platoon leader issues his order to his subordinates providing them with adequate time to develop their plans, brief the soldiers, and conduct rehearsals.

(10) The PSG requests CSS assets.

(11) The platoon leader or responsible representative coordinates with higher, supporting, and adjacent units:

- Fire plans.
- Scheme of maneuver.
- Current intelligence.
- Control measures.
- Communications and signals.
- Time schedules.
- Support requirements.

(12) The platoon leader supervises mission preparation. Subordinate leaders conduct briefbacks of the plan to ensure his intent is understood. Key platoon actions are rehearsed as time permits. Certain rehearsals should take place before the OPOD (wise use of time). First priority for rehearsals is actions on the objective.

(13) The platoon leader plans for sustainment of combat operations.

(a) Platoon leader, platoon sergeant, squad leaders determine ammunition requirements and other supply needs.

(b) Platoon leader issues guidance on soldier's load and ensures loads are distributed equally. The combat load includes the fighting load and approach march load. The sustainment load includes the equipment required for sustained operations and are stored by the battalion at the BSA and brought forward as needed.

(c) Platoon leader and platoon sergeant determine the transportation needed to support the operation and request it.

(d) Platoon sergeant coordinates with the ISG, supply sergeant, and XO for support. He distributes supplies according to the plan.

(e) Platoon leader establishes and enforces a rest plan for all platoon members, particularly for key personnel.

(14) Platoon continues to conduct reconnaissance during operation.

(15) The platoon leader monitors the actions of higher, adjacent, and supporting units.

(16) The platoon leader issues orders or modifies original plan as needed.

(17) The platoon headquarters reports combat critical information to higher, adjacent, and supporting units:

- SALUTE on enemy contact.
- Terrain information.
- Changes in platoon actions from the plan.
- Changes in the friendly situation (including attachments).
- Initiation of action by the platoon.
- CS or CSS requests required to execute tasks.
- Friendly information from other units that higher headquarters cannot monitor

b. **Execution.** The two types of attacks are hasty and deliberate.

(1) **Hasty attack.** When the platoon or squad makes unexpected contact with the enemy, the platoon or squad executes the contact drill.

- Deploy.
- Establish a base of fire.
- Find the enemy flank, gap, or weak point.
- Suppress the enemy.
- Attack through the flank, gap, or weak point.
- Report to the commander.

(2) **Deliberate attack.** A planned attack against the enemy.

(a) The platoon leader organizes the platoon for the attack--assault element and support element.

(b) The platoon positions for the assault. The platoon leader, PSG, or squad leader reconnoiter the tentative support position, establish local security, ensure the position provides observation of the objective and overwatch for the assault element.

The support element moves by a covered and concealed route into the support position. The support element occupies the support position. The platoon sergeant and squad leaders assign covered and concealed positions, sectors of fire, and necessary fire control measures. The enemy positions are located. All weapons are oriented along sectors of fire toward the enemy positions.

The support element overwatches the assault element's movement. The support element maintains continuous communications with the assault element. If possible, the support element maintains observation of the assault element and its route. The support element ensures the assault element's route does not cross into the support positions' sectors of fire. The support element alerts the platoon leader of any movement on the objective or change in the enemy situation.

The support element suppresses the objective with direct or indirect fires.

The platoon leader leads the assault element into the last covered and concealed position before the objective.

The assault element uses smoke, if available, to cover its movement. The assault element ensures it does not move into the support element's sector of fire.

The platoon leader or FO calls for preparatory indirect fire on the objective.

The platoon leader ensures all elements are in position before beginning the assault.

(c) The platoon performs the assault. The platoon leader signals to lift or shift the suppressive fires of the support element. (Primary signal is FM radio; alternate signal is visual.)

The support element lift or shifts fires and continues to observe the objective.

The assault element begins to deliver suppressive fire on the objective once the support element shifts fire. The assault element assaults the objective from the flank, a gap, or a known weakness. The assault element tightens through the objective using available cover and concealment, appropriate movement techniques, and appropriate battle drills.

On order, the support element moves onto the objective and clears the objective of any remaining enemy.

(d) The platoon consolidates, then reorganizes. (Many events that occur during consolidation and reorganization will be concurrent.)

c. Consolidation.

(1) The platoon occupies a hasty fighting position and prepares for counterattack.

(a) The platoon leader assigns the squad sectors of fire.

(b) The squad leaders assign positions and sectors of fire.

(c) The platoon leader positions key weapons systems.

(2) The platoon leader positions OPs to provide security and early warning.

d. Reorganization.

(1) The platoon leader reestablishes the chain of command and fills key positions:

- PSG, squad leaders, and team leaders.
- Machine gunners.
- Dragon gunners.
- RATELOs.
- M203 gunners.

(2) The platoon leader establishes communications with the company commander, adjacent units, and battalion FSO.

(3) Leaders redistribute ammunition and equipment.

(a) The squad leaders give the ACE report to the platoon leader.

(b) The platoon leader reports the status to higher headquarters and requests any required resupply.

(c) The PSG redistributes ammunition and equipment between the squads as necessary.

(4) The platoon evacuates casualties. The platoon handles all EPWs IAW the five S's. The platoon evacuates all KIA.

2. **DEFENSE.** The platoon leader receives the operations order from the company commander.

a. **Preparation of the Defense.**

(1) The platoon leader performs a mission analysis and issues a warning order to the platoon.

(2) Platoon members begin performing readiness, maintenance, and functions checks on all assigned weapons and equipment.

(3) The platoon leader makes an estimate of the situation and a tentative plan.

(4) The platoon leader and squad leaders conduct a leader's reconnaissance. They check for past or present enemy activity. They determine the enemy's most probable course of action. They confirm or adjust the tentative plan.

- Squad positions.
- Key weapons positions.
- CP and OP locations.

(5) The platoon sergeant does an initial inspection of all the platoon's weapons and assigned equipment.

(6) The platoon leader completes the plan and issues the platoon operations order.

(7) The platoon sergeant ensures the platoon has a basic load of Class I, IV, V, and VIII.

(8) The platoon sergeant requests additional Class I, IV, V, and VIII to be brought forward to the platoon battle position.

(9) All platoon members camouflage themselves and their equipment.

(10) The platoon leader conducts adjacent unit coordination.

(11) The platoon test fires all assigned weapons.

(12) The platoon leader conducts the final inspection.

(13) The platoon conducts rehearsals. The most critical tasks are rehearsed first. Movement to alternate and subsequent positions is rehearsed. When possible, a full-force rehearsal is conducted. If the platoon is designated as a reserve, it rehearses those actions as stated in the OPORD. As a minimum, briefback rehearsals are conducted with key leaders.

