CHAPTER 1

GENERAL

Section 1. INTRODUCTION

1101. GENERAL

This Manual discusses the functions of a Marine rifle company and platoon in offensive and defensive operations. It is the basic company manual and is to be used in conjunction with FMFM 6-3, Marine Infantry Battalion; FMFM 6-5, Marine Rifle Squad; and other appropriate manuals of the FMFM series.

1102. MISSIONS

a. The primary mission of the Marine rifle company and platoon is to locate, close with, and destroy the enemy by fire and maneuver or to repel his assault by fire and close combat.

b. The primary mission of the weapons platoon of the rifle company is to provide supporting direct and indirect fires (including close-in antitank fires and demolitions) for maneuvering or defending elements of the rifle company.

1103. CHARACTERISTICS

a. The rifle company is the basic maneuver element of the infantry battalion and is capable of performing a variety of combat missions. Its basic organization permits the formation of internal temporary task organizations. It can control additional combat, combat support, and combat service support elements in accomplishing specific tasks.

b. The rifle platoon is the basic maneuver element of the rifle company. Its characteristics are essentially those of the rifle company.
c. The weapons platoon is the basic fire support element of the rifle company. Its organization and equipment permit maximum flexibility, control, and ease of employment in support of the rifle platoons.

1104. EMPLOYMENT

a. Rifle Company.--The rifle company normally operates as a maneuver element of the infantry battalion although it can be employed independently for short periods when appropriately reinforced. The company is the nucleus to which appropriate supporting elements may be attached in forming a task component for the accomplishment of a particular mission.

(1) In the attack, the company's rifle platoons, assisted by organic and/or external supporting fires, maneuver to positions from which they can close with and destroy the enemy.

(2) In the defense, the rifle company defends as part of the battalion and exceptionally as an independent force. It organizes to deny the enemy access to terrain by destroying him with the planned fires of all available weapons and close combat. The company can operate as part of the area defense or the mobile defense.

b. Rifle Platoon.--The rifle platoon usually fights as part of the rifle company. When circumstances dictate, it can be appropriately reinforced to operate independently for limited periods (e.g., patrol actions).

(1) In the attack the platoon's rifle squads, assisted by organic and/or external supporting fires, maneuver to positions from which they can close with and destroy the enemy.

(2) In the defense the rifle platoon defends as part of the rifle company. Assisted by nonorganic planned fires, it organizes to deny the enemy access to terrain by use of organic fires and close combat.

c. Weapons Platoon.--The weapons platoon provides a main source from which rifle platoons may be reinforced for specific operations.

(1) In the attack, the platoon provides the maneuver elements of the company with machinegun, 60mm mortar, and rocket fire support as well as close-in antitank defense and limited demolition support.

(2) In the defense, the weapons platoon defends as part of the rifle company. Its machinegun section, augmented by the fires of weapons not organic to the rifle company, establishes the principal component of the company's final protective fires. The assault section integrates rocket fire support and close-in antitank defense into the company's defensive fires. The 60mm mortar section provides close and continuous fires in support of the company in defense.
WEAPONS PLATOON

The weapons platoon is the fire support element of the rifle company. It provides the company with organic machinegun, 60mm mortar, and rocket fire support and antitank defense. A weapons platoon headquarters controls and coordinates the fires of the machinegun, mortar, and assault sections. The machinegun section is composed of three machinegun squads of two teams each. Each team employs one machinegun. The 60mm mortar section consists of three mortar squads, with each squad employing one 60mm mortar. The assault section has three assault squads. Each squad consists of one four-man multishot portable flame weapon/light antitank assault weapon (MPFW/LAAW) team and one two-man LAAW team each possessing a limited capability for demolition support. (See fig. 3.)

a. Company Headquarters Personnel

(1) Company Commander.--The company commander is responsible for everything his company does or fails to do in combat and in garrison. He is responsible for the training, combat efficiency, discipline, administration, and welfare of his company.

(2) Executive Officer.--The executive officer is second in command of the company. He performs such duties as are assigned to him by the company commander. He supervises the activities of the company headquarters both in garrison and in combat. He keeps abreast of the tactical situation in combat and assumes command of the company in the company commander's absence.

(3) First Sergeant.--The first sergeant is the senior enlisted man in the company. He assists the company commander by performing such duties as are assigned. He is the principal enlisted assistant to the company commander in supervising the administration of the company. In combat, the first sergeant operates the company command post under the general supervision of the executive officer in the absence of the command group. He closely supervises the members of the service group in supporting combat operations.
(4) Gunnery Sergeant.--The gunnery sergeant assists the company commander by performing such duties as are assigned. He is the principal enlisted assistant to the company commander in supervising the training of the company. He ensures that high standards of police and sanitation are maintained in the company area. He assists the company commander in training and in combat by supervising the displacement, positioning, and arrangement of the command group when it operates separately from the command post. He assists, and his duties complement those of the first sergeant.

(5) Chief Clerk

(a) The chief clerk is the company administrative chief. He performs his duties under direct supervision of the first sergeant in garrison or in combat when company administration is performed in the field. He is assigned to and directly supervised by the officer in charge of the battalion administrative center when such a center is established.

(b) The chief clerk allocates administrative work to the company's administrative personnel and supervises its proper preparation.

(6) Supply Sergeant

(a) In garrison, the company supply sergeant operates the company supply room. He is directly responsible to the company commander for drawing and issuing supplies, organic property, and camp property. He maintains supply records of all items on charge to the company and ensures that the on-hand quantities of serviceable equipment are in accordance with current allowances. He further performs first echelon maintenance of organic property on charge to the company which is not in the hands of the troops.

(b) In combat, the supply sergeant operates a supply distribution point at the company command post. He requisitions the supplies and equipment necessary to sustain the company in combat from the battalion service platoon. He divides and issues supplies as directed.

(7) Administrative Personnel.--The administrative clerk and the administrative man perform company administration in garrison and in combat as directed by the chief clerk.

(8) Messenger

(a) In garrison, the company messenger is supervised by the first sergeant and may be employed in light clerical duties such as company mail clerk. The company messenger performs additional duty as vehicle driver when the battalion provides vehicles without drivers in support of the company.

(b) In combat, the company messenger functions in a dual capacity in the command group as a messenger and as a radio operator. When not employed as the messenger link to the battalion, he normally carries the company tactical radio for the company commander.

b. Rifle Platoon Headquarters

(1) Platoon Commander.--The platoon commander is responsible to the company commander for the training, combat efficiency, discipline,
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administration, and welfare of his platoon. Everything the platoon does or fails to do in garrison or in combat is the platoon commander’s responsibility. He is also responsible for the first echelon maintenance, safeguarding, and economical use of all equipment on charge to the platoon and its individual members.

(2) Platoon Sergeant.--The platoon sergeant, as second in command, performs the duties assigned by the platoon commander. He assumes command in the absence of the platoon commander. He assists in all aspects of supervision and control of the platoon.

(3) Platoon Guide.--The platoon guide performs such administrative functions as the platoon commander may direct. He is directly responsible to the platoon commander for the supply and timely resupply of the platoon in combat and maintains a casualty record. He also prevents straggling when the platoon is moving in training and in combat operations.

(4) Platoon Messengers.--The messengers are employed as the platoon commander directs. In combat, the messengers provide messenger communications between the rifle company headquarters and the rifle platoon commander and also between the platoon and its squads and attached or supporting elements.

c. Weapons Platoon Headquarters

(1) Weapons Platoon Commander

(a) The weapons platoon commander is responsible for the training, combat efficiency, discipline, administration, and welfare of his platoon. He is also directly responsible for the first echelon maintenance, safeguarding, and economical use of all equipment on charge to the platoon and its individual members.

(b) In combat, the weapons platoon commander makes timely recommendations to the company commander concerning the most efficient employment of the platoon and its subordinate elements. He exercises direct control over his platoon to the degree consistent with the methods of employment of its elements.

(2) Weapons Platoon Sergeant

(a) The weapons platoon sergeant, as second in command, performs the duties assigned by the platoon commander. He assumes command in the absence of the platoon commander. He assists in all aspects of supervision and control of the platoon.

(b) The platoon sergeant further performs such administrative functions as the platoon commander may direct. He is responsible to the platoon commander for the supply and timely resupply of the platoon in combat compatible with the method of employment and maintains a casualty record. He also prevents straggling.

(3) Weapons Platoon Messenger.--The weapons platoon messenger is employed as the platoon commander directs and is used to establish and maintain messenger communications with the company headquarters and with the subordinate elements of the platoon.

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The basic rifle company organization does not contain medical or communication personnel, forward observers, forward air controllers, naval gunfire spotters, motor transport equipment, and other specialists and equipment necessary for combat operations. The rifle company must be augmented by additional personnel and equipment prior to entering combat. Certain augmentations such as medical, communications, and forward observers are required for combat missions. Other specific missions would require the rifle company to be augmented by additional units such as reconnaissance, LVT's, tanks, etc.

a. Standard Augmentations.--The parent infantry battalion's SOP's usually specify what organic medical, communications, and motor transport augmentation will be assigned to the rifle companies. The company commander exercises tactical control over the augmentation personnel and is responsible for their billeting, messing, and general military training. The parent organization (headquarters and service (H&S) company) is responsible for providing the individual equipment (including special equipment and weapons), conducting specialty training, and administration.

   (1) Medical.--Normally, each rifle company is augmented by a medical team of 11 corpsmen from the battalion medical platoon during combat. A lesser number may be assigned while in garrison. The corpsmen are then usually further assigned by the company commander to subordinate company units--three with each rifle platoon, one with the weapons platoon, and the senior corpsman with the company command group.

   (2) Communications.--The majority of communication equipment used by the rifle company is furnished and maintained by the battalion communication platoon. Company personnel, however, usually operate the radio equipment and install the wire communication systems. The battalion communication platoon usually furnishes one wireman to assist the company and one radio operator who operates on the battalion tactical net.

   (3) Motor Transport.--All motor transport equipment used by the rifle company must be provided by external sources. Normally, the parent infantry battalion provides each rifle company one 1/4-ton, 4x4 truck with trailer and two light infantry weapons carriers (Mules). The rifle company normally has to furnish the drivers.

   (4) Forward Observers.--Forward observer teams from the 81mm mortar platoon and supporting artillery units are assigned for major training exercises and combat operations to the rifle company by infantry battalion and artillery unit SOP's.

   (5) Forward Air Control (FAC) Party.--A forward air control party may be assigned to the rifle company for training exercises and is generally assigned to an attacking company during combat operations. The assignment is made by the battalion from its organic tactical air control party (TACP).
Naval Gunfire Spotters.--Naval gunfire spot teams from the shore fire control party (SFCP) may be assigned to the rifle company for amphibious training exercises and during combat operations.

Other Organic Battalion Support.--The infantry battalion has the capability to provide additional communications, antitank and 81mm mortar fires, and other support, such as surveillance radars and night observation devices, to rifle companies from organic sources. The decision to provide such support would depend on the individual rifle company's mission and the mission of the battalion as a whole.

