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CRITICAL COMBAT PERFORMANCES, KNOWLEDGES, AND SKILLS REQUIRED OF THE INFANTRY RIFLE SQUAD LEADER

Observation, Combat Intelligence, and Reporting

by
Frank L. Brown

December 1968

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Technical Advisory Service

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HumRRO Division No. 4
(Infantry)

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FOREWORD

In response to a request from the United States Army Infantry School (USAIS), HumRRO Division No. 4 (Infantry) initiated a Technical Advisory Service research project to identify and record the critical combat performances, knowledges, and skills required of the Infantry Rifle Squad Leader (IRSL) and the Infantry Fire Team Leader (IFTL).

The requirements imposed upon the IRSL and IFTL are essentially the same, except that the former is responsible for the control of the men and fires of both fire teams in a rifle squad, rather than only one. The senior IFTL within each squad must be prepared to assume effective leadership of the squad immediately if the IRSL becomes a casualty, completes a prescribed combat tour, or is absent for any reason. Since it is common practice to provide the same training for candidates for both positions of leadership and to employ the outstanding candidates in the higher position, each paper in this series will set forth the critical requirements imposed upon the IRSL and, therein, those imposed upon the IFTL as well.

Under Work Unit LEAD, Work Sub-Unit I, the critical combat performances, knowledges, and skills of the Infantry Rifle Platoon Leader were published in a series of 41 papers covering a like number of subject areas. Each paper was published with prior review and concurrence by the USAIS Instructional Departments concerned. These papers are being used as the primary source of data in completing a parallel series of papers for the Infantry Rifle Squad Leader and the Infantry Fire Team Leader. This document details the requirements in the area of observation, combat intelligence, and reporting.

This Technical Advisory Service research is being performed at HumRRO Division No. 4 (Infantry), Fort Benning, Georgia. The present Director of Research is Dr. T. O. Jacobs.

Military support for the study is being provided by the U.S. Army Infantry Human Research Unit, Fort Benning, Georgia. LTC Chester I. Christie, Jr. is the present Unit Chief.

HumRRO research is conducted under Army Contract DA 44-188-ARO-2 and under Army Project 2J024701A712 01, Training, Motivation, and Leadership Research.

Meredith P. Crawford
Director
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OBSERVATION, COMBAT INTELLIGENCE, AND REPORTING

General Considerations

Introduction

Unit and individual security and success in offensive operations, including raids and ambushes, depend to a vital extent upon the ability of the Infantry Rifle Squad Leader (IRSL) and his men to use all of their senses to detect and discriminate among battlefield cues in the destruction and capture of hostile personnel and materiel, the maintenance of security against hostile observation and attack, and in the collection and timely reporting of military information pertinent to the enemy, weather, terrain, and indigenous population in the area of operations. Deliberate, systematic, and continuous observation is required in all tactical situations ranging from position defense through mounted attack and includes demands invoked during combat patrolling and the conduct of reconnaissance.

Observation frequently is so limited by natural darkness, dense vegetation, smoke, weather, noise, use of camouflage, cover, and concealment by the enemy, and by enemy pressure that only minimal battlefield cues may be available to guide the actions of the IRSL and his men. Enemy infiltration and "hugging" tactics then become a serious threat. Wide spacing between units, the necessity to establish isolated patrol bases, frequent movement by surface vehicles and aircraft, and frequent movement during limited visibility decrease opportunity for the IRSL and his men to become familiar with the terrain they must control. Additionally, increased use of transportation demands rapid and positive identification of both enemy and friendly aircraft and surface vehicles. Simultaneously, positive and rapid identification of enemy personnel targets, including armed guerrillas in civilian dress, is demanded for 360-degree security in both defensive and offensive operations, and particularly when the squad or fire team is detached for patrol missions. The necessity to identify one's own troops, allied troops, and friendly indigenous personnel to avoid the tragedy of mistakenly delivered but lethal fire further complicates the requirements imposed upon the IRSL and his men, particularly when the enemy consists of both uniformed regular forces and guerrillas in civilian dress operating primarily under limited visibility conditions.

Verbal and fragmentary reports from individual soldiers usually will be given to the nearest fire team or squad leader, who must consolidate, interpret, evaluate, act upon, disseminate to his own men, and report significant military information to higher and adjacent units. He must also act upon and disseminate to his men the combat intelligence reports received from higher and adjacent units.

The ISPL must disseminate and maintain the standards that govern the collection and reporting of military information by his men and he must control the quality and timeliness of reports originating from his squad. The requirements imposed upon him to reconnoiter terrain, collect information,

and control the men and fires available to him require keen, objective observation under heavy stress, frequent movement under fire to gain vantage points and issue instructions, and not infrequently, rapid reaction to close, dangerous targets.

The IRSL must anticipate service in an area of operations where the members of the indigenous population are torn between the demands of the opposing fighting forces as a result of a deliberate program of persuasion and terror by the enemy and a lack of ability by the government to provide protection for the population by maintaining law and order. In any operational area where a significant part of the population provides food, shelter, labor, recruits, and military information to the enemy, albeit unwillingly and under severe duress, hostilities are likely to continue almost indefinitely. The subjective application of one's own guiding principles to the behavior of the people of an alien culture inevitably causes misunderstanding. So it is vital for the small-unit leader and his men to gain an objective view of the bases of decisions which guide the behavior of the indigenous population whose cooperation must be gained. This is essential to establishing and maintaining a flow of intelligence information from the members of the indigenous population dominated to any degree by enemy engaged in a so-called war of liberation. There also exists a need for the small-unit leader to assess and report the political attitudes, sociological aspirations, and economic needs of the population in objective terms. Therefore, the need for the small-unit leader to collect and report information of the indigenous population as a basis for the production of combat intelligence has been set forth in this paper.

The IRSL is the noncommissioned officer operating in the closest proximity to the enemy and to the members of the indigenous population who witness and often support enemy operations. His role in the collection and reporting of military information that ultimately provides combat intelligence upon which the commander must base plans and decisions can hardly be overemphasized.

Scope

This paper is concerned with the technical and tactical proficiency required of the IRSL to detect, locate, identify, and designate hostile targets suitable for engagement by organic, attached, and supporting weapons; the collection, evaluation, interpretation, use, dissemination to his own men, and reporting to higher and adjacent units of all available military information pertinent to the enemy, weather, terrain, and indigenous population as these elements are likely to affect military operations or pacification programs or both; and the supervision of squad members to ensure vigilant observation and accurate, quantitative reporting of military information perceived by them. Dark adaptation and the preservation of night vision; use of night-vision devices; the detection and localization of sounds, including the effect of wind and thermal drift; tracking; and the use of SOP signals to avoid the delivery of fire from friendly sources are also covered. Directly related material is covered

in Counterintelligence; Patrolling; Land Navigation; Emplacements, Shelters, Obstacles, and Fields of Fire; Cover, Concealment, and Camouflage; Infrared Weaponsight and Image Intensification Devices; and Use of Indirect Supporting Fires. Communications security is covered in Radio Communication.

Materiel

Maps and map substitutes.

Binoculars, metascopes, and other night-vision devices.

Enemy documents of intelligence interest.

Enemy materiel of intelligence interest.

Contraband confiscated in accordance with special instructions, e.g., arms, ammunition, explosives, communications equipment, foodstuffs, etc.

Battlefield Cues

Orders and instructions from commanders and staff officers varying from unit SOP and fragmentary verbal instructions to complete briefings on the collection of military information.

Receipt of combat intelligence reports from higher echelons, attached, supporting, or adjacent units or any other reliable agency.