(14) The platoon begins movement to the platoon battle position.

b. Execution.

(1) The platoon stops at the last covered and concealed position before the platoon battle position.

(2) The platoon leader and squad leaders move forward to the battle position. They ensure there has been no change to the enemy situation. They clear the area and establish local security.

(3) The platoon leader assigns squad battle positions and sectors of fire, locations of the PEWS and the M8 chemical alarm, and positioning of key weapons systems.

(4) The platoon leader returns to the platoon and leads them to the platoon battle position. The squad leaders guide their squads into their squad battle positions. The squad leaders assign temporary positions and sectors of fire.

(5) The platoon leader coordinates for indirect fire.

(6) The platoon begins executing priorities of work.

(a) *Establish security.* As a minimum, each squad has one OP forward of its position during preparation of the defense.

(b) *Position key weapons.* The platoon leader positions the platoon's key weapons and assigns them sectors of fire.

(c) *Position squads.* The platoon leader verifies each squad's position and assigns the squad a sector of fire. The squad leader assigns individual fighting positions and sectors of fire.

(d) *Establish communications.* As a minimum, the platoon establishes a "hot loop" wire net.

(e) *Coordinate with adjacent units.* Each squad coordinates with the squad on its left ensuring all sectors of fire are interlocking and all dead space is covered by indirect fire.

(f) *Clear fields of fire.* Each position clears its sectors of fire.

(g) *Prepare range cards.* Each gunner prepares an original and one copy of the range card. The original copy remains with the weapon, and the copy is turned in to the squad leader.

(h) *Prepare squad sector sketches.* The squad leaders prepare an original and one copy of the sector sketch. The original remains in the squad CP, and the copy is turned in to the platoon leader. As a minimum, the squad sector sketch includes--

- Key terrain within the squad sector.
- Each individual fighting position and its primary and secondary sectors of fire.
- Key weapons positions and their primary sector of fire, secondary sector of fire, and any fire control measures.
- All CP and OP locations.
- All dead space within the squad sector.
- Any obstacles and mines within the squad sector.

(i) *Prepare platoon sector sketch.* The platoon leader prepares an original and one copy of the sector sketch. The original remains in the platoon CP, and the copy is turned in to the company commander. As a minimum, the platoon sector sketch includes--

- Squad positions and sectors of fire.
- Key weapons positions and their sectors of fire and fire control measures.
- CPs, OPs, and patrol routes.
- Platoon maximum engagement lines.
- All dead space within the platoon sector.
- All mines and obstacles within the platoon sector.
- Any TRPs or FPFs within the platoon sector.

(j) *Prepare fighting positions.*

(k) *Emplace minefields and obstacles.* Prepare IAW the company or battalion obstacle plan.

(l) *Establish fire control measures.* Establish and mark all required fire control measures.

(m) *Assign alternate and supplementary battle positions.* The platoon leader assigns each squad and key weapons system an alternate and a supplementary battle position.

(n) *Improve fighting positions.*

(o) *Prepare alternate and supplementary positions.*

(p) *Establish a rest plan.*

- (7) The platoon conducts a rehearsal.
 - (a) Movement from primary positions to alternate and supplementary position.
 - (b) Initial engagements at trigger lines and TRPs.
 - (c) Casualty evacuation.
 - (d) Any planned counterattacks.
- (8) The platoon sergeant stockpiles additional Class I, V, and VIII.
- (9) If time allows, communications trenches are dug between positions and CPs.
- (10) As time allows, the platoon's positions are continually improved.

c. React to Indirect Fire.

(1) When in defensive positions, soldiers seek the protection of their fighting positions. (Fighting positions require a minimum of 18 inches of overhead cover to provide protection from artillery rounds impacting nearby.)

(2) While moving or halted in unprotected positions, soldiers immediately assume prone positions. After the initial incoming rounds impact, the platoon leader determines the extent of the impact area (its length and width) and the nearest edge out of it (still heading roughly in the direction of travel, if possible). Then, he gives the direction and distance to move out of the impact area (for example, "Two o'clock, two hundred meters, follow me").

(3) Leaders report and continue the mission.

NOTE: In some cases, the platoon may immediately don protective masks. If shells with other than an HE burst (for example, smoke) or if there is an indication of a chemical attack, the platoon should mask.

d. Consolidation.

(1) The platoon leader adjusts squad positions, if required, and reassigns sectors of fire. The squad leaders and team leaders adjust positions to cover assigned sectors of fire. The platoon leader adjusts crew-served weapons to cover most dangerous avenues of approach.

(2) The platoon leader positions OPs to provide security and early warning.

e. Reorganization.

- (1) The platoon reestablishes the chain of command and fills key positions:
 - (a) Platoon leader, platoon sergeant, squad leaders, and team leaders.
 - (b) Key weapons: machine guns, M203s, antiarmor.
- (2) The platoon establishes communications with the company commander, the adjacent units, the battalion FSO, and the squads.
- (3) Leaders redistribute ammunition and equipment. The platoon leader receives ACE report from squad leaders. The platoon leader reports the status to the company commander and requests any supplies that are required. The platoon sergeant redistributes ammunition and equipment among the squads.
- (4) The platoon evacuates casualties, handles all EPWs IAW the five S's, and evacuates KIA.
- (5) The platoon repairs fighting positions as required.

APPENDIX 1 (ASSEMBLY AREA PROCEDURES)

to

ANNEX C (OPERATIONS)

to

INFANTRY PLATOON TACTICAL SOP

When directed to occupy an assembly area, the platoon leader designates a quartering party. Each squad will provide two men for the quartering party. The platoon sergeant or selected NCO will be in charge of the quartering party.

1. The quartering party reconnoiters the assembly area to ensure no enemy are present and to establish initial security.
2. The quartering party determines initial positions for all platoon elements.
3. The quartering party provides security by forcing enemy reconnaissance probes to withdraw and providing early warning of an enemy attack.
4. As the platoon clears the release point, quartering party members, waiting in covered and concealed positions, move out and guide the platoon to its initial position without halting.
5. The platoon establishes and maintains local security. The platoon leader assigns each squad a sector of the perimeter to ensure mutual support and to cover all gaps by observation and fire. The platoon leader designates OPs and squad leaders select OP personnel. OPs have communications with the platoon CP. OPs warn the platoon of enemy approach before the platoon is attacked.
6. The platoon leader establishes a priority of work, to include--
 - a. Positioning of crew-served weapons, chemical agent alarms, and designating PDF, FPL, and FPFs.
 - b. Constructing individual and crew served fighting positions.
 - c. Setting up wire communications between the squads and the platoon CP. (Radio silence is observed by the platoon)
 - d. Preparing range cards.
 - e. Camouflaging positions
 - f. Clearing fields of fire
 - g. Distributing ammo., rations, water, supplies, and special equipment.
 - h. Conducting preventative checks and services on weapons and equipment.
 - I. Preparing dragon night sight.