Combat, Combat Support, and Combat Service Support.--There exists within the Marine Corps a wide variety of combat, combat support, and combat service support units that could support the rifle company. Normally, such support is not assigned directly to the rifle company, but is rather assigned to the parent infantry battalion who then determines the requirements for further assignment to the companies. The rifle company is capable of employing and controlling such supporting units.

Combat units are considered to be those units organic to the infantry regiments.

Combat support units organic to the Marine division are the artillery, reconnaissance, combat engineer, tank, and assault amphibian battalions.

Combat service support units organic to the Marine division are found in the headquarters battalion.

Force troops and aviation units may be either combat support or combat service support units depending on the type support or service provided.

Methods of Employment

There are three methods of employment of supporting units, each method differing in the tactical, administrative, and/or logistic relationships between the supporting and supported units.

1. General Support.--General support is that support which is given the supported force as a whole. When a unit is employed in general support of an infantry command, it supports the entire force rather than a specific subordinate unit. The supporting unit leader retains tactical, administrative, and logistic control of his unit.

2. Direct Support.--Direct support is a mission requiring a force to support another specific force and authorizing it to answer directly the supported force's request for assistance. A supporting element is in direct support when its leader is given responsibility for control of the support rendered to a specified supported command. The direct support element receives its request for assistance (which the direct support leader will translate into a mission and assign the subject mission to his unit) from the supported unit commander. The supporting element leader exercises tactical control by taking action to accomplish the mission assigned by the supported unit commander. Administrative and logistic control is retained by the supporting unit from which the supporting element originated. For example, a Dragon section is placed in direct support of a rifle company.
The company commander has the use of Dragon and assigns missions to the section. Tactical control of the squads is exercised by the section leader. The antitank assault platoon from which the section originated is responsible for administrative and logistics control of the squad.

(3) Attachment.--Attachment is the placement of units or personnel in an organization where such placement is relatively temporary. When an element is attached to an infantry unit, the infantry unit commander assumes tactical, logistic, and administrative control of the attached element. His responsibility for attached elements is the same as for organic subordinate units. Attachments to lower units are never made arbitrarily, but must meet a specific tactical requirement for the duration of attachment.

b. Operational Control.--In organizing for combat, the commander may find it necessary or desirable to place units or elements under the operational control of other units. Operational control may be defined as those functions of command involving the composition of subordinate forces, the assignment of tasks, the designation of objectives, and the authoritative direction necessary to accomplish the mission. Operational control should be exercised by the use of the assigned normal organizational units through their responsible commanders or through the commanders of subordinate forces established by the commander exercising operational control. It does not include such matters as administration, discipline, internal organization, and unit training, except when a subordinate commander requests assistance. (The term is synonymous with operational command.)

C. Combination of Methods.--A commander may use a combination of methods to suit a particular tactical situation. An element may be attached to a subordinate command. The remaining portion of the unit from which the attached element is derived may be used in general support. For example, one machinegun squad could be attached to a rifle platoon while the remaining two squads in the machinegun section remain in general support of the company.

1303. TASK ORGANIZATION

a. General.--Task organization is the assignment to a responsible commander of the means with which to accomplish a specific mission. In organizing the battalion for a specific combat mission, the battalion commander may attach additional units to the rifle company. Attachments are not made arbitrarily, but are effected to provide the company commander with the means and degree of control over those means which the battalion commander deems necessary to the success of the company's mission. By attaching units to the rifle company, the battalion commander has temporarily organized the rifle company for conducting a specific operation. In so doing, he has task organized the battalion internally into the task components he believes necessary for the accomplishment of the battalion mission.

b. Rifle Company Reinforced.--When attachments are made to the rifle company's basic tactical organization, the company is a reinforced company. The reinforced company is a temporary task component of the battalion organized to execute a specific mission or operation. It tactically groups units under the control of one company commander for the planning and conduct of the operation. The rifle company is the infantry nucleus upon which the additional elements of its task organization are imposed.
c. **Company Task Organization.**—Both the rifle company and the reinforced rifle company are capable of internal task organization. In organizing the company or company reinforced for a specific combat mission, the company commander carefully evaluates the support requirements of his rifle platoons. Close examination of their contemplated missions and an evaluation of the methods of employment for the weapons platoon and attached units largely determine the need for task organization. The company commander provides the rifle platoon with the fire support means and degree of control necessary for the accomplishment of its mission. The nature of the operation often dictates the formation of task components within the company. By attaching units to the rifle platoon, the company commander tactically groups units under the platoon commander for the planning and conduct of the mission he assigns the platoon. The reinforced platoon thus formed is a task component of the company for the operation.

d. **Rifle Platoon Reinforced.**—When attachments are made to the rifle platoon, the platoon is reinforced. The reinforced platoon is a temporary organization for the conduct of a specific mission or operation. The company commander tactically groups units under one platoon commander for the conduct of the operation.
Section IV. COMMAND AND CONTROL

1401. COMMAND

   a. General.--The military definition of command as contained in JCS Pub. 1, Department of Defense Dictionary of Military and Associated Terms, is: "The authority which a commander in the military service lawfully exercises over his subordinates by virtue of rank or assignment. Command includes the authority and responsibility for effectively using available resources and for planning the employment of, organizing, directing, coordinating, and controlling military forces for the accomplishment of assigned missions. It also includes responsibility for health, welfare, morale, and discipline of assigned personnel." The commander exercises his command authority by prescribing policies, missions, and standards through the existing chain of command and ensuring that these policies, missions, and standards are fulfilled by personal supervision and inspection. In turn, subordinate commanders and commanders of attached units issue the necessary directives and guidance to ensure the company commander's orders are carried out. Initiative and self-reliance are encouraged at all levels by allowing maximum latitude consistent with existing policies and procedures. The chain of command is always utilized to the fullest extent possible.

   b. Control Facilities.--The primary control facility within the rifle company is the command post (CP). On occasion, however, the company commander may elect to control tactical operations from an observation post (OP).

      (1) Command Post.--The CP is a central point from which the company operations are directed. In garrison, the company CP usually is the company office. In combat and during training exercises, the company CP is normally located in a covered and/or concealed position to the rear of the forward rifle platoons in the general vicinity of the reserve platoon. Operations within the CP are divided into two functional areas.

         (a) Command Group.--The command group consists of those personnel in the company headquarters and supporting arms representatives who perform those command and staff functions necessary for the efficient planning, direction, and control of combat operations. This group directs and controls the fires and maneuver of the rifle company.

         (b) Service Group.--The service group consists of those personnel in the company headquarters and service support personnel attached to the company who perform the necessary administrative and logistics support functions in support of the company.

      (2) Observation Post.--During tactical operations, the company commander may elect to control operations from an OP. This is any vantage point from which he can physically observe the tactical operations on the battlefield. Only those members of the command group whose presence is required are physically located at the OP. The remainder take covered and/or concealed positions in the vicinity of the OP with communicating distance or remain at the CP. In defensive situations, supporting arms representatives may operate from separate OP's in order to most effectively control their fires.
1402. COMMUNICATIONS

a. General.--The company commander must have sufficient communications to provide the continuous capability to command assigned forces; to control and coordinate movement, supporting fires, and logistic support; and to collect and disseminate information. This requires that he have the means to maintain continuous communications with each of his subordinate and supporting units, with higher headquarters, and with adjacent units. The company utilizes a combination of radio, wire, messenger, visual, and sound communications. The four fundamental requirements for effective communications are reliability, security, speed, and flexibility. Radio and messenger are the primary means of communication for offensive operations involving rapid and extensive movement. These are supplemented by visual and sound signals. Wire and messenger are usually the primary means of communication in defense. Radio backs up the wire service and is employed when service is interrupted or when directed by higher authority. For detailed information on communications, see FMFM 10-1, Communications.

(1) Responsibility for Communications.--Responsibility for communications is a function of command. The company commander is responsible for the installation, operation, and maintenance of the company communication system and for its efficient functioning as part of the battalion system. He ensures that his subordinates are properly trained to execute the required communication duties.

(2) Types of Communications.--Communication means are classified into two types: telecommunications and physical communications. While the term telecommunications is generally associated with rapid high-capacity electrical or electronic communication means such as wire and radio, it also includes visual and sound communications. Physical communications include mail and messenger service.

(3) Communication Organization.--Communication personnel and equipment are provided to the rifle company, as required, from the communication platoon, headquarters and service company.

(4) Communication Training.--Essential training for key non-communication personnel who operate or utilize the rifle company communication resources is essential and must include:

(a) Fundamentals of radio-telephone procedure.
(b) Fundamental operation of assigned equipment.
(c) Procedures necessary for maintaining physical and transmission security.
(d) Procedures and techniques necessary to maintain effective communications in an electronic warfare environment.
(e) Message drafting techniques.
(f) Familiarization with the communication requirements of the unit and the resources available to satisfy these requirements.

b. Telecommunication Systems

(1) Radio.--The rifle company has access to the following radio nets:

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Figure 4.—Radio Communications: Rifle Company to Infantry Battalion.

(a) Battalion Tactical Net (VHF).—The battalion tactical net provides a means to exercise command and control over subordinate units. Stations on the net include the battalion commander (when absent from the command post), the battalion command post, rifle companies in the battalion, the battalion tactical-logistical (TAC-LOG) group, and the 81mm mortar platoon fire direction center (FDC). The antitank assault platoon, the service platoon, and attached and supporting units enter as required. (See fig. 4.)

(b) Rifle Company Tactical Net (VHF).—The rifle company tactical net provides the company commander with a means for exercising command and control of subordinate units of the company. Stations on the net include the company commander, the company executive officer, the three rifle platoon commanders, and the weapons platoon commander. Attached or supporting units may be directed to enter the net. (See fig. 4.)

(c) Rifle Platoon Tactical Net (VHF).—The rifle platoon tactical net provides the platoon commander with a means for exercising tactical control over subordinate units of the platoon. This is a special purpose net which will be activated when required for the coordination of platoon activities. Stations on the net include the platoon headquarters, rifle squads, and fireteams (as required).

(d) Battalion Mortar Net (VHF).—The 81mm mortar forward observer team provides the company commander access to a station on the battalion mortar net. Its primary function is to permit the mortar forward observer to initiate fire requests. In an emergency when contact on the battalion tactical net is lost, the mortar net may be used by the company commander to maintain communications with the battalion commander via the battalion fire support coordination center (FSCC).
(e) Artillery Conduct of Fire Net (VHF).--The artillery forward observer team provides the company commander access to a station on the artillery conduct of fire net. The artillery forward observer team operates a station on the conduct of fire net for initiating fire requests in support of the company. In an emergency, the company commander may use this net to communicate with the battalion command post.

(f) Tactical Air Request Net (HF)/Helicopter Request Net (HF) and the Tactical Air Control Party Local Net (VHF).--When a forward air control party operates with the rifle company, the party operates a station on the tactical air request net/helicopter request net and the tactical air control party local net. The company commander may use either of these nets to communicate with the battalion command post in an emergency, since the battalion air liaison officer maintains stations on these nets in the infantry battalion FSCC.