Acquisition of useful military information from any source or agency.

Receipt of any report of military information which omits important details, contains baseless assumptions and unwarranted interpretations, or has been needlessly delayed.

Failure of any sentinel at a listening post, observation post, outguard position, or other security position to report according to schedule or respond to a signal to report.

Perceived changes in the tactical situation which nullify or modify the contents of recently reported military information.

Movement or notification of future movement of the squad to any new area of operations where squad members are unfamiliar with the enemy, terrain, weather, and population peculiar to the new area.

Arrival of replacements with no prior experience with the enemy, weather, terrain, and population peculiar to the current area of operations.

Hostile targets or the indications of existence of hostile targets, including suspected positions and possible ambush sites.

Detection of unidentified personnel, weapons, vehicles, or aircraft in operation within or adjacent to an assigned sector or zone of action.

Receipt of fire from friendly troops.

Recognition that friendly troops are delivering fire on other friendly troops or friendly civilians.

Detection of violations of light discipline, unauthorized smoking, or failure to protect night vision among subordinates.

Detection of significant sounds and odors (wood smoke, tobacco smoke, food cooking, etc.) indicating possible enemy activity.

Recognition of indications of use of CBR agents or munitions by the enemy.

Dead, wilted, or unnaturally arranged camouflage which might possibly cover a spider hole, entrance or exit to a tunnel system, entrance to a cave, man trap, boobytrap, etc.

Initial contact with the enemy during any operation.

Enemy maps, orders, overlays, photographs, letters, diaries, or other documents of possible intelligence interest.

Discovery of enemy dead who have not been searched for documents, weapons, or unit identification.

Enemy unit insignia, bumper markings, and any other means of identification of enemy units.

Enemy prisoners, enemy offering to surrender or susceptible to capture, including guerrillas, enemy sympathizers or supporters, messengers, possessors of contraband, and suspects.

Enemy weapons, ammunition, food, equipment, medical supplies, or other materiel likely to be reclaimed or confiscated and used by the enemy if not evacuated and safeguarded or destroyed.

Receipt of enemy indirect fires, bombs, or missiles, including nuclear fires, under circumstances that will permit collection of information for shelling, bombing, or CBR reports.

Recognition of enemy attempts to employ known ruses or follow known patterns of tactical employment that will permit a prediction of forthcoming enemy action.

Discovery of enemy materiel, observation of employment of enemy materiel, or observation of the effects of enemy employment of materiel of possible intelligence interest such as a newly introduced and highly effective weapon, mine, etc.

Observation, capture, or killing of foreign nationals fighting with the enemy or fighting as separate forces who have not previously been known to be involved in the war.

Identification or capture of weapons or materiel originating from a nation not previously known to be involved in the war.

Detection of fresh footprints, displaced or crushed vegetation, bloodstains, litter, or other recent trail signs indicating direction of movement and other information of an enemy force.

Availability of trackers or dogs in a situation requiring pursuit of an enemy force.

Recognition of fields of fire and observation, concealment and cover, obstacles, key terrain, and avenues of approach likely to affect his mission or the missions of adjacent or higher units.

Discovery of significant differences in observed terrain as compared to impressions gained from map study during planning prior to terrain reconnaissance.

Observed weather conditions or the perception of indications of changes in weather conditions, visibility, or tide levels likely to affect human performance, movement of surface vehicles or aircraft, the control of weapons and fires, or the functioning of weapons, equipment, or ammunition.

Receipt of pertinent weather forecasts, light data, tide tables, etc.

Recognition of a need for weather forecasts, and light data or tide tables during planning or execution of any operation.

Recognized need to communicate with, avoid injury or offense to, and obtain cooperation and information from the indigenous population living within the area of operations.

Recognition or acquisition of information pertinent to the psychological attitudes, political interests, sociological aspirations, and economic needs of groups of indigenous personnel living within or attempting to move through the area of operations.

Refugees requiring food, shelter, medical attention or evacuation to a safe area.

Recognized deviations from routine activities by indigenous personnel in any area where contact with enemy guerrillas or enemy uniformed regular forces is possible.

Recognition (on the basis of intelligence information) or identification of de facto leaders in any community not under the control of appointed government officials.

Discovery of tunnels, caves, pits, etc., used as places of safe haven by women, children, and other members of the indigenous population during fire fights near their homes.

Detection of passive resistance or employment of ruses by indigenous personnel during the search of their homes, buildings, and grounds for enemy personnel and items of contraband or during questioning to obtain information of the enemy.

Looting, unauthorized confiscation of property, unnecessary property damage, injury or mistreatment of indigenous personnel, molestation of women, or any other behavior by subordinates that would unnecessarily frighten or offend the members of a household or community.

Discovery of enemy personnel, arms, ammunition, quantities of medical supplies or food or any other materiel listed as contraband during search of an area, including searches of homes and other private property.

Recognition (based on intelligence reports) or identification of continuing sources of useful military information among the indigenous population in the assigned area of operations.

Recognized need to employ "cut outs" or to meet clandestinely with indigenous sources of information to protect the sources from attacks by enemy guerrillas and enemy political cadre.

Recognized need to protect friendly military information at all times when dealing with uncleared indigenous personnel under any circumstances and particularly when dealing with volunteer guides, trackers, bearers, interpreters, etc., who may, in fact, be enemy guerrillas or enemy agents.

Performances, Knowledges, and Skills

1. THE IRSL WILL ESTABLISH, DISSEMINATE, AND MAINTAIN STANDARDS FOR THE COLLECTION AND REPORTING OF MILITARY INFORMATION WITHIN HIS SQUAD; DIRECT AND SUPERVISE THE COLLECTION AND REPORTING OF MILITARY INFORMATION BY HIS MEN; AND CONTROL THE QUALITY AND TIMELINESS OF ALL REPORTS OF MILITARY INFORMATION TRANSMITTED FROM HIS UNIT TO HIGHER AND ADJACENT UNITS.

He must : know that military information includes all facts, documents, materiel, photographs, diagrams, maps, and reports of observation of any kind that increase knowledge of: an actual or potential enemy, the terrain in the area of operations, current and predicted weather, and the psychological attitudes, political interests, sociological aspirations, and economic needs of the indigenous population in the area of operations. 1

: know that vigilant observation and prompt, accurate reporting of military information reduces the enemy's opportunity to gain surprise, permits maximum effective use of organic and supporting weapons toward the accomplishment of his immediate mission, and will often affect the plans and actions of commanders several echelons above the unit that collected and reported the information. 2

: continually emphasize the necessity for a 24-hour-a-day flow of military information and combat intelligence and act without delay upon intelligence information of immediate tactical value. 3

: know that military information at squad level, particularly in a fluid or rapidly moving situation, is highly perishable and must be reported to everyone likely to be affected by it in time for the information to be useful. 4

: evaluate, interpret, and decide upon the action required for every item of military information observed by him or reported to him; evaluate the reliability of the source(s) and the accuracy of the information separately; provide indications of reliability and accuracy when they will increase the meaning of any report. 5

: report factual information as perceived by the senses despite the frequent necessity to interpret information for his own use; if impressions, interpretations, and assumptions are reported, clearly label them as such; require his men to report factually and challenge assumptions and interpretations by asking, "How do you know?" 6

He will : collect and report military information in quantitative terms whenever possible, e.g., apply known personal and equipment measures, such as span of spread hand for measuring size of bridge timbers, trees, etc., height for depth of streams, trenches, ditches, etc., pace for linear distance (length and width of possible helicopter LZ or aerial resupply DZ), weapon length for measuring width of roadbed, bridge, dike, passageway, etc., and <u>counted</u> numbers of enemy, vehicles, etc. 7