- J. Inspecting platoon members and equipment.
 - k. Rehearsing critical aspects of the upcoming mission.
 - l. Test firing small - arms weapons (As tactical situation permits).
 - m. Conducting personal hygiene and field sanitation.
 - n. Instituting a rest plan.
 - o. Completing the work priorities as time permits.
7. The platoon leader conducts adjacent unit coordination. The platoon leader assigns security patrols, if applicable. The platoon leader establishes responsibility for the overlapping enemy avenues of approach between adjacent squads and platoons. The leaders ensure there are no gaps between elements. The platoon leader exchanges information on OP locations and signals. The platoon leader coordinates counterattacks.
8. The platoon leader forwards a copy of the sector sketch to the company commander and keeps one for platoon use.

APPENDIX 2 (PATROLLING PLANNING)

to

ANNEX C (OPERATIONS)

to

INFANTRY PLATOON TACTICAL SOP

1. ORGANIZATION:

- a. Headquarters Element
- b. Aid and Litter Team
- c. Enemy Prisoner of War Team
- d. Surveillance Team
- e. Enroute Recorder
- f. Compass Man
- g. Pace Man

2. INITIAL PLANNING and COORDINATION:

- a. With Higher HQ
- b. With FFU
- c. Adjacent Patrol Leaders

3. COMPLETION OF THE PLAN:

- a. Essential and Supporting Tasks
- b. Key Travel and Execution Times
- c. Primary and Alternate Routes
- d. Signals
- e. Challenge and Password Forward of Friendly Line
- f. Location of Leaders
- g. Actions on Enemy Contact
- h. Contingency Plans

4. DEPARTURE FROM FRIENDLY LINES

- a. Coordination
- b. Planning

5. RALLY POINTS

- a. Selection of Rally Points
- b. Types of Rally Points
 - (1) Initial Rally Point
 - (2) En Route Rally Point
 - (3) Objective Rally Point
 - (4) Reentry Rally Point
 - (5) Near and Far - Side Rally Points

6. LEADER'S RECONNAISSANCE OF THE OBJECTIVE

7. REENTRY OF FRIENDLY LINES

8. DEBRIEFING

**APPENDIX 3 (PATROLLING: PATROL BASE ACTIVITIES;
FRIENDLY UNIT COORDINATION)**

to

ANNEX C (OPERATIONS)

to

INFANTRY PLATOON TACTICAL SOP

1. PATROL BASE ACTIVITIES:

- a. Establish Security
- b. Alert Plan
- c. Withdrawal Plan
- d. Maintenance Plan
- e. Sanitation and Personal Hygiene Plan
- f. Mess Plan
- g. Water Resupply

2. FRIENDLY UNIT COORDINATION:

- 1. Patrol Leader
 - a. Identifies Self and Unit
 - b. Size of Patrol
 - c. Time of Departure and Return
 - d. Area of Patrol's Operation
- 2. Forward Unit Representative
 - a. Information on Terrain
 - b. Known or Suspected Enemy Positions
 - c. Likely Enemy Ambush Sites
 - d. Latest Enemy Activity
 - e. Detailed Information on Friendly Position and Obstacles
 - f. Location of Operations
 - g. Friendly Unit Fire Plan
 - h. Support the FFU Can Provide
- 3. Leader Action Sequence
 - a. Contact Friendly Guides at Contact Point
 - b. Move to Coordinated Initial Rally Point
 - c. Complete Final Coordination
 - d. Move to and Thru Passage Point
 - e. Establish Security - Listening Halt Beyond Forward Friendly Unit's FPF

APPENDIX 4 (CONDUCT AN AMBUSH AND HASTY AMBUSH)

to

ANNEX C (OPERATIONS)

to

INFANTRY PLATOON TACTICAL SOP

CONDUCT AN AMBUSH:

1. Planning Considerations
 - a. Covering the Entire Kill Zone by Fire
 - b. Use Existing Obstacles to Keep Enemy in the Kill Zone
 - c. Protecting the Assault and Support Elements With Mines, Claymores, or Explosives
 - d. Using Security Teams to Isolate the Kill Zone
 - e. Assaulting Into the Kill Zone to Search Dead and Wounded, Assemble Prisoners, and Collect Equipment
 - f. Timing the Actions of all Elements of the Platoon to Preclude Loss of Surprise
 - g. Using only one Squad to Conduct the Entire Ambush and Rotating Squads Over Time From the ORP.
2. Formations
 - a. Linear
 - b. L - Shaped

CONDUCT A HASTY AMBUSH

1. Patrol Member Alerts Patrol That Enemy is in Sight and Gives Direction from the Platoon.
2. Patrol Halts and Remains Motionless
3. Leader Decides to Conduct Hasty Ambush
4. Leader Gives Hand and Arm Signals to Move Personnel to Covered and Concealed Positions and Designate Kill Zone
5. Security Elements Emplaced to Front and Rear
6. Patrol Leader Initiates Ambush
7. Assault Element Moves Into Kill Zone and Conducts Hasty Search of Enemy Soldiers
8. Security Elements Rejoin Patrol
9. Withdraw From the Ambush Site and Return to the ORP
10. Collect and Disseminate Information
11. Reorganizes As Needed and Continues the Mission

APPENDIX 5 (AREA RECONNAISSANCE, ACTIONS ON CAPTURING POW'S, LAND NAVIGATION, RANGE CARD PREPARATION, AND BREACHING (SOSR))

to

ANNEX C (OPERATIONS)

to

INFANTRY PLATOON TACTICAL SOP

A. AREA RECONNAISSANCE

1. Occupy Objective Rally Point
2. Emplace Security Team at ORP As Needed
3. Conduct A Leader's Recon.
4. Issue FRAGO at ORP
5. Conduct Recon.
6. Return to ORB
7. Gather/Report Information
8. Disseminate Information to all Patrol Members