(g) Naval Gunfire Ground Spot Net (HF/VHF) and the Shore Fire Control Party Local Net (VHF).--The naval gunfire spot team, when operating with the infantry company, activates two radio nets: the naval gunfire ground spot net, which is used to call for and adjust naval gunfire, and the shore fire control party local net. Both nets are guarded by the naval gunfire liaison team at the infantry battalion FSCC. Therefore, the company commander, in an emergency, has two or more alternative means of communicating with the battalion command post.
(h) **Medical Evacuation Common Net** (HF/VHF).—This net provides a means of coordination between the requesting units, evacuation helicopters/vehicles, and medical facilities engaged in medical evacuation.

(2) **Wire.**—Rifle companies are usually issued manpacked wire dispensing equipment. Current tables of equipment authorize the company to maintain eight soundpower telephones and eight wire reels as organic equipment. In defensive situations, particularly at night, the rifle company establishes a wire communication net for intracompany communications linking the following stations:

(a) Company observation post (command group).
(b) Company command post.
(c) Three rifle platoons.
(d) Weapons platoon.
(e) 60mm mortar section.
(f) Attached units.

(3) **Visual.**—Visual signals include air panels, pyrotechnics, grenades, marking rounds, lights (flashlights, strobe, etc.), flags, mirrors, tracer ammunition, and arm-and-hand signals.

(a) Instructions from higher headquarters prescribe the use of visual signals in ground-to-air communications and the control of supporting fires. The establishment of codes by higher headquarters does not prevent prearranged use of other visual signals within the rifle company and platoon as required for the control of operations.

(b) Visual signals employed by the company and platoon in controlling operations are prearranged. Operation orders include the meaning and effects of such signals including special arm-and-hand signals specifically devised for the operation.

(c) Standard arm-and-hand signals are an effective communication means at rifle company level and below. The training of subordinate unit leaders at all levels within the company is mandatory to the effective use of the system. See FMFM 6-5, Marine Rifle Squad, for details.

(4) **Sound.**—Sound signals are primarily used for alarms to warn of air; nuclear, biological, and chemical (NBC); tank; or ground attack. Whistles, horns, gongs, small arms, or other noise makers may be used in sound signalling. Their use is usually prescribed in SOP’s but does not preclude the prearranged use of special sound signals in combat operations.

(5) **Messenger.**—Messengers provide a secure and reliable means of communication. The T/O provides for a total of eight messengers—two in each rifle platoon headquarters and one each in company headquarters and weapons platoon.

(a) The company headquarters messenger usually carries the company commander's portable VHF-FM radio that would be on the company tactical net. When messenger communications are required with the battalion, he is employed as the messenger.
One messenger from each rifle platoon headquarters is habitually detailed to the company command group. The platoon messengers provide a pool permitting reliable messenger communications between the company and the rifle platoons. The remaining rifle platoon messenger is retained in the platoon headquarters to provide messenger communications from platoon headquarters to company command group. He further provides intraplatoon communications to the rifle squads and elements attached or in support of the platoon. Messengers are frequently rotated between the company command group and the rifle platoon headquarters as the locations of either group change significantly. Frequent rotation provides each headquarters with messenger service familiar with the locations of and routes to the respective echelons. Reliability and speed of service are enhanced.

(c) The location and employment of the weapons platoon messenger will be determined largely by the platoon method of employment and the location of the platoon commander. Each situation is evaluated to provide the best balance of intraplatoon communications and contact with the company commander.

1403. PRINCIPLES OF WAR

a. General.--The principles of war are fundamental truths governing the prosecution of war. The principles of war are guidelines to be used by a commander to effectively apply the combat power of the Marine company or platoon to aid in the accomplishment of the assigned mission. The effective application of these principles is essential to the proper exercise of command and the conduct of war. Although combat leaders have studied the principles, it is not enough to name them in sequence, but rather to know when and how to relate them to the combat environment. The principles of war are included here to provide a review for the commander to be used when applying doctrine contained in this manual.

b. Principles

(1) Objective.--The objective of a military force is the goal or aim, usually expressed as a mission, for which the force was constituted. This principle is overriding; it is applicable to any operation at any level of command. The objective of a force can be stated in either broad or precise terms depending upon the nature of the goal. Each element of an infantry unit contributes to the attainment of the objective of the larger unit of which it is a part. For example, when the objective of a battalion has been defined, all elements of the battalion must be assigned objectives that facilitate the attainment of the battalion objective. Success in combat is measured by the accomplishment of the mission.

(2) Offensive.--By the offensive, the commander can impose his will on the enemy, set the pace and course of battle, exploit enemy weaknesses, and meet unexpected developments. Even in the defensive, the commander must be alert to regain the initiative by offensive counteractions. Aggressiveness, flexibility of mind, and the ability to make rapid, reasoned decisions are required to apply fully the principle of the offensive. In defense, the commander can often best accomplish his mission by offensive action.

(3) Simplicity.--Simplicity demands that detailed, simple plans be adopted in every military operation. It is, of course, a relative term
because all actions in war are essentially complex. Simplicity will be especially important on the nuclear battlefield, where the full use of available means will require close control and coordination and where plans must be as simple as the situation will permit. Detailed, simple plans lead to coordinated, timely execution.

4. Unity of Command.--Unity of command is the establishment of a single authority. This is the best means of ensuring unity of effort, which implies a singleness of purpose and cooperation by all elements of the command.

5. Mass.--Mass demands that superiority of combat power be attained at the critical time and place for a decisive purpose. This superiority is both qualitative and quantitative. Combat power is primarily a combination of firepower and maneuver, which is applied at the right place and time for a decisive purpose. The use of nuclear weapons by enemy forces will require greater dispersion for passive defense; therefore, a greater stress must be placed on the application of mass from the point of view of time rather than space. Violation of this principle exposes the command to the risk of piecemeal defeat even by an inferior enemy.

6. Economy of Force.--Economy of force requires that sufficient force be applied at other than the decisive time and place to permit mass to be applied at the point of decision. These two principles--economy of force and mass--are so closely related that they cannot be considered singly. Application of the two principles requires a sound estimate of what is sufficient elsewhere to permit the attainment of decisive superiority at the decisive time and place. "Sufficient" is the key. It connotes the application of the force necessary to accomplish the purpose, and not the application of as little force as possible.

7. Maneuver.--Maneuver requires that all military resources be brought to bear in the accomplishment of the objective. Correct application of the principle of maneuver requires not only the full use of combat power at the decisive time and place but includes the movements of elements of combat power (including combat service support) to the area of operations. Application of this principle is a function of command at all levels. At the highest level, it usually means the movement of men, means, and supplies to an area of operations, and at the lowest level it means the positioning of troop units and fires to destroy the enemy.

8. Surprise.--Surprise connotes striking the enemy when, where, or in such a manner that he is unable to counter effectively. The achievement of surprise is not necessarily dependent upon misleading the enemy as to intentions, such as, for example, concealing from him an intention of attacking. He may know from the situation that he will be attacked; yet the attacker may achieve surprise by the time, place, direction, size or composition of forces, or tactics employed.

9. Security.--Security provides readiness for action or counteraction and is enhanced greatly by flexibility. Flexibility in mind, organization, and means contributes to security. Its attainment embraces all measures designed to avoid being surprised or interfered with seriously, and the retention of freedom of action. Security does not imply undue caution and avoidance of all risks, for bold action is essential to success in war. When security is provided, unexpected developments will not seriously interfere with the attainment of the mission.
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c. Application.--The principles of war act as a checklist for the commander in order to apply combat power effectively and reduce his unit's vulnerability. A review of military history will demonstrate that commanders who have adhered to those principles have most often enjoyed success on the battlefield. There have been, of course, exceptions to the rule; however, these exceptions prove the rule that any attempt to rigidly apply all the principles to all battlefield environments may lead to defeat. The commander should recognize the need to apply the principles as flexibly as all other tactical principles, based on the circumstances with which he is confronted. Flexibility in the application of principles is as important as flexibility in the application of combat power on the battlefield. No commander can rigidly follow the examples provided by doctrinal resources, but must modify them according to his mission, the situation, and the terrain over which he is fighting.

1404. ESTIMATE OF THE SITUATION

On being assigned a mission, the commander is faced with determining the best way to accomplish it. A systematic method of selecting the course of action which offers greatest possibility of success has been developed and time-tested to aid the commander. The problem solving process used in arriving at a decision is called the estimate of the situation. The more formal estimates used by commanders of units with a staff capability may be too cumbersome for the rifle company unit leader. His estimates are mental and without staff aid. Estimating the situation is a continuing process. The estimate upon which his initial course was based is continually reviewed as the situation develops. This process may culminate in revision or rejection of the initial course of action. Once a decision is reached and the unit is committed to action and as new facts become apparent, the commander evaluates such facts to determine whether he should continue his current course of action or adopt a new course. The estimate provides for the logical and orderly examination of the mission, enemy, terrain and weather, and the troops and fire support available in developing the course of action offering the greatest possibility of success. The estimate is often referred to by the term "METT." METT is formed by the first letters of each consideration. The course of action selected from the application of METT to the unit situation is translated into a concise statement of what the unit will do. It answers the questions Who?, What?, When?, Where?, How?, and Why?

a. Mission.--The mission assigned is a clear, concise statement of the tasks to be performed. It must be carefully examined and thoroughly understood as it is the basis for all actions of the unit until it is accomplished. The mission may be assigned in its entirety by higher authority, may be deduced in part by the commander concerned, or exceptionally, may be developed entirely on his own initiative.

(1) Deduced Mission.--The commander will frequently be assigned a mission in such simple terms as "attack and seize Hill Y." When he studies the terrain and general situation, he determines that Hill X intervenes between his unit and Hill Y, his assigned objective. He further determines that the enemy occupies Hill X and dominates his area of operation and logistical approaches to Hill Y. He may logically deduce that it will be necessary for him first to seize Hill X in accomplishing the assigned mission. The seizure of Hill X becomes a deduced mission for his command, and he must include that task in his announced plan. The deduced mission is that portion of the overall stated task (normally translated in the unit

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commander’s order as intermediate objectives) which is developed on the commander’s initiative and which results from such needs as:

(a) To increase observation of the final objective.
(b) To secure firing positions which will accommodate the displacement forward of supporting weapons.
(c) To increase fields of fire from which the support element (base of fire) may more effectively support the seizure of the assigned objective by the maneuver element.
(d) To offer the commander a position to confirm or reject the initial concept for the seizure of the assigned objective, based on a more complete and accurate estimate of the situation.
(e) To serve as a control measure enabling the commander to better control and coordinate the attack.