: know that accurate reporting of military information requires constant orientation and accurate navigation during movement. 8

: in each report, include: who originated the report; what activity or objects were observed; how many, stated in numbers; where activity or objects were observed or located (including direction and estimated speed of movement, if pertinent) in relation to a known reference point (terrain feature, polar coordinates or map coordinates); and when observation was made, including duration of reported activity and time lapse between observation and report. 9

: know that the omission of important details from any report may consume the time of commanders and staff officers and needlessly increase communications traffic as effort is made to obtain the missing items of information. 10

: report or disseminate military information and combat intelligence first to those likely to be most affected by it, then to others on a need-to-know basis with continuing emphasis on timeliness. 11

He must : periodically make spot checks to ensure that military information and combat intelligence reports disseminated through fire team leaders have been passed on to the individual soldiers within his squad as required by the content and his instructions. 12

: when any individual or unit is attached or placed in support of his squad or located within or adjacent to his sector or zone of responsibility, arrange for the exchange of useful military information and combat intelligence. 13

He will : upon receipt of military information from subordinates, determine and approve or direct the action to be taken by subordinates as a result of the knowledge gained. 14

: upon receipt of combat intelligence from higher headquarters which has no apparent meaning for him, ask, "What do you want me to do about it?" 15

: maintain a current estimate of the intelligence situation as a guide to directing the actions of subordinates, as an aid to the rapid recognition of battlefield cues, and as an aid to evaluating intelligence information for his own use and for reporting. 16

: request any specific intelligence information deemed vital to his assigned mission when the information is not supplied as a matter of course by the supervising headquarters, e.g., interpretation of specific areas of an aerial photo or photo map, light data, and tide tables. 17

He must : upon arrival in an active theater of operations or upon movement to an unfamiliar area of operations within a theater, place renewed training emphasis upon the recognition, collection, and reporting of military information pertinent to the enemy, terrain, weather, and population peculiar to the specific area involved. 18

: know that use of the "buddy system" (men habitually living, working, and fighting in pairs) is likely to increase the volume and quality of military information collected and reported. 19

: include emphasis on the maintenance of vigilant security and prompt, accurate reporting of military information in the briefing and orientation of newly assigned replacements. 20

: consider the pairing of each newly assigned replacement with a veteran to increase learning for the replacement in the recognition of battlefield cues and the collection and reporting of military information. 21

: during any critique of a combat operation, cover the collection and reporting of military information by squad members and the dissemination of useful military information and combat intelligence within the squad. 22

: through continual instruction, indoctrination, personal example, reinforcement of acceptable behavior, and reprimand or correction as required, make every member of the squad intelligence and security conscious. 23

: as often as possible, inform the members of his squad of the value and results of information which they collected and reported and thus provide feedback that will increase motivation to observe and report. 24

: develop, disseminate, and enforce SOP for the maximum number of collection and reporting situations possible. 25

2. THE IRSL MUST CONTINUALLY AND SYSTEMATICALLY OBSERVE FOR, DETECT, LOCATE, IDENTIFY, AND DESIGNATE (OR ENGAGE) HOSTILE TARGETS UNDER ALL CONDITIONS OF VISIBILITY; HE WILL DESIGNATE HOSTILE TARGETS AND TARGET AREAS TO HIS SUBORDINATES OR TO THE MOST SUITABLE SOURCE OF SUPPORTING FIRE EXCEPT WHEN REQUIRED TO DELIVER FIRE IN SELF-DEFENSE OR TO SET THE EXAMPLE FOR HIS MEN.

He must : establish and maintain his orientation by accurately determining the location of his assigned sector or zone of action and objective, or his route and security areas along the route, the locations of his own men, attached troops, and other friendly troops and friendly indigenous personnel within range of his weapons, and the locations of major terrain features and reference points. 26

: continually and systematically observe to the front, flanks, rear, and overhead, paying major attention to his own area of responsibility and to the locations of his fire team leaders and security personnel. 27

: ensure that each of his men is assigned a specific sector or area of observation and that overlapping of assigned sectors or areas occurs to provide 360-degree observation. 28

: know and recognize the pertinent characteristics of enemy targets in general and the specific characteristics of targets most frequently encountered, such as uniformed hostile personnel and armed guerrillas; emplacements, including bunkers, caves, tunnels, spider holes, and fortified buildings, with emphasis on the location of flat trajectory, crew-served weapons; surface vehicles, including hostile armor and hostile waterborne craft; area targets; man-made obstacles; hostile airborne craft and personnel; and suspected positions. 29

: know and recognize the pertinent characteristics of his own and allied personnel in uniform, friendly aircraft, and friendly surface vehicles to avoid mistaken engagement and inaccurate reporting and ensure that his men also master the identification of friend and foe. 30

: habitually consider the effects of his organic and supporting fires upon indigenous personnel and their property and avoid injury to innocent personnel and damage to property within the limits of action required to accomplish his mission and protect the welfare of his men. 31

: on occupation of any position, ensure that he and his men make an initial hasty self-preservation search of the entire area for immediate detection of enemy or apparent sign of the enemy, then ensure that his men make systematic, detailed examinations of overlapping strips of their respective areas, paying particular attention to suspected positions that might conceivably conceal an enemy or an enemy installation or destructive device (e.g., spider holes, caves, tunnel entrances, boobytraps, and sniper positions). 32

: detect possible targets and target areas by observing for plainly visible targets; movement, including movement of foliage or dust by muzzle blast; significant sounds; suspected positions as indicated by cover, concealment, or camouflage; regular (man-made) form; reflected light (shine); tracer path; bullet strike; contrast in color or tone; muzzle flash; and reference points designated by others. 33

: locate multiple, moving target indications in relation to more easily recognized terrain reference points with attention to specific direction and closely estimated range to facilitate target designation and application of fire. 34

: observe for the configuration and direction of movement of multiple targets in formation to facilitate target designation and the deliberate application of effective area fire. 35

: when engaging targets himself or when designating targets for a specific weapon, select or designate an aiming point or adjusting point on the basis of his identification of the target and his knowledge of the trajectory and penetrating or explosive effect of the weapon involved. (Engagement of targets varies with the specific weapon and is covered in annexes titled with the name of the weapon.) 36

: recognize the following and similar targets as suitable for engagement by crew-served weapons: air and surface vehicles, particularly armored vehicles; grouped personnel, including personnel accompanying armor, descending parachutists, and personnel in defilade; and hostile crew-served weapons, especially those in bunkers, pillboxes, or other protective emplacements. 37

: know the value of surprise fire delivered in heavy volume and emphasize the practice of this principle by all members of his squad. 38

: designate targets and target areas by: pointing, including use of reference points and lateral finger measurements; laying or firing a weapon, including use of tracer or bullet strike; giving target description, direction, and distance from a known point; and reporting target locations in reference to sensed bursts, in terms of "Right," "Left," "Add," or "Drop," in meters as observed along the gun-target line (e.g., when designating targets for M79, M72, or attached antitank weapons). 39

: know that personal involvement in fire fights, except in self-defense or to set the example for his men, will often interfere with his observation and maintenance of an objective estimate of the situation and thus limit his opportunity to control men and fires effectively toward accomplishment of his assigned mission. 40

: designate targets for air strikes or engagement with artillery controlled by an aerial observer by using an easily visible reference point (terrain feature, colored panel or colored smoke grenade) and citing a magnetic azimuth and a distance (estimated range) from the reference point to the target. 41