B. ACTIONS ON CAPTURING POW'S

1. Search
2. Segregate
3. Silence
4. Speed
5. Safeguard

C. LAND NAVIGATION

1. Back Azimuth
 - a. Greater than 180 degrees subtract 180
 - b. Less than 180 degrees add 180
2. G-M Angle Conversion
 - a. Westerly G-M Angle
 - (1) Grid to Magnetic - Add G-M Angle
 - (2) Magnetic to Grid - Subtract G-M Angle
 - b. Easterly G-M Angle
 - (1) Grid to Magnetic - Subtract G-M Angle
 - (2) Magnetic to Grid - Add G-M Angle
3. INTERSECTION: To Locate an Unknown Point
 - a. Orient Map Using Compass
 - b. Locate and Mark Your Position on the Map
 - c. Determine Magnetic Azimuth From Your Position to Unknown Point Using Compass
 - d. Convert the Magnetic Azimuth to a Grid Azimuth
 - e. Plot the Grid Azimuth From Your Position in the Direction of the Unknown Point
 - f. Move to a Second Known Position and Repeat Steps c, d, e.
 - g. The Unknown Point is Where the Lines Intersect on the Map
4. RESECTION: To Locate Your Own Position
 - a. Orient Map Using Compass

- b. Locate two Known Points on the Ground and Mark Them on Your Map
- c. Measure the Magnetic Azimuth to one of the Known Locations
- d. Convert the Magnetic Azimuth to a Grid Azimuth
- e. Convert the Grid Azimuth to a Back Azimuth
- f. Use a Protractor to Plot the Azimuth and Draw a Line From the Known Point to Your Location
- g. Repeat Steps c, d, e, f For the Second Known Point
- h. Your Location is Where the Lines Cross

D. RANGE CARD PREPARATION:

(Refer to page 2-76 of FM 7-8, Infantry Platoon Operations)

1. Fill in the Marginal Information at the Top of the Card
2. Draw Weapon Symbol in the Center of the Small Circle
3. Draw Left and Right Limits
4. Determine Value for Each Circle
5. Draw all TRPs and Reference Points Consecutively
6. Draw Read Space
7. Draw Maximum Engagement Line for Anti - Armor Weapons
8. Number Weapon Reference Point Last or Determine 8 Digit Grid Coordinate
9. Fill in Data Section at the Bottom of the Card

E. BREACHING (SOSR)

1. Suppress the Enemy to Allow the Breach Element to Create a Breach
2. Obscure the Breach Site From Enemy Observation
3. Secure the Breach Site, Execute the Breach, and Secure the Far Side
4. Reduce the Obstacle to Facilitate Movement of Follow on Forces

ANNEX D (NBC)

to

INFANTRY TACTICAL SOP

1. **REACT TO NUCLEAR ATTACK.** All soldiers assigned to the platoon react to an unwarned nuclear attack by doing the following:

a. Immediately drop to a prone position and close their eyes. Turn their bodies so their heads face toward the blast. Place their thumbs into their ears. Cover their faces with their hands. Place their arms under their bodies. Tuck their heads down into their shoulders and keep their faces downward.

b. Remain in the prone position until the second blast wave passes, and the debris has stopped falling.

c. Check themselves and their buddies for injuries and damage to assigned equipment.

d. Give first aid to any casualties and prepare them for evacuation.

e. Report the situation to higher headquarters using the NBC 1 report.

2. **REACT TO CHEMICAL ATTACK.** All soldiers assigned to the platoon reacts to a chemical attack by doing the following:

a. Stop breathing.

b. Within 9 seconds, put on their protective masks.

c. Within an additional 6 seconds, pull their hoods over their heads.

d. Shout Gas; and give the appropriate arm-and-hand signal.

3. **UNMASKING PROCEDURES.** Selected soldiers use the M256 kit to determine if the area is clear. If the area is clear, the platoon leader selects two soldiers and begins unmasking procedures. He moves the soldiers to a shady area and has the soldiers unmask for 5 minutes. He observes soldiers for 10 minutes. If no symptoms occur, he reports to higher headquarters; based on the response, he issues all clear. He continues to observe soldiers for delayed reactions.

4. **HASTY DECONTAMINATION PROCEDURES.** The platoon leader ensures each soldier has one M258 personal decontamination kit. Each soldier decontaminates himself and his equipment IAW instruction on the M258 kit.

5. **MOPP GEAR EXCHANGE.** MOPP gear exchange is always conducted in buddy teams in the following sequence:

- Decontaminate protective mask and hood.
- Remove overgarment, overboots and gloves, and undergarment.
- Put on undergarment, overgarment, and overboots and gloves.
- Secure protective mask hood.

ANNEX E (AIR DEFENSE ARTILLERY)

to

INFANTRY TACTICAL SOP

1. **PASSIVE AIR DEFENSE.** Passive air defense is always used. By using available cover and concealment, camouflage, and dispersion, the platoon avoids being detected from the air.
2. **ACTIVE AIR DEFENSE.** Once detected, the platoon leader decides, based on the weapons control status, if he uses active air defense. Active air defense is conducted in one of the following ways:
 - a. For a high-performance aircraft, soldiers aim at a point two football field lengths in front of the aircraft and fire on automatic. This makes the aircraft fly through a “wall” of bullets.
 - b. For a low-performance aircraft or a rotary aircraft, soldiers aim at a point half of a football field length in front of the aircraft and fire on automatic.
 - c. For any aircraft heading directly at the platoon, soldiers aim at a point directly above the nose of the aircraft and fire on automatic.

ANNEX F (FIRE SUPPORT)

to

INFANTRY TACTICAL SOP

1. **TARGETING.** During mission planning, the platoon leader makes adjustments to the company's indirect fire support plan. Possible targets include--

- a. Known or suspected enemy locations not targeted by higher.
- b. Dead space not covered by organic weapons.
- c. Gaps between adjacent units not targeted by higher.
- d. Likely mounted and dismounted avenues of approach and withdrawal.
- e. Key terrain or obstacles not targeted by higher.

2. **FORWARD OBSERVER.**

a. **Duties and Responsibilities.**

- (1) The FO is the platoon's link to the battalion fire support system.
- (2) He assists the platoon leader in developing a platoon fire support plan that supports the platoon scheme of maneuver.
- (3) He advises the platoon leader on the capabilities, limitations, and effects of the various types of available munitions.
- (4) He continually updates the battalion FSO on his position and situation, ensuring the platoon is able to receive responsive fire support.
- (5) He submits targets into the battalion fire support system and updates them as necessary throughout the mission.

b. **Positioning.** The position of the FO always depends on METT-T. Generally, he moves as a member of the platoon headquarters. On rare occasions, the FO might be separated from the platoon leader. The FO must be readily available to the platoon leader, maintain communication with the battalion FSO, and be able to observe the battlefield.