2) Implied Mission.—The mission may be developed entirely by the commander concerned. At company and platoon level, the opportunities for developing the stated task of the unit are relatively rare and are usually confined to units performing advance guard and advance party functions for larger march units. A company commander assigned the advance guard mission for a larger march unit at times may find it necessary to deploy from the march column formation and attack to ensure the uninterrupted advance of the march column. It is implicit in his assignment as advance guard that he has the prerogative to do so on his own initiative. Similarly, the advance party platoon commander of that same company has the same prerogative implicit in his assignment as advance party. The actual stated attack mission of both march elements is developed entirely by the respective commanders within the broad guidelines of their assignments to ensure the uninterrupted advance of the larger march units following them.

b. Enemy.—A careful analysis of the enemy situation is made to establish as much detailed information concerning him as time permits. Such information is derived from many sources. At the company and platoon level, information is obtained from the senior headquarters’ operation order, intelligence reports and summaries, and individual and subordinate unit reports. Information obtained is often confirmed or amplified during the commander’s reconnaissance troop leading step. All available information is assimilated and mentally sifted to provide as much detail of the enemy situation as possible. As much of the following information as possible is important to the development of sound plans:

1. Strength.
2. Composition.
3. Location.
5. Tactical dispositions.
(7) Capabilities.

(8) Recent significant activities.

c. Terrain and weather.--The terrain and weather affect all planned actions of the rifle company and platoon. The effects of weather and terrain are studied from both friendly and enemy viewpoints. Rifle units take full advantage of the terrain in closing with the enemy. Both present and predicted weather can have an effect upon visibility, movement, trafficability, and fire support. Most often the primary concerns of unit leaders at company and platoon level are the military aspects of the terrain and the degree of visibility permitted by the weather. The military aspects of the terrain are considered as follows:

(1) Observation and fields of fire.--Observation is the ability of the unit to see the enemy locations. It assists in gathering information about the enemy, in accurately directing fire on him, and in controlling troops. Fields of fire are the areas that a weapon or group of weapons can cover and are essential to the effective employment of direct fire weapons. The commander considers the available observation and fields of fire both from friendly and enemy points of view. He employs available friendly observation and fields of fire to maximum advantage in delivering fire upon the enemy. Schemes of maneuver are developed which avoid areas in which the enemy can employ his weapons against friendly units with the greatest effect.

(2) Cover and concealment.--Cover is protection from enemy fire; concealment is protection from enemy observation. The commander evaluates the available cover and concealment as it affects both his unit and the enemy. He considers cover from the standpoint of protection from flat trajectory, high angle, and nuclear fires. Though his primary concern in evaluating concealment is protection from ground observation, he is careful to consider protection from air observation commensurate with the importance placed on it by the nature of the operation and the security considerations of higher headquarters. Terrain features which provide cover also provide concealment but little or no cover, especially from indirect fire weapons. Such terrain may amplify the secondary blast effects of nuclear fires.

(3) Obstacles

(a) Obstacles are either natural or artificial features which prevent or impede military movement. To be effective, obstacles must be covered by fire and observation. Natural obstacles include the following:

1. Unfordable streams.
2. Swamps.
4. Lakes.

(b) The commander is careful to consider the use of artificial obstacles in support of his own operations. He evaluates the effects
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of enemy employment of artificial obstacles on his plans. Artificial obstacles include the following:

1. Those resulting from nuclear fires.
2. Areas subjected to chemical attack.
4. Barbed wire.
5. Roadblocks.
6. Antitank ditches.

(c) All effects of obstacles to friendly and enemy movements of foot troops and wheeled and tracked vehicles are evaluated as they pertain to the particular operation.

(4) Key Terrain.--Any locality or area, the seizure or retention of which affords a marked advantage to either combatant, is key terrain. At company and platoon level, the advantage gained from key terrain is primarily related to the superiority in observation and fields of fire inherent in that particular feature. As a result, key terrain is usually associated with dominant terrain in a company or platoon area of operation. In built-up areas, particular structures within the area may provide observation and fields of fire. The commander studies the terrain features within and adjacent to his zone or area to determine their effect on his unit's operation.

(5) Avenues of Approach

(a) An avenue of approach is terrain that provides a relatively advantageous route by which a force of a particular size may reach a key terrain feature. A desirable avenue of approach provides the following advantages:

1. Observation and fields of fire for the using unit.
2. Cover and concealment from the defender's observa-
tion and fire.
3. Minimum obstacles.
4. Ease of movement.
5. Sufficient maneuver space for the using unit.
6. Rapid access to key terrain.

(b) The attacking company commander focuses his attention on those avenues of approach which he anticipates can accommodate platoon size forces. The platoon commander's interest is focused on avenues which will accommodate squads or the entire platoon. A close evaluation of avenues of approach is of particular importance to small unit leaders. Schemes of maneuver are largely determined by the avenues of approach. The defending commander studies the terrain to determine those avenues of approach available to the enemy which lead into key terrain or into his flanks or rear.

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**d. Troops and Fire Support Available.**—Consideration is given to the effective personnel strengths of the rifle units to be employed in the operation and the fire support available to them.

(1) Deficiencies in the personnel strengths of subordinate units may influence the formation for the attack or defense. In ensuring the impact of the assault, it may be necessary to use larger quantities of understrength subordinate rifle units in the assault echelon to provide adequate troop strength. In the defense, a greater employment of understrength rifle units forward may be necessary to produce a reasonable volume of small arms fire.

(2) The fire support available from all sources is carefully evaluated. Consideration is given to the employment of organic and nonorganic direct and indirect fires. Operation orders of the next higher echelon provide information concerning the support available and the degree of control over the supporting fires retained by the superior commander. Consideration is given to all supporting fires as the basis for developing a fire support plan which provides for the integrated employment of all types of fire in covering the advance of maneuver elements.

1405. **TROOP LEADING PROCEDURE**

Troop leading procedure is the logical sequence of action the commander follows while receiving, preparing for, and executing an assigned mission, and making best use of his time, facilities, and personnel. As discussed in this paragraph, troop leading procedure is appropriate for all troop leaders within the company for all types of operations.

**a. Receipt of Mission**

(1) **Company Commander**

(a) The rifle company commander frequently receives a battalion warning order which permits early planning and initial preparation for the operation. Included in the warning order is information pertaining to issuance of the battalion operation order. Based on the battalion warning order, the company commander initiates a warning order to his subordinates and decides who will accompany him to receive the battalion operation order. He normally takes the following individuals with him:

1. Weapons platoon commander.
2. Artillery forward observer.
3. Leaders of attached and direct supporting units.
4. Company messenger with the company tactical radio.

(b) Realizing that time is usually at a premium, the company commander takes the necessary equipment (binoculars, map, and notebook) and selected leaders to assist in formulating plans. The executive officer is left to prepare the company for combat and comes forward with the rifle platoon commanders to a designated location to receive the company commander's operation order. In instances where the executive officer's presence with the company is not required to continue preparation for the operation, he may accompany the commander throughout the receipt of mission and subsequent troop leading steps.
(2) Rifle Platoon Commander. The rifle platoon commander receives his mission from the company commander's operation order. The company order is normally an oral order. The platoon commander is summoned to a company vantage point from which a terrain orientation is conducted. The company commander points out the salient features of the terrain on which operations are to be conducted. The entire party is then withdrawn to a more covered and concealed position for issuance of the company order. At the conclusion of the company operation order, the platoon commander is prepared to conduct his troop leading steps. Proper preparation for receipt of the company order provides for the following:

(a) When the platoon is not in direct enemy contact, the platoon sergeant, time and duties permitting, should accompany the platoon commander to receive the company order and through the succeeding troop leading steps.

(b) The platoon continues preparation for the operation under control of the platoon guide or continues current operations under control of the platoon sergeant.

(c) The platoon messenger accompanies the platoon commander as primary means of communication with the platoon.

(d) The weapons platoon commander accompanies the commander to receive the battalion operation order, when the situation permits. After receipt of the battalion order, the company commander may direct the weapons platoon commander to accompany him on his reconnaissance or to conduct a separate reconnaissance. When a separate reconnaissance is conducted, the weapons platoon commander rearranges a subsequent meeting with the company commander to submit recommendations. Based on the battalion order, the company commander's concept of operation, and his own reconnaissance, the weapons platoon commander prepares recommendations for the employment of his platoon. His recommendations are incorporated into the company operation order. The weapons platoon sergeant and messenger join the weapons platoon commander to receive the company order. The platoon sergeant then accompanies the weapons platoon commander through the remaining troop leading steps. The messenger provides the primary communication means with the platoon.

b. Troop Leading Steps.—The troop leading steps are a logical and orderly process for making the best use of time, facilities, and personnel in preparing for and executing an assigned mission. Depending on circumstances, the level of command, and the type of operations, some steps may be accomplished before others. In urgent situations, all steps may not be necessary or possible. The degree of consideration for each step may vary in accordance with the operation. Time is usually the governing factor in the application of the steps. The steps discussed here are appropriate for all leaders in the rifle company.

(1) Begin Planning

(a) Use of Available Time.—To ensure that subordinates are provided sufficient time for planning, the commander plans the best use of available time. The interval of time between receipt of the operation order and the time at which it is to be executed is subdivided. The commander sets aside a portion of the time for his own reconnaissance and planning and must reserve adequate time for planning and reconnaissance on
the part of his subordinates. In instances where troop movements and planning cannot be conducted concurrently, a portion of the available time must be reserved for the movement of troops to the location from which the commander intends to initiate operations.

(b) Begin the Estimate.--The commander makes a preliminary estimate of the situation based on the content of the order received from the next senior echelon and the terrain as seen from the vantage point and map, aerial photo, or terrain sketch. (See par. 1404.)

(c) Make a Preliminary Plan.--A tentative plan is developed as a basis for future planning. Its basis is the preliminary estimate just completed. Reconnaissance will often require alteration or rejection of the preliminary plan.

(2) Complete Arrangements for the Following:

(a) Movement of the Unit.--Sufficient information is provided to the subordinate responsible for controlling the movement. (See par. 1406c.)

(b) Reconnaissance.--Planning for the reconnaissance includes consideration of the route, persons to accompany the commander, and specific instructions to selected supporting and attached leaders concerning their roles in the reconnaissance. The route is usually planned to offset a prearranged schedule of meetings with adjacent and supporting unit leaders for the purpose of coordination. (See par. 1406c.)

(c) Issuance of the Order.--Subordinate leaders are notified of the time and place at which the commander will issue his order. Notification is usually effected after the vantage point has been selected. Messengers accompany the commander on reconnaissance for this purpose. (See par. 1406c.)

(d) Coordination.--Most adjacent and supporting unit leaders with whom coordination is desired are present when the higher echelon order is received. The commander confers with them and establishes times and locations at which to coordinate plans. The reconnaissance route and schedule are strongly influenced by these prearranged meetings.

(3) Make a Reconnaissance

(a) On his reconnaissance, the commander continues the estimate process in accordance with his terrain analysis and the enemy strengths, locations, and dispositions. He reviews his preliminary estimate in conformity with new information gained. His preliminary plan is altered accordingly.

(b) He selects a vantage point from which he intends to orient his subordinates on the terrain. Once the vantage point is selected, subordinates are notified of the time and place at which his order will be issued.