: when command reaction to intelligence information is likely to be application of supporting fires, provide coded location of friendly troops closest to the target to aid the commander in selecting the best available type of supporting fire, such as rockets, bombs, artillery, napalm, etc. 42

: habitually report initial contact, including location of the enemy, and specify amount and type of resistance to facilitate planning and rapid response of fire support by higher echelons. 43

: anticipate the employment of "close embrace" or "hugging" tactics by the enemy in an effort to avoid artillery and mortar fires and air strikes; use organic weapons to halt and pin the enemy, then designate targets for application of supporting fires with minimum delay. 44

He will : adapt to darkness, deliberately preserve his night vision, and use night-scanning techniques for observing areas and objects during darkness. 45

: provide red-shielded or suitably filtered lights for essential use by himself and his men and ensure that his men adapt to darkness, protect their night vision, and employ night-scanning techniques. 46

He must : know that the magnification and light-gathering ratios of binoculars are the same during darkness as during unlimited visibility. 47

: habitually use binoculars under all levels of visibility when their use will aid target acquisition, terrain reconnaissance, or the identification of troops. 48

: provide binoculars for use at critical observation and listening posts when his mission and the availability of binoculars will permit and instruct his men to use their hands to form "mock" binoculars and thus intensify concentration upon important limited areas by reducing the total field of vision during observation when binoculars are not available. 49

: obtain, operate, and instruct his men in the operation of night-vision devices and supervise the allocation and employment of night-vision devices within his squad to aid in the detection and identification of enemy targets and the collection of information during darkness. 50

: know the value of flares and illuminating rounds and use them as an aid in maintaining effective surveillance and acquiring targets during darkness as authorized by the platoon leader. 51

He will : detect, locate, and interpret significant odors and sounds, including stealthy movement, voices, firing, vehicle noises, and the calls and noises of movement of indigenous wild and domestic birds and animals, particularly during limited visibility; supervise like activity by his men. 52

: determine the approximate location of enemy mortars, artillery, vehicles, and similar sources of noise by obtaining compass azimuths on the same sounds (or muzzle flashes) from two different known points (intersection) to facilitate the delivery of counterbattery or harassing fires. 53

He must : designate the number and locations of listening posts, observation posts, and other alert security positions within his squad area of responsibility and provide instructions and equipment for personnel charged with detecting and engaging targets and providing early warning from such posts. 54

: know that trees are often more useful vantage points than hilltops, towers, buildings, etc., because trees (except lone trees) frequently are less conspicuous targets for enemy fires; use and direct the use of trees for observation posts. 55

: demand periodic reports (20 to 30 minutes) from security posts to ensure that communications are functioning and that vigilance is being maintained. 56

: recognize and react to SOP signals identifying friendly troops endangered by fires from his men or other fires under his control. 57

: report the receipt of fire from friendly sources on his own position and display or order the display of SOP signals to identify his unit to the source of mistakenly delivered fires. 58

3. UNDER ALL CONDITIONS OF VISIBILITY, THE IRSL WILL CONTINUALLY COLLECT, INTERPRET, EVALUATE, USE, DISSEMINATE TO HIS MEN, AND REPORT TO THE PLATOON LEADER INFORMATION OF THE ENEMY IN ADDITION TO THAT REQUIRED FOR IMMEDIATE TARGET ENGAGEMENT.

He will : by personal observation and through the supervised observation of his men, continually seek to determine the location, strength, composition, disposition, movements, armament, equipment, status of supply, level of morale, names and numbers of enemy units, state of training, level of discipline, tactics and techniques, and degree of specialized training (e.g., amphibious, airborne, etc.) of enemy organizations within the battle area with particular emphasis upon the enemy within his own area of responsibility. 59

: know that negative information, i.e., reports that the enemy is inactive or that he does <u>not</u> occupy certain locations, may often be critically significant to the commander. 60

: promptly report negative information upon discovery and periodically during periods of enemy inactivity. 61

He must : know and aid his men to learn enough of the enemy's language to direct and control prisoners; require prisoners to point or lead to enemy troop and weapons locations, food caches, boobytraps, tunnels, minefields, etc., and furnish other information of immediate tactical value. 62

: know the language qualifications of his individual soldiers and seek to find a common language when it is necessary to obtain information from prisoners or indigenous personnel, e.g., French not infrequently serves as a common language between Americans and Vietnamese. 63

: anticipate, and ensure that his men anticipate, enemy attempts to cause confusion among Americans by yelling, "Cease firing!," "Friendly forces!," and similar cries in English during fire fights. 64

: know that similar ruses may be used advantageously by American troops only if the necessary foreign words and phrases are completely mastered and that crude attempts to use such ruses are likely to draw enemy fire. 65

He will : request the assignment of, employ, and control cleared interpreters as required to aid him when dealing with prisoners, officials, and other indigenous personnel. 66

: demand faithful interpretation of the words employed and guard against strong-willed behavior and attempts by the interpreter to become the central figure and dominate the situation. 67

: look at (study facial expressions) and speak directly to the individual being questioned; talk through the interpreter, not to him. 68

: conceal his own knowledge of the language being used, especially when questioning suspects, and converse through the interpreter to gain time for studying the content of answers and for phrasing questions; reveal his own knowledge of the language only when doing so will gain an obvious advantage in a specific situation. 69

He must : know, and ensure that his men know, that any enemy soldier or guerrilla who expects death, torture, or brutal treatment upon capture is likely to resist viciously on the battlefield and thus prolong fire fights and increase friendly casualties. 70

: know, and ensure that his men know, that coercion, threats of bodily harm, and any brutal treatment of prisoners is prohibited by Army policy and the Law of Land Warfare. 71

: supervise and rigidly control the search, segregation, silencing, questioning, humane treatment, and speedy evacuation of prisoners within his area of responsibility. 72

: ensure that his men habitually search prisoners thoroughly with minimum delay to remove weapons, avoid caching of weapons, and prevent the destruction of documents; bind hands and arms of prisoners to aid control; and use gags and blindfolds as necessary to silence prisoners and protect friendly areas and installations from prisoner scrutiny. 73

: limit questioning of prisoners to attempts to gain information of immediate tactical usefulness; evacuate prisoners from areas of contact as quickly as possible to reduce opportunity for escape or recapture and to permit early, detailed interrogation at higher echelons. 74

: question prisoners individually and out of sight and hearing of other prisoners when the situation permits to increase the prisoner's freedom of speech and use vantage points, including aircraft, to permit prisoners to point out locations and supply maximum useful information. 75

: know that the treatment of a prisoner is likely to be reflected directly by the amount of intelligence information revealed by the prisoner. 76

: anticipate enemy evacuation of dead and wounded and salvage of weapons and equipment; press the assault during attack to overrun and gain control of enemy wounded and dead and their weapons, equipment, and documents; push patrols forward on order under friendly covering fire in defensive situations to gain control of enemy wounded and dead and to capture enemy weapons, equipment, and documents as soon as indications that the enemy is breaking contact are apparent; on order, use well-concealed "stay-behind" ambush units at the scenes of previous fire fights to counter enemy attempts to police the battlefield for dead, wounded, and concealed enemy, documents, and materiel. 77

: know, and ensure that his men know, that any enemy may feign death or unconsciousness to gain an opportunity to escape, conceal weapons, destroy documents, or exert a last-breath attempt to cause casualties. 78

: direct his men to work in two-man teams when possible with one man covering the prisoner while the other executes the search; salvage weapons; collect documents; binds, gags, and blindfolds the prisoner; renders first aid, etc. 79