3. **FIRE SUPPORT IN THE OFFENSE.**

- a. Targets are planned in front of and on the objective to support the platoon's approach, deployment, and assault during the attack.
- b. Targets are planned beyond the objective to support the platoons consolidation and reorganization after the attack.
- c. Targets are planned on all known or suspected enemy positions.
- d. Targets are planned on likely enemy withdrawal and counterattack routes.

e. Targets are planned on key terrain features throughout the platoon area of operations.

f. Smoke is planned to obscure the platoon's movement through or across danger areas.

4. **FIRE SUPPORT IN THE DEFENSE**

a. Targets are planned on all known or suspected enemy positions.

b. Targets are planned along likely enemy avenues of approach.

c. Targets are planned in front of, on top of, and behind the platoon battle position.

d. An FPF is planned along the enemy's most dangerous avenue of approach.

e. Smoke is planned to screen the platoons withdrawal to alternate or supplementary positions.

f. Illumination is planned **BEHIND THE ENEMY**. This exposes the enemy without exposing the platoon.

5. **INDIRECT FIRE CONTROL**

a. Before the start of any operation, the platoon leader ensures the FO knows the following:

(1) Target locations and descriptions.

(2) The effects required or purpose of the target.

(3) The priority of targets.

(4) Target engagement criteria.

(5) The method of engagement and control for the target.

(6) The location of all TRPs, trigger lines, and any other fire control measure used by the platoon leader.

6. **CALL FOR FIRE.** A call for fire is a message prepared by an observer. It has all the information needed to deliver indirect fires on the target. Any soldier in the platoon can request indirect fire support by use of the call for fire. Calls for fire must include--

a. Observer identification and warning order: adjust fire, fire for effect, suppress, immediate suppression (target identification).

b. Target location methods: grid, polar, shift from a known point.

c. Target description. A brief description of the target using the acronym SNAP is given: Size/shape, Nature/nomenclature, Activity, Protective/posture.

ANNEX G (FIRE CONTROL AND DISTRIBUTION)

to

INFANTRY TACTICAL SOP

1. FIRE CONTROL

a. Fire control measures.

(1) *Graphic measures.*

(a) *Boundaries or sectors.* Divide areas of tactical responsibility between units.

(b) Battle positions. Defensive position oriented along likely enemy avenues of approach.

(c) Engagement areas. The area in which the leader intends to destroy the enemy.

(d) TRPs. TRPs are used to reference enemy locations. They can be man made or natural. TRPs must be easily identifiable.

(e) Maximum engagement lines. Imaginary line which identifies the point where a particular weapon system is engaging at its maximum effective range.

(f) Trigger lines. An imaginary line where, once the enemy crosses, friendly units can engage. Trigger Lines can be oriented to terrain, obstacles, TRPs, or maximum engagement lines.

(g) Phase lines. Imaginary line placed along identifiable terrain which is used to control movement or coordinate fires.

(h) Final protective fire. A preplanned barrier of both direct and indirect fire designed to prevent or disrupt the enemy assault.

(2) Rules of engagement. Rules of engagement are directives issued by military or political authorities that specify circumstances under which the platoon will initiate or continue combat operations. Rules of engagement will generally be issued with the company operations order. Ensure everyone understands ROE.

(3) Engagement priorities. Targets appear in random order at different times and locations throughout the battlefield. Engagement priorities allow the leader to designate which target he wants destroyed first. Engagement priorities are usually done by weapons systems.

(a) Antiarmor weapons systems. The platoon antiarmor weapons

engage targets in the following priority:

- Most threatening armor.
- Armor in primary sector.
- Armor in secondary sector.
- Unarmored command and control vehicles.

(b) Platoon machine guns. Machine gunners should always attempt to engage at their maximum effective range and should strive for grazing fire. Machine guns have the following target priority:

- The FPF, if directed.
- The most dangerous or threatening target.
- Groups of dismounted infantry in primary sector.
- Enemy crew-served weapons.
- Groups of dismounted infantry in secondary sector.
- Unarmored command and control vehicles.

(c) M203s. The grenadiers are used to cover the platoon's dead space. The target priority for M203s is--

- The most dangerous or threatening target.
- Light-armored vehicles.
- Groups of three or more in primary sector.
- Groups of three or more in secondary sector.

b. Fire Commands. Leaders use fire commands to direct the fires of the unit. A subsequent fire command adjusts or changes information given in the initial fire command. Only the elements that change are given. Fire is terminated by the command or signal for CEASE FIRE, END OF MISSION. A fire command has the following six parts.

(1) **Alert.** The leader can alert the soldiers by name or unit designation, by some type of visual or sound signal, by personal contact, or by any other practical way.

(2) **Direction.** The leader tells the soldiers the general direction or pinpoint location of the target.

(3) **Description.** The leader describes the target briefly but accurately. The formation of enemy soldiers is always given.

(4) **Range.** The leader tells the soldiers the range to the target in meters.

(5) **Method of fire.** The leader tells the soldiers which weapons to fire. He can also tell the type and amount of ammunition to fire, and the rate of fire.

(6) **Command to fire.** The leader tells soldiers when to fire. He can use an oral command, a sound or a visual signal. When he wants to control the exact moment of fire, he says AT MY COMMAND (then pauses until ready to commence firing). When he wants to start firing upon completion of the fire command, he just says FIRE.

c. **Fire Control During Limited Visibility.** During limited visibility, leaders ensure that the platoon's fires are controlled. To do this, they can use aiming stakes, T&Es for all machine guns, illumination, TRPs, and night vision devices.

2. **FIRE DISTRIBUTION.** The two methods of fire distribution are point fire and area fire.

a. **Point Fire.** The platoon's fires are directed at one target. The platoon leader accomplishes this by marking the desired target with tracer fire or by M203 fire.

b. **Area Fire.** The platoon's fires cover an area from left to right and in depth. The platoon leader accomplishes this four ways.

(1) **Frontal fire.** Frontal fire is used when the enemy is moving perpendicular to the platoons direction of fire. Each squad engages the targets to their immediate front. As targets are destroyed, fires are shifted toward the center of the enemy.

(2) **Cross fire.** Cross fire is used when the enemy is moving perpendicular to the platoon's direction of fire and terrain does not allow frontal fire. It is also used when the enemy is moving oblique to the platoons direction of fire. When using cross fire, squads engage targets from left to right or from right to left depending on their location.

(3) **Depth fire.** Depth fire is used when the enemy is moving parallel to the platoon's direction of fire. Squads engage targets from front to rear or from rear to front. As targets are destroyed, fires are shifted toward the center of the enemy.