(c) Coordination is effected in accordance with the prearranged schedule.
(4) Complete the Plan
   (a) The commander receives recommendations.
   (b) The estimate is completed and a decision is made.
   (c) The commander prepares his operation order reflecting the decision.

(5) Issue the Order
   (a) At the appointed time, subordinate commanders are oriented on the terrain from the vantage point.
   (b) The commander issues his operation order.

(6) Supervise
   (a) The commander supervises subordinate planning and preparation.
   (b) Supervision is continuous throughout the conduct of the operation and is a key means of making the commander's presence felt on the battlefield.

1406. COMBAT PLANS AND ORDERS

The commander's decision is translated into action through the issuance of plans and orders which provide instructions and information to subordinate units. Combat plans and orders are those pertaining to operations and administration in the field as distinguished from routine orders associated with the Marine Corps directives system. This paragraph includes only those plans and orders commonly used at battalion level and below.

   a. Standing Operating Procedure.--SOP's are sets of instructions covering those features of operations which lend themselves to a definite or standardized procedure without loss of effectiveness. They prescribe methods and techniques for particular tactical and administrative units of the command which the commander desires to make routine. The established procedures are applicable, unless otherwise directed, in a particular case. Thus, the flexibility necessary in special situations is preserved.

   b. Operation Order.--An operation order is the expression of the manner in which the commander's decision will be implemented to accomplish the mission. It sets forth the situation, mission, decision, plan of action, and method of execution. The operation order converts the commander's decision into a plan of action, gives direction to the efforts of the command, and provides specific instructions to subordinate elements of the command. The order sets forth the who, what, when, where, and why of the commander's decision, together with enough of the how and why to ensure intelligent compliance. Operation orders may be either written or oral. (See app. A.)

   (1) Written Orders.--Written orders may be promulgated by message or other convenient form. The orders are issued directly to subordinate commanders or their representatives. Orders may be transmitted by electrical means, messenger, and/or liaison officer. Written orders are rarely used at the company level. When time permits, the battalion commander will normally use a written order in issuing instructions to his
companies. This is particularly true where the order contains considerable detail and requires precision in execution (e.g., a landing operation or a raid).

(2) Oral Orders.--An oral order is the most direct and satisfactory method of communicating the commander's decision to subordinate units. This method is most commonly used by company and platoon commanders. In a rapidly changing situation and in matters that are simple in nature, the battalion commander frequently issues oral orders.

(3) Techniques.--Clarity, simplicity, and timeliness are essentials of an operation order. Clear, concise sentences are most easily understood. In the interest of simplicity, commanders and leaders at each echelon should closely evaluate and issue only those facts received from a higher headquarters that are pertinent to their own subordinate unit leaders. The order must be issued in a timely fashion, sufficiently in advance of the time of execution to permit subordinate planning. Oral orders should be delivered in positive, direct, and confident tones using aggressive and forceful language.

(4) Format.--A standard form has been developed for an operation order in accordance with Standardization Agreement (STANAG) 2014. Use of the standard form promotes clarity and brevity. It presents information and instructions in a logical, easily assimilated manner, and serves as a checklist to help ensure that no important item has been overlooked. The sequence shown in figure 6 is used by commanders at all echelons. Paragraph numbers and paragraph titles shown are not normally stated in oral orders.

(5) Annexes.--An annex is a document appended to and forming a part of a complete plan, order, or other document. It pertains to a particular type of activity or subject, and may be prepared in any form appropriate to the subject matter. Annexes contribute to the brevity and clarity of the parent order by removing from it voluminous details or those which are not of general interest. The company commander refers to appropriate annexes in determining the details of his unit organization and employment in the operation. Where annex information is provided, reference is made to it in the body of the battalion operation order.

(6) Attachments.--The battalion operation order may specify attachments to the rifle company in one of three ways. The company commander determines what attachments will be made to his company by consulting one of the following:

(a) Task Organization Annex.--Each task grouping which is to receive a tactical mission in the execution portion of the order may be shown along with its component elements in an annex to the battalion operation order.

(b) Task Organization Entry.--An entry preceding paragraph 1 of the order may show the components of a task grouping as in an annex.

(c) Execution Paragraph.--Attachments to the rifle company may be shown in the execution subparagraph of the battalion operation order.
1. SITUATION
   a. Enemy Forces.--(Situation, capabilities, indications.)
   b. Friendly Forces.--(Missions and locations of higher, adjacent, and supporting units.)
   c. Attachments and Detachments.--(Units attached to or detached from the issuing unit by higher headquarters and effective times.
   d. Commander's Evaluation.--(An optional subparagraph that may be used to present the commander's evaluation of the situation.)

2. MISSION
   (State the mission of the issuing unit. The stated mission includes the missions assigned by higher echelon and may state missions deduced by the commander of the issuing unit. Missions are stated in the order of their expected accomplishment.)

3. EXECUTION
   (The first subparagraph gives a summary of the scheme of maneuver and fire support plan of the tactical plan, but does not specifically designate the units accomplishing the tasks. The succeeding subparagraphs assign missions to each organic and attached unit in logical sequence. The next to last subparagraph designates the reserve and its assigned mission. The last subparagraph lists the coordinating instructions common to two or more subordinate units.)

4. SERVICE SUPPORT
   (Supply, evacuation, transportation, service, personnel, and miscellaneous information are included in the paragraph.)

5. COMMAND AND SIGNAL
   a. (Signal instructions and information.)
   b. (Command posts, location of commander.)

Figure 6.--Operation Order Format.

   c. Warning Order.--Warning orders give advance notice of an order or action to follow. Their purpose is to provide subordinates with maximum time available in preparation for the contemplated operation or action. A warning order contains as much information as is available and such instructions as are necessary at the time. Warning orders normally take the form of brief oral or written messages and adhere as closely as possible to the sequence of the standard form. Operational warning orders are used extensively at battalion and company level.

   (1) The company commander's use of a warning order is usually prompted by receipt of a warning order or operation order from battalion, probable employment of his reserve, or probable changes in the employment of subordinate units.
(2) The platoon commander issues warning orders on receipt of warning orders from the company or as otherwise appropriate in alerting subordinates to new situations requiring their consideration and planning efforts.

d. Overlay Operation Order.--An overlay type operation order is one in which as much of the information and instructions as possible are shown graphically on overlay paper. The overlay is amplified with a brief written portion using the standard form. The overlay order permits rapid preparation, promotes brevity, and increases clarity since recipients can see as well as read what is intended. The battalion commander makes frequent use of this type order in changing situations.

e. Fragmentary Operation Order.--Fragmentary orders are issued when the time element precludes issuance of a complete order. They are designed to ensure continuous action as a situation develops or as decisions are made. Fragmentary orders omit elements found in a complete order which have not changed since issuance of the last complete order or are unavailable or incomplete at the time of issue. Fragmentary orders follow the sequence of the related standard order. At a minimum, they contain paragraphs 2 and 3 of the standard order but can include information contained in the other paragraphs. The battalion commander uses the fragmentary order extensively in fast moving situations. Fragmentary orders are supplemented by visits, messages, and other fragmentary orders until the action is completed or a complete order is issued.

(1) Company Use.--The rifle company commander relies extensively on use of the fragmentary order. When the company mission results from receipt of a fragmentary order from battalion, the company commander employs the fragmentary form in assigning tasks to his subordinates. He may use the fragmentary order when there is insufficient time for the preparation of a complete order. The company commander finds the fragmentary order particularly useful as a control means in offensive operations involving deduced missions for the company. Having deduced that it will be necessary to seize Hill X in order to accomplish his assigned mission of seizing Hill Y, the company commander issues a complete order assigning tasks for the seizure of X. On seizing X and when prepared to continue operations, he then issues a fragmentary order assigning tasks to continue operations in order to seize Hill Y. Using the fragmentary order in conjunction with the succeeding terrain objectives permits the company commander to reestablish positive control prior to initiating the next phase of the operation. Both the initial order and a subsequent fragmentary order make the company's ultimate mission perfectly clear.

(2) Platoon Use.--The platoon commander makes extensive use of the fragmentary order. His use of the order is prompted by receipt of a fragmentary order from the company or insufficient time to prepare a complete order. He may also employ the fragmentary order as a control means in operations involving deduced missions. In such cases, his employment of the order conforms to that described above for the company commander.

e. Administrative/Logistics Order.--The administrative/logistics order is an order covering administrative and logistic support details for tactical operations. At company level and below, such information is contained in paragraph 4 of the operation order. At battalion level, the administrative and logistic support details may be presented in separate administrative and logistic orders. The company
commander refers to the administrative/logistics order to extract information for his own order pertaining to the following:

1. Materiel and services (supply, transportation, services, labor, etc.).
2. Medical evacuation and hospitalization.
3. Personnel.
4. Civil-military cooperation.
5. Miscellaneous.

4. Combat Plan.--A plan may be either administrative or tactical in nature. There is a basic difference between an order and a plan. An order carries with it the obligation of immediate execution or execution at the time prescribed therein. A plan is based on assumptions, and the anticipated time or circumstances of its execution are tentatively stated. A plan is normally issued well in advance of the prescribed action and is executed when prescribed conditions are met or on order or signal. A plan, when ordered executed, becomes an order.

h. Outline Plan.--An outline or draft plan is a preliminary plan covering the mission, concept, basic undertakings, and scope of operations. Outline plans are prepared and issued to provide subordinate commanders a basis for concurrent and coordinate planning. Outline plans are sometimes employed at battalion level as planning guidance in preparation for amphibious, helicopterborn, and air movement operations.

1407. COMBAT RECORDS AND REPORTS

Combat records and reports are important aids to efficient unit operations. Proper utilization of essential reports aids in planning and supervising operations. They are designed to keep information available for present and future operations and to record the unit's activities for historical purposes. The infantry battalion commander, with the aid of his staff, is responsible for maintaining certain combat records and forwarding reports to higher echelons. A major portion of the information included in his combat records and reports is obtained from various reports required of the rifle companies. The rifle company commander is responsible for the timely submission of such combat reports as the battalion commander may direct. Battalion SOP's and/or operation plans and orders provide detailed information concerning submission of reports.

a. Personnel Status Report.--The purpose of the personnel status report is to provide the battalion commander and his staff with information of the personnel situation as it affects the combat efficiency of each of his subordinate commands. The company commanders are responsible for its preparation and submission. The report reflects the officer and enlisted strengths and casualties for the period covered. It may contain information as to prisoners of war captured and evacuated. It is usually submitted daily. The statistical data on which it is based is maintained at the company command post.

b. Operational Situation Report (SitRep).--As changes in the company tactical situation develop, the company commander makes reports of the
existing situation to the battalion. Any information affecting the company's tactical dispositions or ability to accomplish its mission is included. Enemy activities affecting the company's tactical dispositions, casualties sustained, and logistic deficiencies, when they endanger accomplishment of the assigned mission, are of tactical concern and may be included in the operational situation report. Routine logistic requirements are reported and/or requested by other means. Operational situation reports are normally made as changes occur but may be of a periodic nature in static situations or at the discretion of the battalion commander. For further details, see FMFM 3-1, Command and Staff Action.

c. Intelligence Reports.--The rifle company is an information collection agency for the infantry battalion. It is frequently given specific collection missions in the battalion operation order. Battalion SOP's or operation orders prescribe special measures to expedite the reporting of vital information. Information concerning the enemy, terrain, and shell reports are proper subject matter for intelligence reports and are reported as they occur in order of urgency. Reports are transmitted in the clear and are assigned message precedences in SOP's or operation orders which indicate the degree of urgency of their content. Leaders at all echelons have a continuing responsibility for the timely, complete, and accurate reporting of information concerning the enemy.