: employ lightly wounded men, messengers, ammunition carrying parties, etc., to escort prisoners and deliver documents, weapons, etc., to collection or evacuation points when practicable to minimize the loss of fighters from critical positions during contact. 80

He will : when fighting from a perimeter or patrol base or in any situation where prisoners cannot be evacuated promptly, ensure that prisoners are searched, segregated, silenced (gagged), bound, blindfolded, and kept immobile under guard in an area protected from friendly and enemy fire until evacuation is feasible; and promptly report the capture of prisoners to the platoon leader. 81

: when prisoners cannot be evacuated promptly, seek to obtain useful tactical information from them, and report the information obtained to the platoon leader by radio. 82

He must : know that specific, detailed instructions on how to surrender during a fire fight may, if widely disseminated by leaflets in the enemy's language, increase the surrender of enemy soldiers. (For example, leaflets may instruct enemy soldiers to: "Discard all weapons, assume a prone position with hands clasped and extended overhead, and wait for an American soldier to take you into custody and have you safely transported from the battle area.") 83

: ensure that his men honor attempts by the enemy to surrender in accordance with offers and instructions disseminated by leaflet and broadcasts. 84

: realize that knowledge by a family that one of its members is a prisoner of war and may return home safely upon cessation of hostilities may reduce the will of the enemy population to support the war as the number of prisoners increases. 85

He will : know that locally based guerrillas often serve as guides and security personnel for uniformed enemy regular units and for main force regular guerrilla units. 86

: habitually interrogate captured guerrillas and suspects concerning locations and movements of uniformed enemy regular units and main force regular guerrilla units, the locations of enemy camps, training areas, boobytraps, tunnels, hospitals, food and weapons caches, headquarters, message drop sites for couriers, enemy tactical plans, identification of units, and the names, physical descriptions, etc., of officers, guerrilla leaders, and other guerrillas located within or near the immediate area of operations. 87

: act upon information of immediate tactical value obtained from prisoners when the action will contribute to the accomplishment of his assigned mission or promptly report the information to the platoon leader when the information may facilitate planning and action at higher echelons. 88

He must : know that combat troops at squad level are rarely capable of fully interpreting and exploiting the contents of captured enemy documents. 89

: ensure that captured documents are collected, scanned for immediately useful information, annotated to indicate circumstances of capture, and forwarded to his platoon leader. 90

: recognize and recover, and ensure that his men recognize, recover, and turn in, all enemy identification cards, pay books, shot records, personal letters, diaries, photographs, and other documents likely to be carried by individual guerrillas, soldiers, and officers, including documents taken from enemy dead; emphasize the value of obtaining photographs likely to aid in identifying enemy guerrilla leaders, agents, and political cadre. 91

: prohibit the retention of enemy documents or materiel as souvenirs except as approved by the commander. 92

: know that captured documents and information obtained from prisoners, civilian sympathizers, and deserters may be deliberately planted deceptive devices carefully engineered by the enemy; habitually consider this possibility when evaluating information obtained from enemy documents or other sources. 93

: use plastic covers from radio batteries or similar waterproof material to protect captured documents from sweat, rain, mud, etc., during delivery to higher headquarters to prevent deterioration and loss of information. 94

He will : upon capture, observation of operation, or observation of the effects of operation of any new enemy weapon, ammunition, mine, boobytrap, warning or illuminating device, etc., submit a detailed report and, if practicable, a neutralized example of the item, to facilitate training in countering the effects of enemy use of the new materiel. 95

: upon the identification of any enemy foreign national(s) not previously known to be involved in the conflict, submit a detailed report describing the physical characteristics, uniform, weapons, equipment, etc., of the newly identified individual(s) and, when practicable, capture and evacuate prisoners or bodies, personal weapons, and equipment exemplifying the discovery. 96

He must : as rapidly as information becomes available to him, learn the organization, tactics, weapons effects, and techniques employed by the enemy units he confronts in combat and disseminate the knowledge gained to his men. 97

: through observation and reports from his men, identify, disseminate to his men, and report to his platoon leader patterns of repetition in tactics and techniques employed by uniformed regular enemy forces to facilitate early recognition of indications of specific enemy action and successful countering of such action. 98

: know that guerrilla doctrine, tactics, organization, equipment, and techniques may vary from that of uniformed regular enemy troops fighting in the same area. 99

: continually study all significant facets of guerrilla operations as an aid to anticipating and thwarting operations by guerrillas; disseminate the information gained to his men and report significant information to the platoon leader. 100

. anticipate the return of local guerrillas and sympathizers to the scene of fire fights to rescue concealed wounded, reclaim bodies, and salvage abandoned or lost arms, ammunition, and equipment; employ ambushes to counter such action as directed by the platoon leader. 101

: know, recognize, disseminate to his men, and react appropriately to the intelligence information compiled and furnished by higher headquarters; e.g., prolonged receipt of enemy indirect fire may indicate an assault upon the positions under fire; enemy personnel, particularly guerrillas, fleeing rapidly in the open may be acting deliberately to lure pursuing troops into ambush; guerrillas caught in the open may disperse, conceal their weapons, and pose as laborers working in the fields; enemy ambushes may be employed to block friendly surface movement to relieve a besieged post, etc. 102

He will : detect, identify, study, and interpret tracks and trail signs to gain information of the enemy. 103

: recognize footprints, bloodstains, disarranged or crushed vegetation, muddy water, dislodged stones, litter, abandoned equipment, and similar trail signs and interpret the tracks and trail signs to determine enemy strength, direction of movement, speed of movement, approximate time of movement, loads borne, and similar information. 104

: anticipate enemy attempts to brush out or camouflage trail signs, move over hard surfaces, use watercourses for movement, and otherwise minimize trail signs; mark the last clear sign located and use a circular search pattern forward of the mark to locate the continuing trail. 105

: identify, and ensure that his men can identify, examples of displacement, staining, camouflage, littering, and weathering as applicable to tracking. 106

: identify the best qualified trackers in his squad and employ them systematically to gain information of the enemy and to minimize trail signs left by his own men during movement in sensitive areas. 107

: request and utilize cleared native trackers, dogs, and dog handlers for tracking when such support is available. 108

He must : collect and submit, and supervise the collection and submission of, information required for shelling reports, mortar reports, bombing reports, CBR reports, and spot reports in accordance with the formats prescribed by unit SOP. 109

He will : on order, plan and conduct ground reconnaissance of specific areas of fortified positions, including fortified villages, to determine: location of all entrances and exits; location and number of embrasures or emplacements, fields of fire, and number and types of weapons; extent of underground fortifications, tunnels, personnel bunkers and storage areas; location and types of obstacles, including mines, warning devices, and staked areas; location of security posts and observation posts; location of air vents and ventilation apparatus; and location of electrical power and water sources, as applicable. 110

He must : anticipate the location of friendly ground surveillance radar installations within his defensive positions. 111

: know the characteristics of useful sites for ground surveillance radar installations. 112

: provide suitable space and assist the section chief in pinpointing the selected radar site on the map. 113

: integrate the radar equipment and operating personnel into the squad defensive organization to provide protection without interfering with the mission of the surveillance section personnel or the mission of his squad. 114

: establish and maintain coordination with the ground surveillance section chief to ensure the exchange of useful information, including results of use of radar set as a fixed-target range finder, and the enforcement of camouflage and light and noise discipline. 115

4. THE IRSL WILL CONTINUALLY CONDUCT COMBAT RECONNAISSANCE AND ANALYZE TERRAIN AFFECTING HIS MISSION IN TERMS OF OBSERVATION AND FIRE, CONCEALMENT AND COVER, OBSTACLES, KEY TERRAIN, AND AVENUES OF APPROACH; HE WILL GIVE LIKE CONSIDERATION TO ENEMY USE OF THE TERRAIN AND APPLY THE TOTAL KNOWLEDGE GAINED TO THE EMPLOYMENT OF HIS MEN AND FIRES.