(4) **Combination.** Depending on the METT-T, the platoon may use any combination of the above techniques.

ANNEX H (OPERATIONAL SECURITY)

to

INFANTRY TACTICAL SOP

1. COVER AND CONCEALMENT.

a. **Camouflage.** All soldiers use camouflage paint to cover exposed skin. The outline of an individual is broken using vegetation, burlap, or any other available means. Fighting positions are camouflaged using all exposed dirt to break up the outline of a position. The position is checked from the enemy's view. Equipment is camouflaged using vegetation to break up the outline of the equipment and to cover all reflective surfaces.

b. **Protection.** Fighting positions have 18 inches of overhead. Helmets are worn during tactical operations.

c. **Concealment.** In order to avoid detection, soldiers operate using terrain and vegetation.

2. OBSERVATION POSTS

a. **Positioning.** OPs always contain a minimum of two soldiers and have communication with the platoon headquarters (land line, FM, or signaling device). OPs are positioned IAW METT-T Routes to and from the OP are recorded and rehearsed. Each member of the OP is thoroughly briefed on the rules of engagement before departing for their post. Signals for the return of OPs (running password, challenge/password, light signals) will be established and briefed to all platoon personnel.

b. **Relief of OPs.** When an OP is relieved, the relieving personnel meet with the current OPs and receive a briefing that contains, as a minimum:

- Call signs and frequencies.
- Routes to and from perimeter.
- All signals and passwords.
- Area of responsibility for observation.

3. **STAND-TO.** A stand-to will be conducted 30 minutes before dawn and 30 minutes after sunset.

a. Team leaders and squad leaders check every individual soldier to ensure he is awake and alert, to ensure his equipment is packed in his rucksack, and to ensure he is observing his sector in his assigned fighting position.

b. Team leaders and squad leaders gather sensitive items report and weapons operational status, and passes the report to the platoon sergeant.

c. The platoon sergeant gathers the reports, spot checks squad position, and passes the reports to platoon leader.

d. The platoon leader reports to higher headquarters, spot checks squad and crew-served weapon positions.

4. NOISE, LIGHT, AND LITTER DISCIPLINE.

a. During preparation for combat, each platoon conducts final inspections. Shortcomings in noise discipline are identified. Clanking, rattling, and so forth, is subdued by the use of tape or cloth as required.

b. When lights are necessary for planning or map reading, a poncho is used to conceal them.

c. Cigarettes and cooking fires are not lit during daylight or darkness without permission of the company commander, or the leader of an independent element.

d. Nonverbal means of communication are used to the maximum extent possible.

e. During stationary operations, trash is collected and backhauled during logistics runs. If this is not practical (and in all other operations), soldiers carry trash until it can be disposed of securely (it is not buried or hidden unless specifically authorized).

MAT, SLEEPING (1/CDT) (See Note 3)
TROUSERS, BDU (2 EA CDT)
SHELTER HALF (1 EA CDT)
POLES (3 EA CDT)
ROPES (2 EA CDT)
STAKES (5 EA CDT)

MAT, SLEEPING (1/CDT) (See Note 3)
TROUSERS, BDU (2 EA CDT)

Note 1: It is at the discretion of the RTO to substitute the Cold Weather BDU coat with the wool blanket. If the RTO decides to do so the Cold Weather BDU Coat will be carried in the A-bag and the entire regiment will do likewise.

Note 2: In instances where two cadets have the extreme cold weather sleeping bags, all of the equipment may not fit in the same A-bag. Under these circumstances, each cadet may use a separate A-bag.

Note 3: It is at the discretion of the RTO to allow the sleeping mat to be carried on the ruck in lieu of the A-bag. If the RTO decides to do so, the sleeping mat is carried on the top of the ruck and secured with the ruck tightening straps and the entire regiment will do likewise.

Note 4: Poncho and Poncho Liner are tied together with sleep mat (bed roll).

b. **Sustainment Load.** The remaining equipment and materials needed for sustained combat operations must be carried by company and battalion assets.

2. **SUPPLY.** Policies and procedures are applied for supply requests and resupply operations. CSS operations are driven by the tactical setting for the infantry platoon. Resupply operations are planned in advance so as to not interfere with combat operations. The team leader and squad leader implement CSS by inspecting their soldiers for shortages and shortcomings in equipment and supplies. Once the squads have compiled their lists, they report their status to the platoon sergeant who in turn reports his status to the company XO. To standardize resupply operations, requests are submitted to the company XO for resupply.

a. **Requests for Resupply.** During the reorganization phase of combat operations, the squad leader, within 10 minutes, must assess his squad's status of ammunition, equipment, food and water, and submit his report to the platoon sergeant. Any time a weapon is fired by a soldier, the resupply system begins to work to prevent soldiers from being without ammunition and equipment. The system will not wait for minimum allocations, but it will be aggressive to anticipate future demands.

b. **Priority of Resupply.** Class V, ammunition; Class VII, weapons systems; Class IX, repair parts; Class VIII, medical supplies; and Class I, food and water.

2. **MAINTENANCE.** All weapons systems and equipment are cleaned by the user and inspected by squad leaders.

a. **Priority for Cleaning and Maintenance.** The priority is mission and situational dependent but will normally be antiarmor, crew-served weapons, and individual weapons.

b. **Stand-Down for Maintenance.** Stand-down occurs by having no more than 50 percent of the antiarmor and crew-served weapons at any time out of actions for maintenance. The rest of the squads' small-arms weapons will stand-down at no more than 33 percent at one time.

c. **PMCS Requirements.** All weapons systems and equipment receive an operator's cleaning inspection.

d. **Evacuation Responsibilities and Procedures.** Once the soldier completes the inspection of his weapons system, the squad leader verifies the work, and if a problem occurs, the squad leader fixes it or informs the platoon sergeant of the problem. The platoon sergeant then consolidates all of the maintenance requests, and informs the company XO during scheduled resupply. The XO evacuates the weapons and equipment to the battalion trains. The XO makes arrangement for a float from higher support.

3. PERSONNEL

a. **Strength Reports.** The platoon's strength is reported at least twice daily on a secure net or land line from the platoon battle roster.

b. **Replacements.** Care should be taken when integrating new soldiers into the platoon. They are briefed by their entire chain of command. Their equipment is inspected by their squad leader, and any problems that have surfaced during in-processing are immediately remedied. Squad leaders explain the current situation and inform new soldiers of their duties and SOPs.

c. **EPWs and Civilian Internees and Detainees.** All EPWs and civilians are handled IAW with international law. The platoon sergeant monitors all activities dealing with EPWs and civilian internees and detainees. He ensures that they are searched, segregated, silenced, safeguarded and sped to the rear. He is in charge of providing their medical treatment and their physical security. In addition, he assigns a team or squad to help with this mission, and to help maintain control throughout this process.