(1) Procedure.—Information must be reported as rapidly, accurately, and completely as possible and includes as much of the following as can be determined (SALUTE report):

(a) Size of enemy units.
(b) Activity.
(c) Location.
(d) Unit reporting.
(e) Time.
(f) Equipment.

(2) Urgency.—The content of the information contained in the report will indicate its relative importance to the tactical situation. Vital information is that which is likely to have an immediate serious effect on the battalion tactical situation and usually includes the following:

(a) Reports of initial contact with the enemy.
(b) Tank, mechanized, or motorized forces.
(c) Hostile counterattacks.
(d) Sightings of enemy aircraft or guided missiles.
(e) Indications of nuclear, biological, or chemical weapons employment.

d. Shell Reports (ShelRep) and Crater Analysis.—Shell reports and crater analysis are among the best sources of counterfire information and,
if possible, should be submitted immediately, even during the actual shelling, so that a fire mission, search, or surveillance of the origin of enemy shelling can be requested by company or battalion headquarters. The personal risk involved in requiring shell report teams to take and report crater analyses is often necessary for the effective neutralization of enemy artillery, rocket, or mortar fire. Personnel from forward observer teams are trained to take and report crater analyses. However, every rifle platoon should have personnel trained to take crater analyses, obtain shell fragments identification, submit sound azimuth reports and flash-to-bang reports, and trained in the proper use of the artillery counterfire information form (ACIF) used for transmitting these reports. (See fig. 7.) The artillery forward observer is best qualified to conduct the training; however, other well qualified instructors are available from any fire support unit.

e. Platoon Responsibility.--The platoon commander is responsible for the timely submission of the various types of reports mentioned in this paragraph. He submits such reports to the company as they occur. A notable exception is the personnel status report. The platoon commander does not prepare a personnel status report but provides information to the company commander, as required, for incorporation into the company personnel status report.
Section V. INTELLIGENCE AND COUNTERINTELLIGENCE

1501. GENERAL

a. Intelligence.--Intelligence is the product resulting from the collection, evaluation, analysis, integration, and interpretation of all available information which concerns one or more aspects of foreign nations or areas of operations and which is immediately or potentially significant to military planning and operations.

b. Combat Intelligence.--Combat intelligence is that knowledge of the enemy, weather, and geographical features required by a commander in the planning and conduct of tactical operations.

c. Information.--Information is unevaluated material of every description, including that derived from observations, reports, rumors, photographs, and other sources which, when analyzed, may produce intelligence.

d. Intelligence Process.--The intelligence process consists of the steps by which information is assembled and converted into intelligence and the resulting product made available to users. These steps are generally grouped into four phases:

1. Direction.--Direction is the determination of intelligence requirements, preparation of a collection plan, issuance of orders and requests to information collection agencies, and a continuous check on the productivity of collection agencies.

2. Collection.--Collection is the systematic procurement and selection of information pertinent to a given intelligence problem.

3. Processing.--Processing is the phase whereby information becomes intelligence through evaluation, analysis, integration, and interpretation.

4. Dissemination.--Dissemination is the conveyance of intelligence in suitable form (oral, graphic, or written) to agencies needing it.

e. Elements of Combat Intelligence

1. Weather.--The rifle company normally receives weather reports from the infantry battalion. They include forecasting information concerning temperatures, cloud conditions, visibility, surface winds, and precipitation. The information provided permits the company commander to evaluate the effects of weather upon planned tactical operations.

2. Light Conditions

   a. The battalion S-2 can provide information concerning the phases of the moon and times for sunset, sunrise, nautical twilight, moonrise, and moonset. This information can affect tactical operations and is valuable in scheduling attacks, movements, and patrols.
(b) The beginning of morning nautical twilight (BMNT) and the ending of evening nautical twilight (EENT) occur when the sun is 12 degrees below the horizon. Masking terrain and vegetation, fog, and haze will shorten the periods of twilight visibility. However, under good conditions and in the absence of other illumination, at BMNT and EENT the general outlines of objects can be seen, vision is limited to less than 400 meters, ground movement is not difficult, close coordination between individuals is facilitated, and the enemy can be approached within about 400 meters unobserved. When the sun is 0-6 degrees below horizon (civil twilight), sufficient light is available for normal daytime activities including observed artillery fire and close air support when weather and terrain are not limiting factors.

(3) Geographical Features.--The military aspects of terrain and hydrography are major concerns in the commander’s estimate of the situation and are important intelligence requirements in the planning and conduct of tactical operations. The concern is not only with those aspects that aid in accomplishing the mission, but how those aspects affect the enemy’s capabilities as well.

(4) Enemy.--Reliable information concerning the enemy strengths, locations, dispositions, and activities influences operational planning. Of particular interest to the company and small units is information concerning enemy positions and locations of automatic weapons, mortars, tanks, and antitank weapons, as well as the locations of minefields and obstacles.

1502. COLLECTION OF INFORMATION

The need for information concerning the terrain in the area of operations and the enemy forces is a continuing one. On receipt of a specific mission, the battalion commander often finds that there are gaps in the information he has available. Some informational gaps must be answered in order for the battalion commander to make a sound tactical decision, conduct a maneuver, or avoid being surprised. Occasionally, the company commander and platoon commander may require answers to fill informational gaps.

a. Essential Elements of Information (EEI).--The items of information which are considered most critical and must be answered are termed the commander’s essential elements of information.

(1) Company and Platoon EEI’s.--The rifle company and platoon are generally concerned with the enemy forces directly opposing them as to locations, dispositions, strengths, and armament. Terrain information may occasionally be deemed critical. Care is taken to limit the number of EEI’s to those that are critical. Inclusion of nice-to-know items obscures and weakens the collection effort.

(2) Battalion EEI’s.--Battalion EEI’s are directive in nature and the rifle companies endeavor, within their capabilities, to provide information which contributes to answering them.

b. Collection Planning.--At the company and platoon level the greatest problem encountered in the collection of information is the limited time available from the receipt of an order to its execution. To compensate, rifle company and platoon commanders continually stress the importance of reporting information and remain aware of the capabilities of all
means available for gaining information. In determining his own EEI or on
receiving EEI from higher echelons, commanders determine what sources may
likely provide the desired information.

(1) Enemy.--The source of much of the information relating
to combat intelligence is the enemy himself. The quantity and types of
information concerning the enemy's activity are limited by the means
available to detect and observe them and his ability to mask his actions.

(a) Prisoners of War.--Prisoners of war are one of the
most valuable sources of information concerning the enemy. The interro-
gation of prisoners of war is normally conducted by trained interrogators.
The rifle company commander makes specific requests for information to the
battalion. When the tactical situation prohibits the rapid evacuation of
prisoners, tactical interrogation, utilizing locally available interpret-
ers, may be conducted by the capturing company. Such interrogations seek
information of immediate tactical value. Information produced by untrained
interrogators is frequently unreliable; therefore, untrained interrogators
should not be used, if possible. As most prisoners are captured by small
units in contact with the enemy, small unit leaders and commanders ensure
that all personnel understand and apply the techniques for handling pris-
oners of war outlined in FMFM 6-5, Marine Rifle Squad. The platoon and/or
company commanders ensure that all prisoners are tagged and that the
required information is shown on each prisoner's tag prior to evacuating
them. Tag information includes the date/time of capture, the place of
capture, circumstances of capture, and the unit making the capture.

(b) Enemy Documents and Material. Captured documents are
an important part of the intelligence collection effort. In many cases,
enemy unit designations are more valuable in order of battle studies if
the precise location and time of capture are known. Documents are tagged
and show the same general information as is required for captured pris-
oners. Enemy dead and prisoners of war are lucrative sources of informa-
tion and documents. When documents are removed from a prisoner of war,
care is taken to ensure that future interrogators are able to associate
the documents with the prisoner from whom they were taken. Documents
are evacuated to the rear with the prisoner from whom removed. Captured
enemy material, though generally not of immediate tactical value, may pro-
vide valuable technical intelligence. The collection of both documents
and material is ensured only by appropriate training and supervision of
small units and individual Marines.

(c) Enemy Shelling.--Observed enemy artillery and/or
mortar fire and the analysis of resulting craters are a source of informa-
tion frequently available to the small unit. Detailed instructions con-
cerning shelling report procedures are contained in FMFM 6-5, Marine Rifle
Squad, or FMFM 7-4, Field Artillery Support. (See fig. 7.)

(2) Maps and Photographs.--Maps and photographs are of value to
all rifle unit leaders as sources of information concerning the geographi-
cal aspects of the area of operations. Planning includes considering the
use of maps or special or larger scale than normal, blowups of available
scales, or pinpoint photography of particular objectives. Such requests
are made to the battalion S-2.

(3) Higher Echelons.--Higher echelons may be able to assist in
answering the EEI's of small units. Platoon and company requests for infor-
mation to their respective higher echelons should be as specific as possible.

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(4) Indigenous Personnel.--Indigenous personnel who have been within enemy controlled areas may be valuable sources of information, particularly concerning terrain. They also may have knowledge of enemy installations and activities.

**c. Collection Agencies**

(1) Rifle Company.--The rifle company plays a vital role in combat as a collection agency. Being in close contact with the enemy and often the first friendly unit to cross previously held enemy terrain, the rifle company gains considerable information about the enemy's strength, location, and armament; trafficability of the terrain; and status of bridges and key facilities. In addition, company elements capture prisoners, documents, and material. Small units are the first to be contacted by line crossers and defectors and are the initial targets of, and defense against, enemy reconnaissance efforts.

(2) Individual Marine.--The individual Marine is the most valuable single information collection agency available at the rifle company level. His value is directly proportional to the training and supervision he receives. An understanding and appreciation of his role in the intelligence process and training and supervision in the techniques of collecting, handling, and reporting information have a direct bearing on the value of the following:

(a) Patrolling.--Patrolling is the primary means of obtaining information at the company level. To obtain maximum results, it is important that patrols be carefully briefed concerning the EEI which they are endeavoring to provide. The value of a patrol is directly related to the ability of the patrol to report what it has observed in meaningful terms. The company commander ensures this by adequately debriefing patrols on their completion.