He must : anticipate rapid movement on short notice by air and surface vehicles to distant and previously unseen areas with immediate commitment to combat upon arrival in the new area of operations, e.g., during airmobile operations. 116

: obtain and issue tactical maps and aerial photographs to his fire team leaders when possible; when maps and aerial photographs are not available for issue to subordinates, brief with available maps or map substitutes and obtain time for subordinates to study and make notes and rough sketches for use at fire team level. 117

: know that tactical maps and map substitutes rarely show terrain characteristics in sufficient detail to permit easy and positive identification of all fields of observation and fire, concealment and cover, obstacles, key terrain, and avenues of approach likely to be useful at squad and fire team levels of operation. 118

: grasp every opportunity for himself, his fire team leaders, and his men to conduct ground or aerial reconnaissance as a basis for plans and orders prior to any operation and ensure continual conduct of combat reconnaissance during operations. 119

: anticipate the need to change plans and orders as a result of terrain information gained by combat reconnaissance. 120

: know that ground or aerial reconnaissance of an area may draw enemy attention and cause loss of surprise. 121

: conduct ground and aerial reconnaissance within the limits established by the commander and avoid exposure likely to cause premature loss of surprise. 122

He will : know that ideal observation will permit visual detection of enemy activity anywhere within the squad area of responsibility and that high ground with long, uniform slopes and sparse vegetation provides such observation during unlimited visibility. 123

: know that the surfaces of ideal fields of fire will parallel the trajectory of small arms weapons to provide perfect grazing fire over the maximum effective range of the weapons. 124

: recognize convex, concave, and uniform slopes on the map and on the ground and relate the characteristics of the slopes to the trajectories of friendly and enemy weapons and to his mission during terrain analysis. 125

: identify defiladed areas (dead space) when planning fire and observation and mark such areas for coverage with indirect fire weapons, including grenades, Claymores, and trip-wired devices. 126

: know that given good fields of fire, weapons operators can deliver effective fire despite limited visibility (darkness, fog, smoke, etc.) if preparation for the delivery of fire is made during unlimited visibility. 127

He must : recognize cover that will provide protection from flat trajectory fires and deny enemy ground observation which would facilitate enemy delivery of effective high angle fire. 128

: anticipate enemy use of camouflaged spider holes, tunnels, caves, and covered emplacements and search for or supervise search for evidence (fresh dirt, wilted camouflage, etc.) of enemy use of such cover during all reconnaissance. 129

: know that effective cover against flat trajectory weapons often will leave troops vulnerable to detection by airborne observers and attack by airborne weapons or high angle fires directed by aerial observers. 130

: know that concealment merely denies enemy observation, furnishes little or no protection from enemy fire, and that movement over concealed, uncovered routes usually demands stealth to maintain secrecy of movement. 131

: know that except with continuous friendly air superiority, consideration of concealment must include the possible effect of enemy aerial observation as well as ground observation. 132

: know that limited visibility may permit the effective use of concealment that would otherwise be inadequate, particularly during inclement weather. 133

: know that sparse concealment and lack of cover demand increased emphasis upon use of camouflage, particularly during an approach toward key terrain during unlimited visibility. 134

: know that uncovered movement behind sparse, shallow concealment may escape visual detection, but may be detected by electronic surveillance devices in the hands of a sophisticated enemy and draw fire despite darkness. 135

: within the limits permitted by the mission, adhere to routes masked by terrain or concealment in sufficient depth to avoid detection by enemy surveillance devices when intelligence reports or receipt of enemy fire indicates their use. 136

He will : recognize as an obstacle any natural or man-made terrain feature that halts, impedes, or channelizes the movement of troops or surface vehicles to give advantage to the enemy in the way of time, observation, or fire delivery. 137

: recognize and give due consideration to wide expanses of dense brush, inundated areas, steep slopes, and similar difficult terrain as obstacles likely to increase the difficulty of small-unit operations as well as to minefields, barbed wire entanglements, and similar, more obvious obstacles; e.g., dense brush in secondary jungle may triple or quadruple movement time for dismounted troops and make stealthy movement almost impossible. 138

: during movement, recognize any area characterized by good fields of fire and a lack of cover and concealment as a danger area to be detoured or thoroughly investigated prior to exposure of his squad, particularly during unlimited visibility. 139

: anticipate that man-made enemy obstacles and easily fined natural obstacles will be covered by fire and boobytrapped to hinder breaching or trap unwary troops attempting detours; habitually plan to cover useful obstacles with fire when time and resources permit. 140

He must : recognize as key terrain any feature which will offer a marked advantage to either friendly or enemy troops capable of seizing it or denying its use by observation and fire or contamination. 141

: know that key terrain features are usually assigned as objectives in the attack and are usually occupied or otherwise controlled in the defense. 142

: know that the control and protection of habitated areas and the control of key terrain dominating major routes of communication are likely to be continuing requirements when operating against guerrillas. 143

: keep the missions of both the platoon and company in mind, as well as his own mission, when attempting to identify key terrain features during combat reconnaissance; report immediately the location of any bridge, ford, cleared landing zone, or any other feature which, if captured or controlled, might contribute to the accomplishment of the mission of higher echelons. 144

: anticipate that any key terrain feature not occupied by the enemy may be covered by immediately available fire or otherwise guarded against seizure, e.g., bridges may be guarded and prepared for demolition, fords may be mined, high ground may be contaminated or covered by observation and fire, landing zones may be covered with flat trajectory or high angle fire, and habitated areas may be fortified and boobytrapped. 145

He will : know that an ideal avenue of approach avoids planned enemy fire and observation, ultimately permits observation and delivery of surprise fire on a vulnerable enemy flank or enemy rear, provides adequate cover and concealment en route, utilizes or leads to critical terrain (the assigned objective or a useful intermediate objective), avoids obstacles, and permits relatively easy and rapid movement and maneuver for friendly troops during an advance. 146

: recognize that conflicts exist in the demands for cover and concealment and for observation and fire and resolve any conflict in terms of the demands of the mission; e.g., an attack on a strongly defended enemy position may demand observation and rapid gaining of fire superiority to accomplish the mission with minimum casualties, while a reconnaissance patrol mission will demand maximum use of stealth, cover, and concealment, and deliberate avoidance of a fire fight. 147

: know that the use of heavily wooded positions for assembly areas and defensive positions provides concealment and protection from armored vehicles but increases vulnerability to artillery and mortar fires because of tree bursts and that falling treetops and branches cut off by indirect fires will injure personnel, destroy wire communication lines, and form obstacles to movement and control. 148

: know that excessive concealment (e.g., dense vegetation) may increase the difficulty of movement, control, and fire delivery during movement over any route, particularly when darkness or other limitations to visibility exist. 149

: know that a lack of cover and concealment, particularly in cross-corridor movement, indicates a need to consider movement by bounds under immediately available covering fire. 150

: know that open movement along a corridor (valley) demands control of the high ground on the flanks of the corridors. 151

: anticipate that obvious approach routes (roads, trails, canals, natural lines of drift, etc.) will be covered by enemy fire or observation that will facilitate ambush; avoid obvious routes except when the mission demands their use, e.g., a mission to check a road for mines or clear a canal for navigation. 152

: know that roads and trails in underdeveloped countries usually follow valleys or ridge lines and consider stealthy use of approach routes along the sides of ridges between the valley and the ridge line when the mission permits a choice. 153

: when reconnoitering for a ford or crossing site (APC's) on a stream or canal, determine suitability of approaches for specific vehicles, trafficability of approaches and bottom, depth of water, speed of current, high water marks, and availability of weapons sites for covering men and vehicles during crossing. 154

He must : continually obtain from and disseminate to his fire team leaders all information gained from their collective terrain reconnaissance that will affect the accomplishment of the mission. 155

: promptly report information gained during reconnaissance to the platoon leader when the information may affect the platoon mission or aid in planning at higher levels. 156

5. THE IRSL WILL CONTINUALLY OBSERVE AND CONSIDER THE EFFECTS OF CURRENT AND PREDICTED WEATHER AND APPLY THE KNOWLEDGE GAINED TO THE EMPLOYMENT OF HIS MEN AND FIRES.