4. HEALTH SERVICES.

a. **Medical Evacuation.** Each platoon contains at least one MOS qualified aidman. Every effort is made to train as many personnel as possible as combat lifesavers. However, their primary skills areas infantrymen not aidmen. Each squad appoints one man as an assistant aidman to help the platoon aid man with treatment of the casualties. The platoon sergeant coordinates with the platoon aidman and squad leaders for the location of the casualty collection point. The squad's chain of command is responsible for evacuating their troops to the location. Once the mode of evacuation has been established, the platoon sergeant secures the casualties' weapons, equipment, and ammunition and cross levels them, if need be. Requests for medical evacuation is handled by the platoon sergeant and routine sick is handled by the platoon aidman. Priority categories for medical evacuation are urgent, urgent surgical, priority, routine, and convenience.

b. **Field Sanitation.** Field latrines are dug at least 100 meters from platoon positions, if the tactical situation permits. If not, the trench is constructed within the platoon perimeter. The trench is constructed under the supervision of the platoon aidman. The only water to be consumed by soldiers should be potable or treated water. If located near a stream, the latrine is constructed downstream from the platoon's positions.

ANNEX J. SAFETY

to

INFANTRY TACTICAL SOP

General. **Safety is embedded in everything we do...**

APPENDIX 1 (REPORTS)
to
ANNEX J (SAFETY)
to
INFANTRY PLATOON TACTICAL SOP

1. Accident / Injury Report

PURPOSE: To provide a record of information concerning accidents or injuries involving Advanced Camp personnel.

PROCEDURE: Record all pertinent information using the prompts provided below. A copy of this form will be retained with the daily log (DA 1594).

1. Date/Time/Location of Injury or Accident:
2. Rank/Full Name of person(s) involved:
3. Type of injury or damage (brief description):
4. Circumstances (brief description of cause):
5. Status of Individual:

Treated on site and returned to training
Taken to CCC
Taken to Madigan Hospital

6. Report submitted by: Time:

7. Emergency phone numbers:

Range Control:	967-6371/7974
MP Desk	967-3107
Madigan Hosp.	968-1390
Medevac	967-2427/5405
Chief of Staff	967-1873

distr.: SGS, Safety
Cmndt of cadets, TOC files
Cadet Personnel, CCC

2. Hazard Reporting / Control Process

1. **PURPOSE.** To outline policies and procedures for hazard reporting. Unless specified, the provisions of this appendix apply to garrison and training operations only.

2. **APPLICABILITY.** Applies to all.

3. HAZARD REPORTING.

a. All soldiers and cadets will correct identified hazards if they are capable of doing so without endangering themselves or others.

b. Where soldiers and cadets cannot correct a hazard, they will report informally to their supervisors or to the regiment/committee Safety Coordinator. Such reports may also be submitted directly to the Camp Safety Office or other appropriate points within the command.

c. A formal method of reporting of unsafe or unhealthy working conditions is the completion of DA Form 4755 (Employee Report of Alleged Unsafe or Unhealthy Working Conditions). Normally reports will be signed. However, anonymous reports will be investigated in the same manner as those signed. Submission may be made directly to the Camp Safety Office or through supervisory and command channels.

d. All hazard reports will be investigated, and the originator (if known) will be notified in writing within 10 working days of receipt of the report. Notification will include the results of the investigation or an interim response of actions taken or anticipated.

e. If investigation determines that a hazardous condition does not exist, the reply to the soldier will include the basis for that determination and a point of contact for further explanation.

f. Hazard Reporting Appeal Process. Appeals may be submitted through the Camp Safety Office.

APPENDIX 2 (RISK MANAGEMENT)
to
ANNEX J (SAFETY)
to
INFANTRY PLATOON TACTICAL SOP

RISK ASSESSMENT

1. **PURPOSE.** To identify the tactical risk management program for accident prevention in both the Advance Camp garrison and training operations.
2. **APPLICABILITY.** Applies to all sections of Advance Camp.
3. **GENERAL.** The Camp Safety Office provides risk management instruction materials for training all Advance Camp personnel in principles and techniques of risk management. The Risk Assessment Management Program (CDT CMD Reg 145-3) provides leaders with a systematic approach to controlling and reducing risk. It is a process which requires leaders to identify hazards or risks associated with training events, minimize or control these risks and weigh them against overall training value. Leaders will conduct risk assessments whether formally, during the planning process of a training event, or informally, while making a hasty plan. All training and activities required risk assessment.
4. **GUIDANCE.**
 - a. Integrate risk management into all training and activities from concept through termination.
 - b. Accept no unnecessary risk.
 - c. Make risk decisions at the proper level.
 - d. Document risk decisions.
5. **HAZARD CONTROL PROCESS.**
 - a. Identify the Hazards. Hazards are a potential source of danger which may cause injury, damage or mission degradation. They may be encountered during training or other activities and include such obvious things as weather, terrain, weapons and equipment. Hazards can be also be less obvious, such as a stream that appears shallow, but is actually deep in some places. Record identified hazards on a Risk Assessment Management Program Countermeasure Worksheet.
 - b. Hazard Inventory. The Committees/Regiments/Sections and the Camp Safety Office will assess identified hazards and file them on site utilizing the RAMP Countermeasure Worksheet.

TAB 1 - RISK ASSESSMENT MATRIX to APPENDIX 2 - RISK ASSESSMENT to ANNEX J - SAFETY- to INFANTRY PLATOON TACTICAL SOP

EFFECT	PROBABILITY				
	FREQUENT	LIKELY	OCCASIONAL	REMOTE	UNLIKELY
CATASTROPHIC	EXTREME	EXTREME	HIGH	HIGH	MODERATE
CRITICAL	EXTREME	HIGH	HIGH	MODERATE	LOW
MARGINAL	HIGH	MODERATE	MODERATE	LOW	LOW
NEGLIGIBLE	MODERATE	LOW	LOW	LOW	LOW

Hazard Probability FREQUENT Individual Item Occurs often in life of system
 Inventory of Items Continuously experienced Individual Person Occurs often in career
 All Persons Exposed Continuously experienced PROBABLE Individual Item Occurs several times in life of system
 Inventory of Items Occurs frequently Individual Person Occurs several times in career
 All Persons Exposed Occurs frequently