(b) Observation Posts.--Observation posts provide visual coverage of a considerable area with a minimum expenditure of personnel. They are able to render detailed reports of events occurring within their sectors of observation and to recount the sequence of those events, permitting recognition of the relationships existing between various occurrences.

(c) Listening Posts.--Listening posts are essentially local security elements, but may provide information of value concerning enemy movements, sounds, and lights in their vicinity. The employment of listening posts in coordination with electronics and other surveillance devices such as seismic intrusion devices and starlight scopes should be considered to provide the most complete results.

(d) Forward Observer Teams.--Forward observer teams from various supporting arms are valuable sources of information concerning the enemy and terrain. They are carefully briefed on appropriate EEI's.

(e) Ground Surveillance Radar Teams.--Ground surveillance radar teams from the battalion may be attached to or operate in the vicinity of the rifle company or platoon. The company commander and platoon commander coordinate with them to ensure that information of interest obtained by the team is made available.
(f) Air Observation.--Observation aircraft may occasionally support the battalion. An air observer may be employed to support the company, a platoon, or patrol for a specific mission on request to the battalion S-2.

(g) Optical, Mechanical, and Electronic Devices.--The infrared telescope assembly weapon sights, starlight scopes, binocular binocular devices, and surveillance radars available from the battalion increase the night surveillance capabilities of the observation posts, listening posts, and patrols. Tactical remote sensors in support of the battalion may be requested to increase the surveillance capabilities.

d. Collection Effort.--After selecting those sources and agencies most suitable to secure the required information, the commander designates specific missions and specific questions to be answered. Orders and requests for the collection of information which are given in generalities will result in answers that are vague and incomplete.

1503. PROCESSING AND USE OF COMBAT INTELLIGENCE

a. General.--Processing of intelligence is accomplished by judging the credibility of collected information, drawing pertinent inferences from an analysis thereof, and when appropriate, interpreting such inferences in the perspective of planning.

b. Processing.--Processing, the task of converting information into intelligence, involves three steps:

(1) Recording.--Recording information serves to provide a record of events for subsequent study. The vast majority of information received at the company and platoon level can be carried in the commander's head, a small notebook, or indicated on his tactical map. Retaining the carbon copies of messages relaying collected information to the battalion will often suffice. Recording should act as an aid rather than a hindrance.

(2) Evaluation.--In evaluating information, rifle company unit commanders are most concerned with the reliability of its source or agency and its accuracy. Reliability is based on a background knowledge of each source or agency. Such items as the training and experience of personnel manning an observation post or the past performance of certain individuals on patrol should be considered. Accuracy means, "What is the probable truth of the information?" The most reliable method of judging the accuracy of information is to compare it with other information. In so doing, the following questions should be considered:

   (a) Is the reported fact or event at all possible?
   (b) Is the report consistent within itself?
   (c) Is the report confirmed by information from other sources?
   (d) Does the report agree or disagree in any way with other available information, particularly information whose accuracy is known?

(3) Interpretation.--The interpretation of information attempts to determine its significance and to arrive at conclusions relating to the
effect of this information on the enemy's capabilities and friendly operations. If, after carefully evaluating the information available to him, the commander is able to gauge the enemy's strength, location, and the general nature of his activity, he can apply this information to determine the enemy's ability to affect friendly operations. Terrain and weather conditions are then considered with respect to both friendly and enemy viewpoints.

c. Responsibility.--The functioning of the intelligence process and the availability of adequate combat intelligence are a command responsibility. As there are no designated intelligence personnel at the company level, the rifle company commander and platoon commander perform their intelligence functions by providing timely and accurate information to their respective higher echelons and by using information collected and the intelligence provided by the battalion in order to arrive at a decision, to conduct planning, to execute a maneuver, or to avoid being surprised.

1504. DISSEMINATION

a. Battle Dissemination.--The basic requirement of dissemination is to provide the information to those who need it in time to be of use to them. At company level and below, most dissemination takes place by personal contact. Radio, wire, or messenger may also be available. All company officers ensure that information which is deemed critical is transmitted and received by appropriate communication means.

b. Intelligence Summary (INTSUM's).--The INTSUM provides a summary of the intelligence situation covering a specific period (usually 6 hours). It contains information on significant enemy activity, estimated losses in personnel and material, new units and personalities, obstacles, administrative activities, weather and terrain conditions, capabilities and vulnerabilities, and a conclusion concerning the meaning of enemy activities in relation to the overall situation.

1505. COUNTERINTELLIGENCE

a. General.--Counterintelligence measures at the company level consist of denying the enemy information concerning friendly forces and the terrain, detecting his efforts to obtain such information, and deceiving or misleading him as to friendly capabilities, location, and intentions. Measures applied for one purpose frequently accomplish others. For example, patrol activities may be used to deny, to detect, and to deceive concurrently, while camouflage can be used to deny and deceive.

b. Denial Measures.--Counterintelligence emphasis at the company level and below is placed on denying the enemy information and neutralizing his efforts to gain information concerning friendly forces.

(1) All personnel are instructed in their behavior if captured to ensure that no information of intelligence value comes to the enemy by interrogation.

(2) Letters, personal papers, photographs, and other information which could prove of value to the enemy are collected prior to an action. Particular care is taken to ensure that personnel moving forward of friendly lines do not have material of this nature in their possession.
(3) Camouflage, noise, and light discipline are enforced, and available cover or concealment are utilized when the unit is exposed to possible enemy observation.

(4) The challenge and password are properly used.

(5) Bivouacs, assembly areas, fire support bases, patrol bases, etc., are policed to ensure that no maps, messages, or other material of possible intelligence value are left behind.

(6) Specific instructions are issued on safeguarding military information and equipment, including the emergency destruction of documents (shackle sheets) and equipment (radio crystals) of value to the enemy, when capture is imminent.

(7) All personnel should receive instruction in correct voice radio communication procedures to avoid disclosing information.

(8) Care must be taken that refugees, line crossers, and other civilians in or passing through the area, see and hear as little as possible of friendly operations. A good enemy agent will seldom be detected through casual observation. All civilians must be treated as though they are potential enemy agents until cleared by higher authority.

1506. INTELLIGENCE TRAINING

a. Basic Objectives.--In combat, the rifle company is often so busy fighting or reorganizing that they neglect or disregard critical aspects of the intelligence process. The collection, handling, and reporting of information of potential intelligence value must be an automatic, reflex action by all Marines regardless of rank or assignment. To this end, all personnel should be indoctrinated with their individual importance and responsibility in accomplishing the following:

(1) Collecting and reporting information concerning an actual or potential enemy and the area of operations.

(2) Denying information of friendly forces to unauthorized persons.

b. Training of the Individual Marine.--Every Marine who has occasion to observe significant facts concerning the enemy in the area of operations is a potential intelligence source. He should be taught what to look for and to recognize what he sees. Likewise, every individual has certain counterintelligence responsibilities; therefore, training must also be conducted in that aspect of denying information to the enemy. All officers and enlisted men should receive training in the following subjects:

(1) Intelligence Subjects
   (a) Nature and purpose of combat intelligence and counterintelligence.
   (b) Secrecy discipline.
   (c) Defense against hostile efforts toward subversion and espionage.
(d) Handling of prisoners of war, enemy deserters, civilians, evaders and escapees, and captured documents and material.

(e) Use of countersigns.

(f) Shelling reports.

(g) Enemy identifications; e.g., uniforms, insignia, and recognition of mechanized vehicles, aircraft, and ships.

(h) Actions in the event of possible espionage, subversion, or sabotage.

(i) Characteristics of the projected area of operations; nature and attitude of the civilian populace.

(2) Related Subjects

(a) Map and aerial photo reading.

(b) Use of available means of communication.

(c) Observation and reporting; emphasis on accurate reporting of facts.

(d) Camouflage.

(e) Survival, evasion, resistance to interrogation, and escape.

(f) Code of conduct.

C. Integration of Intelligence Training. It is difficult to simulate in training those combat conditions in which prompt, accurate, and complete information of the enemy becomes a vital necessity. However, realism should be stressed throughout all aspects of intelligence training. The use of aggressors helps improve realism and makes the commander and troops conscious of the enemy as a real opposing force. Maximum advantage should be taken of field exercises in which the enemy is represented by actual troops in order to inject realism into intelligence training. Careful integration of the intelligence training program with other training enhances the value of both the intelligence and the non-intelligence training.

1507. AMPHIBIOUS OPERATION

a. General.--In planning for an amphibious operation, the rifle company is completely dependent upon higher headquarters for intelligence. This dependence in no way relieves the company commander of the responsibility for initiating requests to the S-2 for information required to conduct operations ashore. See FMFM 2-1, Intelligence, for details concerning intelligence in the amphibious operation.

b. Basic Requirements.--Basic intelligence requirements at all echelons of the command emphasize the enemy situation, hydrographic conditions, landing beaches, weather conditions, and terrain. The company commander carefully reviews each of these requirements to determine
specific items of information desired and makes his requirements known to
the battalion landing team (BLT) S-2.

(1) Enemy Situation.--Information concerning the enemy situation
is often extremely vague, particularly early in the planning of an amphibi-
ous operation. The company commander requires information relating to the
specifics of the enemy situation ashore and in his zone of action.

(2) Hydrographic Conditions.--The company commander's interest
in the hydrographic conditions of the objective area generally centers
around troop indoctrination and training and his own planning. The tide
level relative to the beach gradient greatly influences the beaching of
landing craft. A falling tide may cause craft to ground far off the beach
proper, compelling the troops to wade a great distance to shore.

(3) Light Conditions.--Light conditions in the objective area
are of significance in planning. (See par. 1501e.)

(4) Landing Beaches.--The configuration and characteristics of
the beach are of interest to the company commander in planning.

(a) Configuration.--The configuration of the landing
beach; i.e., straight, convex, concave, or combinations of these, will
have considerable bearing on the type of fire the enemy may be able to
deliver. A straight beach to some degree eliminates flanking or enfilade
fire, while a concave beach permits the defender to utilize enfilade and
interlocking fires. A straight beach lends no decisive advantage to either
the attacker or defender. A convex beach may be of advantage to an attacker
since it invites dispersion of hostile defensive fires and prevents effecti-
ve enfilade fires.

(b) Characteristics.--The beach gradient provides a basis
for estimating the effects of enemy beach obstacles. A long flat beach
permits the installation of obstacles. A steep beach lessens their effec-
tiveness and extent. Precipitous beach slopes can be negotiated by foot
troops and provide some cover from direct enemy fire. Narrow beaches ben-
efit the attacker as well, permitting him to reach concealment and cover
soon after landing. Woods or bluffs close to the beach can be an advantage
provided they do not greatly impede the advance of equipment or restrict
naval gunfire or air support. Since all types of landing craft have slop-
ing bottoms, the slope of the gradient determines how far offshore ground-
ing occurs. The greater the grounding distance from the beach, the longer
the troops are exposed to hostile fire and the more complex the problem of
unloading equipment and supplies.