He will : know the practical meanings of BMNT, BMCT, EECT, and EENT as used to describe periods of reduced visibility prior to sunrise and after sunset and apply this knowledge to the planning and conduct of operations. 157

: anticipate the approximate amount of light available during the various moon phases, determine the moon phases and times of moonrise and moonset, and apply this knowledge to the planning and conduct of operations. 158

: anticipate the effects of weather on his assigned mission upon receipt of weather forecasts and as a result of personal observation of the weather; request weather forecasts, light data, and tide tables as required for planning, e.g., during planning of a squad-strength ambush. 159

: know how wind, temperature, precipitation, and tidal ebb and flow affect trafficability and anticipate the conditions likely to result from current or predicted weather, e.g., wind may dry or freeze wet soil to improve trafficability or cause snow to drift and thus impede movement, and high tides may cover movement routes or increase the difficulty or ease with which boats can be employed in coastal areas. 160

: anticipate the specific effects of weather upon his men and act to prevent non-battle casualties from sunburn, heat stroke, heat exhaustion, frostbite, wind chill, trench foot, immersion foot, etc., on the basis of observed or predicted weather. 161

: recognize the isolating effects of fog, darkness, rain, snow, smoke, etc., upon the individual soldier and the small unit and employ formations and control techniques (including an increase in face-to-face contact between leaders and followers) to minimize fear, ensure the maintenance of vigilant security, and maintain adequate control of his men. 162

: know that ear flaps, hoods, and steel helmets interfere with the detection, localization, identification, and interpretation of sounds, particularly during inclement weather, and instruct patrol members, sentries, and other personnel to employ headgear effectively within the limitations imposed by the weather. 163

: know the effect of wind velocity and direction, including thermal drift, upon the propagation of significant sounds and identifiable odors and apply this knowledge during the selection of routes, selection of patrol bases, employment of scout dogs, and when supervising the movement of small units in situations where stealth is required. 164

: note and take into account the direction and velocity of the wind prior to using WP or other smoke, when nuclear fires are involved, when using CS or similar grenades, when adjusting indirect fires, when marking drop and landing zones, and prior to igniting vegetation or structures to deny concealment or shelter to the enemy. 165

: use inclement weather and limited visibility at every opportunity to conceal movement of small units against enemy detection, e.g., precipitation decreases enemy visibility, reduces the effectiveness of some electronic detection devices, and washes out or covers trail signs; wind vastly increases the difficulty of target detection in vegetated areas by keeping leaves and branches in motion; cold, wet weather drives men to shelter and reduces alertness; and the noises caused by wind and rain will often cover the sounds of movement. 166

: anticipate enemy use of inclement weather and limited visibility to conceal movement, increase the number of alert personnel, and effect necessary measures to aid his men to maintain vigilance during bad weather and limited visibility. 167

: know the effects of extreme weather upon vehicles, weapons, and equipment, forewarn his men, and supervise maintenance to minimize failure of vehicles, weapons, and equipment due to weather conditions. 168

: anticipate a reduction or loss of air support, including aerial observation of fires, when weather severely limits visibility: preplan fires during unlimited visibility which can be delivered regardless of bad weather, darkness, or enemy use of smoke. 169

: observe and report significant changes in local weather conditions within his own and adjacent sectors or zones of action, e.g., ground fog (or smoke) may be limited to a narrow part of a perimeter and yet conceal enemy approach. 170

: deliberately study weather characteristics common to specific seasons of the year in the area of operations and learn to recognize signs of weather changes, predict characteristics of oncoming weather, avoid the detrimental effects (at least in part), and take maximum advantage of the effects of inclement weather upon the enemy. 171

6. THE IRSL WILL CONTINUALLY COLLECT, INTERPRET, EVALUATE, USE, AND DISSEMINATE TO HIS MEN AND REPORT TO THE PLATOON LEADER INFORMATION OF THE INDIGENOUS POPULATION; HE WILL DEVELOP CONTINUING SOURCES OF INFORMATION AMONG THE INDIGENOUS POPULATION AS DIRECTED BY THE PLATOON LEADER AND IN ACCORDANCE WITH UNIT SOP.

He must : know that assassination, kidnapping, mutilation, arson, destruction of property, assessment of illegal "taxes," forced labor, forced military service, and confiscation of property are standard methods employed by the enemy political cadre, enemy guerrilla forces, and uniformed enemy regular forces to influence the behavior of the indigenous population and to support the so-called wars of liberation. 172

: know that in rural areas of underdeveloped countries the idea of a central government may be remote in the minds of the inhabitants; anticipate that they may be far more concerned with their families, livestock, and crops than with thoughts of what may seem to them a distant and meaningless central government. 173

: anticipate that adaptiveness among members of the indigenous population may emphasize specific situations instead of moral principles as we know them, and that the acceptance of money for favors and influence and the tendency of alignment with the winning side may be considered realistic and acceptable behavior. 174

: anticipate that any indigenous person may often decide upon a course of action on the basis of his expectations of the results of the specific situation, i.e., how his action will affect him, his family, and his close associates, instead of adhering to abstract principles of right and wrong as these principles are known to Americans. 175

: know that enemy political cadre, guerrillas, and uniformed regular enemy troops are parasites on the local economy of every household in every village and grasp all opportunities to emphasize this fact to members of the indigenous population. 176

: know that tactical success, an obvious (to the population) ability to provide protection and restore law and order, and concrete contributions (schools, roads, wells, bridges, medical aid, etc.) toward a better life for the indigenous population are vital to establishing and maintaining a free flow of accurate and reliable information from them. 177

: recognize that the fulfillment of sociological aspirations and economic needs as defined by the members of a community is more likely to further a pacification program than mere implementation of a program designed by outsiders; determine and report needs on the basis of a community consensus, i.e., determine from the people what they deem is most necessary and useful to them. 178

He will : deliberately gain and continually increase his knowledge of the language, customs, taboos, superstitions, and religious beliefs of the indigenous population in his area of operations to avoid needless offense and win acceptance; ensure that his men follow the same course of action. 179

: know, and ensure that his men know, that the ability to speak and understand even a little of the native language in a country where formal education is highly respected but at a low ebb is a definite advantage in winning the support of the people. 180

: give priority to learning (and to teaching his men) to express common greetings and appreciation, direct the movement and control of individuals and groups, allay fear in emergency situations, and question indigenous personnel concerning the location of enemy, enemy installations and devices, and contraband. 181

He must : when dealing with indigenous personnel, be friendly, courteous, and firm but cautious; avoid threatening gestures; respect their individual rights, property customs, taboos, and religious beliefs; never molest women or permit them to be molested; confiscate nothing except contraband as directed by unit orders and policy; pay a fair price for any items obtained for the use of himself or his men; promise nothing except when fully confident that the obligation can be met; and provide all assistance possible within the limits of his mission toward the pacification of the population. 182