OCCASIONAL

Individual Item Occurs sometime in life of system
 Inventory of Items Occurs several times in life of system
 Individual Person Occurs sometime in career
 All Persons Exposed Occurs sporadically

REMOTE

Individual Item Unlikely, but possible in life of system
 Inventory of Items Unlikely, but expected sometime
 Individual Person Unlikely, but possible in career
 All Persons Exposed Occurs seldom

IMPROBABLE

Individual Item Too unlikely to occur in life of system
 Inventory of Items Unlikely, but possible in life of system
 Individual Person Too unlikely to occur in career
 All Persons Exposed Occurs very rarely

Hazard Severity

CATASTROPHIC Death or permanent total disability; system loss; major property damage

CRITICAL Permanent partial disability; temporary total disability (more than 3 months); major system damage; significant property damage

MARGINAL Minor injury; lost workday; compensable injury or illness; minor system damage; minor property damage

NEGLIGIBLE First aid or minor medical treatment; minor system impairment

TAB 2 - TRAINING SAFETY LIST to APPENDIX 2 - RISK ASSESSMENT to ANNEX J - SAFETY- to INFANTRY PLATOON TACTICAL SOP

A. TRAINING SAFETY LIST

1. Incorporate the buddy system into all training and other events. Ensure buddy teams understand the importance of individual safety overwatch. (e.g. recognition and first aid for heat/cold injuries)
2. Designate safety officers to assist in the planning and execution of training.
3. Use training SOPs that include the use of the Risk Assessment Management Program (RAMP). Continuously update them.
4. Check appropriate qualifications for instructors, trainers, drivers, lifeguards, etc.
5. Require special or preliminary training prior to engaging in medium or high risk training. (e.g. PMI)
6. Establish/enforce appropriate uniform and equipment requirements and prohibitions
7. Make known the dangers inherent in a training event (risks associated with terrain, off - limits areas, weather, animals, vegetation, water, vehicles, equipment, weapons, ammunition and pyro.)
8. Make known the location and responsibilities of safety personnel
9. Make known the location/use of safety equipment/materials.
10. Make known the type of medical support, evacuation plans and medical facility to be used if evacuation is needed. Make known emergency radio frequencies/call-signs and telephone numbers.
11. Conduct safety briefings for all participants prior to and, as appropriate, during training.
12. Establish reporting procedures for unsafe acts/conditions and accidents.
13. Conduct awareness campaigns shortly before holidays periods and at other times when greater numbers of accidents commonly occur. At a minimum, such campaigns should include reminder briefings given by cadre or senior cadets and visual reminders in classrooms and on unit bulletin boards.
14. Integrate sensitive items (weapons, night vision equipment, COMSEC, etc.) in RAMP and incorporate appropriate operational and security safeguards.

APPENDIX 3 (MEDEVAC PROCEDURES)

to
ANNEX J (SAFETY)
to
INFANTRY PLATOON TACTICAL SOP

1. Medical Evacuation (MEDEVAC)

Precedence

- URGENT** Evacuation is required as soon as possible but not later than two hours to save life, limb, or eyesight.
- PRIORITY** Evacuation is required within four hours or the patient's medical condition could deteriorate to an URGENT precedence.
- ROUTINE** Evacuation is required within 24 hours.

TACTICAL IMMEDIATE The patient's medical condition is not URGENT or PRIORITY but evacuation is required as soon as possible so as not to endanger the unit's tactical mission.

Line

- 1. Location of pick up site**
- 2. Radio freq., call sign and suffix at pick up site**
- 3. Number of patients by precedence**
- 4. Special equipment required**
- 5. Number of patients**
- 6. Security of pick up site (war time)**
- 6. # and type of wounded, injury, or illness (peace time)**
- 7. Method of marking pick up site**
- 8. Patient nationality and status**
- 9. NBC contamination (wartime)**
- 9. Terrain description (peacetime)**

TAB 1 - EVALUATE A CASUALTY to APPENDIX 3 - MEDEVAC PROCEDURES to ANNEX J - SAFETY to INFANTRY PLATOON TACTICAL SOP

Check for:

- 1. Responsiveness**
- 2. Breathing**
- 3. Bleeding**
- 4. Shock**
- 5. Fractures**
- 6. Burns**
- 7. Head Injuries**

ANNEX K (LDP)

to

INFANTRY TACTICAL SOP

VALUES: The Army's values are loyalty, duty, respect, selfless service, honor, integrity, and personal courage.

LOYALTY (LO): bears true faith and allegiance to the Constitution, Army, units and soldiers

DUTY (DU): fulfills professional, legal and moral obligations

RESPECT (RE): promotes dignity, consideration, fairness and EO

SELFLESS SERVICE (SS): places Army priorities before self

HONOR (HO): adheres to ARMY'S CODE OF VALUES

INTEGRITY (IT): exhibits high personal moral standards

PERSONAL COURAGE (PC): manifests physical and moral courage

ATTRIBUTES: are parameters that are more-or-less permanent (or long-standing), yet can develop over time through correct and habitual practices.

MENTAL (ME): possess desire, will, initiative, and discipline

PHYSICAL (PH): maintains appropriate level of physical fitness and military bearing

EMOTIONAL (EM): displays self control; calm under pressure

SKILLS: (or competencies). Leaders develop competence by developing four types of skills: interpersonal, conceptual, technical, and tactical.

CONCEPTUAL (CN): demonstrates sound judgment, critical/creative thinking, moral reasoning

INTERPERSONAL (IP): shows skill with people: coaching, teaching, counseling, motivating, and empowering

TECHNICAL (TE): possess the necessary expertise to accomplish all tasks and functions

TACTICAL (TA): demonstrates proficiency in required professional knowledge, judgment, and warfighting

INFLUENCING: method of reaching goals while operating/improving

COMMUNICATE (CO): displays good oral, writing, and listening skills for individuals/groups

DECISION MAKING (DM): employs sound judgment, logical reasoning, and uses resources wisely

MOTIVATING (MO): inspires, motivates, and guides others toward mission accomplish

OPERATING: short-term mission accomplishment

PLANNING (PL): develops detailed executable plans that are feasible, acceptable, and executable

EXECUTING (EX): shows tactical proficiency, meets mission standards, and takes care of people resources

ASSESSING (AS): uses after action and evaluation tools to facilitate consistent improvement

IMPROVING: long-term improvement in the Army its people and organizations

DEVELOPING (DE): invests adequate time and effort to develop individual subordinates

BUILDING (BD): spends time and resources improving individuals, teams, groups, and units: fosters ethical climate

LEARNING (LR): seeks self-improvement and organizational growth: envisioning, adapting, and leading change

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