: consider the possible propaganda effect of any action contemplated when dealing with or acting in the presence of indigenous personnel. 183

He will : know that the location of enemy units, mines, booby-traps, obstacles, movement routes, caves, tunnels, fords, camp sites, training areas, hospitals, factories and repair shops, the identities of local political cadre and guerrillas, and the locations of caches of food, arms, ammunition, clothing, and medical supplies are often known to local members of the population. 184

: continually seek to obtain maximum information from members of the local population; realize that the sources he seeks to develop may be guerrillas, guerrilla sympathizers, enemy agents, or enemy political cadre, and divulge an absolute minimum of useful intelligence information to the sources. 185

: know that civilians are more likely to point out locations accurately on an aerial photograph or photo map than on a topographic map; obtain and safeguard photo maps for this purpose; use vantage points, including aircraft, to aid indigenous personnel to point out important locations on the ground. 186

He must : within the limits of his mission, cooperate with and obtain the cooperation of duly appointed government officials upon gaining control of any village or habitated area to control the population and provide information. 187

: know that the return of former resident officials, including police, to a cleared area is likely to increase the flow of information from the indigenous population, but that the lives of returned officials may be jeopardized if there is a withdrawal of protective friendly troops. 188

: know that village officials usually maintain intelligence nets (even if on a very informal basis) and may often provide useful information. 189

: know that where no formally appointed government officials are functioning, de facto leaders are likely to be present; identify such leaders and obtain their cooperation in controlling the population, allaying native fears, collecting useful information, and in obtaining aid in bypassing or destroying obstacles constructed by guerrillas. 190

: know that indigenous personnel who identify guerrillas, sympathizers, etc., or provide information of the enemy may become the victims of guerrilla terrorist attacks; arrange to have informants point out guerrillas and suspects from concealed positions and confine contact with informants to apparently innocent and routine situations or arrange clandestine meetings to protect sources of information as authorized by unit SOP. 191

: habitually seek to capitalize on the fact that decisions by indigenous personnel to cooperate are likely to stem from their estimates of the current situation, but remain acutely aware that the balance of power between the enemy and his own men often may be extremely delicate; seek to gain insight into specific situations on the basis of the reception and cooperation afforded by indigenous personnel at any given time, e.g., their failure to cooperate may indicate the presence or close proximity of guerrillas or regular enemy units. 192

He will : know that indigenous personnel who volunteer to act as guides, trackers, bearers, interpreters, etc., may be temperamental, rash, and undisciplined and may, in fact, be guerrillas or enemy agents. 193

: utilize indigenous personnel during operations within the limits established by unit policy; if no policy exists, ask about it. 194

: when uncleared indigenous personnel volunteer to act as guides, etc., and unit policy permits their use during small-unit operations, assign a cool-headed and completely reliable soldier to keep each volunteer under his direct surveillance; make it tacitly but unmistakably clear that if deceit becomes apparent on the part of the volunteer, he will be covered by the soldier's weapon. 195

He must : when permitted by policy or specifically directed by the platoon leader, select and develop continuing sources of information within his assigned area of operations. 196

: maintain an acute awareness that informants may be guerrillas or double agents; obtain useful information without divulging information of intelligence value to the enemy. 197

: know the reason for and the precautions involved in employing "cut outs" and employ selected personnel in such roles as required by the situation to conceal and protect sources of information. 198

: obtain, distribute, and account for food, clothing, medical supplies, and funds to pay for indigenous labor and assistance in collecting useful information in strict accordance with instructions from the commander. 199

: furnish complete identification of continuing sources of information to the commander for review and forwarding to the unit intelligence officer. 200

He will : report the number, location, and general physical condition of refugees within his area who require assistance or desire relocation. 201

: control the movement of and assist in the evacuation of refugees in accordance with unit policy or instructions. 202

: anticipate the presence of armed guerrillas, disguised enemy regular troops, and enemy agents among refugees and screen them for weapons and identification in accordance with unit policy. 203

: search and supervise the search of private homes, buildings, and grounds to locate and take into custody enemy political cadre, guerrillas, soldiers, suspects, and contraband. 204

: issue explicit instructions to his men describing the items of contraband to be confiscated and persons to be taken into custody. 205

: warn his men against looting and property damage and ensure that property damage and disturbance are limited to that required to fulfill the mission. 206

: ensure that his men work in buddy pairs with one man providing security for the one conducting the search; emphasize the necessity for the security man to avoid becoming involved in the search and thus leave himself and the searcher vulnerable to surprise attack. 207

: when the situation permits, require the head of the household or an adult member of the family to witness the search of their property and grounds. 208

: identify and take into custody enemy guerrillas, soldiers, members of the enemy political cadre, suspects, items of contraband, and indigenous personnel possessing items of contraband. 209

: as required by the situation and unit policy, record the names of searchers (witnesses) who locate contraband and safeguard evidence to facilitate the conviction of indigenous personnel who deliberately aid enemy guerrillas or uniformed enemy regular forces. 210

: know that to ignore the rights of indigenous personnel will be detrimental to any pacification program and that law and order cannot be restored as long as the people feel that they are being victimized by any force. 211

: anticipate and overcome the attempts of guerrilla sympathizers to slow or halt searches and conceal contraband, e.g., feigned illness; feigned mourning, perhaps with a coffin present as a place of concealment for a guerrilla or items of contraband; the blocking of entrances by women nursing (breast-feeding) children; the use of concealed and covered caches under fireplaces, in manure piles, false-bottomed boxes and baskets, hollow walls, and similar places of concealment. 212

: know that women, children, and the aged and ill often conceal themselves in caves, tunnels, covered pits, and similar places to escape bullets and fragments during fire fights around farmsteads, villages, and hamlets; anticipate that guerrillas will share such hiding places; post alert security and invite evacuation of places of concealment in the native language; if necessary, use non-lethal means to force evacuation to avoid permanent injury to innocent members of the indigenous population and resultant loss of support of the people. 213

: know that the evacuation of prisoners and dead guerrillas within view of members of the indigenous population in villages and hamlets will provide irrefutable evidence that participation in guerrilla activities is likely to result in death or capture. 214

He must : recognize and react to specific behavior of the indigenous population that indicates enemy proximity, e.g., the absence of children playing in the streets and the absence of women in the market place may indicate the presence of guerrillas in the area; the absence of workers in the fields during regular working seasons and hours may indicate the presence of guerrillas; the presence of workers in the fields is not an indication of a clear area because guerrillas often occupy ambush positions during darkness and may also pose as laborers while acting as observers and security personnel for a larger enemy force; the rapid movement of women, children, or old people, singly or in small groups, upon the approach of government forces may be evidence of a guerrilla warning service; the maintenance of "normal activities" may be demanded of the population by guerrillas or uniformed enemy regular forces to mask an ambush; and the presence of piles of sharpened stakes or similar hand-crafted devices used by the enemy is obvious evidence of guerrilla domination of the occupants of a farmstead or village. 215

: identify, disseminate to his men, and report tc the platoon leader any specific and significant indicative behavior by groups of indigenous personnel that has not previously been noted and disseminated through intelligence channels to aid small-unit leaders to make sound estimates of the situation during contacts with the indigenous population. 216

: know that once small units and individual leaders have established effective and harmonious contact with members of the indigenous population at particular farmsteads and villages during a pacification program, the return of the same troops to the same locations on subsequent missions is likely to increase the flow of information and generally enhance the pacification program. 217