(5) Weather and Terrain.--The rifle company commander is inter-
ested in such items as the frequency of morning ground fogs and astronomi-
cal data. Key terrain features that mask observation from points inland or
prevent ground observation, natural and artificial obstacles, concealment
and cover, as well as avenues of approach are studied. Where there is no
dominant terrain inland, defensible manmade features such as antitank
ditches, railroad banks, or small villages may have increased significance.
Sand dunes, sea walls, shell holes, bomb craters, and built-up areas pro-
vide cover from direct fire, while grasslands, cultivated areas, built-up
areas, and woods provide excellent concealment.
c. Intelligence Coordination.--Coordination with the BLT S-2 should be effected early in planning. Requirements for maps, charts, and aerial photography should be made known and the commander's EEI's reviewed to ensure that no confusion or misunderstanding exists as to the information required. The assault companies are often responsible for providing initial information concerning beach obstacles, enemy dispositions and strength, etc., to the BLT. Here too, coordination as to exact information required and priority are established.

1508. HELICOPTERBORNE OPERATIONS

a. General.--The intelligence requirements of the rifle company in the helicopterborne operation are basically the same as for other operations and emphasize terrain intelligence requirements related specifically to the landing zone and landing sites within the zone.

b. Enemy.--Special emphasis in helicopterborne operations is placed on the enemy's capability to:

(1) Redeploy forces in the landing zone prior to the assault, with particular attention to armor and air defense means.

(2) Attack helicopterborne forces during landing and reorganization.

(3) Reinforce the attacking or defending force.

(4) Employ civilians and quasi-military forces to interfere with the landings.

(5) Employ mines or similar hazards in landing sites.

c. Terrain.--Adequate terrain intelligence is needed to select landing sites and assembly areas and to plan for the seizure and defense of objectives. The nature and extent of the obstacles to enemy movement, particularly armor, are evaluated before preparation of barrier plans.

(1) Sources of Terrain Intelligence.--Prior to a helicopterborne operation, the rifle company commander requests maps of the objective area, small and large-scale aerial photography, aerial reconnaissance reports, terrain studies, descriptions of obstacles, and large scale terrain models.

(2) Landing Zone Data.--Information concerning the landing zone required to support planning and operations includes the following:

(a) Descriptions of prominent terrain, unusual natural or manmade formations, bodies of water, or other landmarks that aid in the orientation of disembarking troops.

(b) Information concerning surface materials present and soil trafficability within the sites is obtained. The former is related to the temporary loss of visibility or possible injury to troops and the latter to vehicular, troop, and logistic mobility. Loose dirt and sand may cause temporary loss of pilot visibility and temporary blindness of troops. Ashes blown into the eyes of pilots or troops will cause temporary incapacitation. Fire hazard is created in dry grasslands by hot exhaust gases.
Section VI. LOGISTICS

1601. GENERAL

The company commander has command responsibility for the logistics functions of the company and for the proper use of all supplies and equipment. The company commander exercises his responsibility through a small supply section. The section carries a prescribed load and handles the internal distribution of supplies for the company. The receipt of supplies and their internal distribution are performed by the supply sergeant. His logistics functions in combat operations are closely supervised by the company first sergeant or gunnery sergeant. The general supervision of administrative and logistics matters is normally accomplished by the executive officer.

1602. SUPPLY

a. The company distribution point is the local point for the receipt and issue of supplies. The distribution point is located within the company command post. Supplies are not stored at the distribution point but are issued as soon as possible after receipt. The distribution point should have as many of the following desirable characteristics as possible:

(1) Facilitates supplying the platoons.

(2) Located near a good road or trail to the rear.

(3) Provides adequate space.

(4) Is easily identifiable.

(5) Provides concealment from aerial observation.

(6) Affords cover from flat trajectory fire.

b. The rifle company employs two techniques of distribution in receiving and issuing supplies:

(1) Unit Distribution.--Unit distribution is a technique in which the agency issuing the supplies delivers them to the using unit. For example, when the battalion resupplies the rifle companies by delivering the items to the company distribution point, the company is being supplied by unit distribution. The rifle company normally receives supply support from the infantry battalion service elements by unit distribution.

(2) Supply Point Distribution.--Supply point distribution is a technique requiring the using unit to draw supplies from a distribution point and transport them to the unit's location for use. For example, if the platoons pick up required supplies at the company's distribution point, the company is dispensing supplies utilizing the supply point distribution technique. The rifle company normally employs this technique in providing logistic support to its platoons. On occasion, particularly when the company is assigned several motor transport vehicles, the supply point distribution technique may be employed by the battalion in supporting the
company. The battalion distribution technique may be a matter of unit SOP, may be contained in the battalion administrative/logistics plan, or may be contained in paragraph 4 of the battalion operation order.

c. Supply requirements are submitted to the battalion S-4 by informal, routine requests. Requests are based on the anticipated expenditure of supplies in supporting the company for one combat day. The company commander prescribes the supply load to be transported by the company and requisitions supplies accordingly. The prescribed load consists of the types and quantities of supplies prescribed by the company commander for the supply support of the platoons. The prescribed load is not a fixed quantity and may change to meet new tactical and/or logistics conditions. Prescribed loads for the rifle company are often established by the battalion. Establishing the prescribed load is influenced by the following:

(1) Mission.
(2) Enemy.
(3) Terrain.
(4) Weather.
(5) Transportation.
(6) Ease of resupply.

d. Aerial resupply by helicopter or fixed-wing aircraft may be requested when the existing tactical and logistics situations warrant. Timely requests are submitted to the S-4. The battalion administrative/logistics plan usually mentions available logistics air support.

(1) Resupply by helicopter requires that key members of the company be well trained in the procedures for selecting and marking the landing site, disengaging externally loaded supplies from the aircraft, and the use of basic signals in directing the helicopter. Fleet Marine Force unit SOP’s require units at company/battery level to train specified numbers of enlisted personnel in these procedures in cooperation with helicopter units.

(a) Local criteria for selecting and marking sites are covered in SOP’s.

(b) Basic procedures for disengaging externally loaded supplies are simple and require minimum training time. The helicopter is directed by hand signals until its external cargo is resting firmly on the ground. The nylon lifting ring is then detached from the aircraft lifting apparatus.

(c) See FMFM 3-3, Helicopterborne Operations, and FMFM 6-5, Marine Rifle Squad, for details concerning hand signals for directing helicopters and detaching their cargo loads.

(2) Aerial delivery of supplies by parachute from fixed-wing aircraft is usually employed when no other means of resupply is compatible with the existing tactical and logistics situation of the rifle company. An area of suitable size is marked in accordance with the unit SOP covering
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ground-to-air communications or instructions received from the infantry battalion. The accuracy of the drop and pilot's ease in locating the drop area are enhanced by the use of smoke. The smoke drift provides the pilot with current information concerning surface wind direction and speed.

1603. MOTOR TRANSPORT

a. The rifle company has no organic motor transport and relies on the infantry battalion for such support. The company's normal combat support requirements are provided for by the assignment of vehicles organic to the infantry battalion and are usually assigned in accordance with the battalion SOP. The motor transport requirements of the rifle company are largely determined by the company's prescribed load and the supply distribution technique established by the battalion commander for the operation.

b. The truck company, headquarters battalion, is the first echelon of command possessing the capability of transporting the entire rifle company in wheeled vehicles. Timely requests for this type support are submitted to the battalion S-4.

1604. MEDICAL

A medical team of 11 corpsmen is normally assigned to the rifle company. The team provides first aid for casualties and prepares them for evacuation, ensures that preventive medicine is practiced by making recommendations to the unit commanders concerning rigorous programs of field sanitation and personal hygiene, and provides immediate treatment of minor ailments. Field ambulance service and casualty evacuation procedures are contained in the battalion SOP or in the administrative/logistics order. Emergency casualty evacuation, special medical assistance, and other medical matters not specifically covered in battalion SOP's or administrative/logistics orders are requested through the S-4. See FMFM 4-5, Medical and Dental Support, for details.

1605. SERVICES

a. Maintenance.—Maintenance varies from minor preventive operations to highly specialized and technical repairs. Maintenance performed by the Marine Corps is grouped into three broad categories. For the purpose of providing flexibility and identifying the categories with elements of Marine Corps organization, the categories are subdivided into five echelons, numbered consecutively.

(1) Organizational Maintenance.—Maintenance performed by a using organization on its own equipment is known as organizational maintenance.

(a) First echelon maintenance is performed by equipment operators. This level of maintenance is primarily preventive in nature, and its effectiveness depends upon frequent inspection and supervision at all levels within the rifle company. Maintenance of weapons and equipment organic, assigned, or attached to the rifle company is limited to first echelon.

(b) Second echelon maintenance is performed by specially trained personnel provided for that purpose in the using organization. The infantry battalion performs second echelon maintenance of organic equipment.
Intermediate Maintenance.--Intermediate maintenance is authorized and performed by designated maintenance activities in direct support of using organizations.

(a) Third echelon maintenance units are authorized to carry a larger assortment of parts, assemblies and subassemblies, and more precise tools and test equipment than the infantry battalion. They also support lower maintenance echelons by providing technical assistance, mobile maintenance teams, and repair parts. Third echelon maintenance is performed by the force service support group (FSSG).

(b) Fourth echelon maintenance is performed by units organized as semifixed shops to serve lower maintenance echelons within a geographical area. Their principal function is to repair subassemblies, assemblies, and major items for return to lower echelons. Fourth echelon maintenance is performed by the FSSG.

(3) Depot Maintenance.--Depot maintenance is the fifth echelon. Depot maintenance units perform major overhaul or completely rebuild items evacuated to them. Fifth echelon maintenance is performed by Marine Corps logistics support bases.

(4) Disposition of Equipment.--Maintenance above first echelon is requested through the battalion S-4. Equipment requiring maintenance other than first echelon is repaired by mobile maintenance teams or evacuated to the battalion. Further determination of the maintenance echelon required to repair the equipment is done at the battalion level. When the equipment requiring maintenance is immobilized, the infantry battalion then arranges for its evacuation or on site repair.

b. Salvage.---Salvage operations include search, recovery, removal, and disposition of abandoned or captured supplies, material, property, and equipment. The rifle company has continuing responsibility for clearing salvage from the area in which it operates. During periods of relative inactivity in combat, the immediate company area is searched, and collected salvage is deposited on the line of drift designated in the battalion administrative/logistics order.

c. Other Services.---There are many other services available to the rifle company. Those mentioned in the battalion administrative/logistics order will be provided as outlined therein. Services not mentioned are requested through the S-4. Services available include:

(1) Field messin.
(2) Fumigation and bath units.
(3) Cobbler shop service.
(4) Field exchange units.
(5) Construction units.
CHAPTER 2
AMPHIBIOUS OPERATION

Section I. INTRODUCTION

2101. GENERAL

This chapter discusses the amphibious operation as it primarily concerns the rifle company's planning and conduct of operations as part of the battalion landing team. In isolated situations, the rifle company may be employed in independent amphibious operations. The techniques for conducting amphibious landings in connection with independent operations are very similar to those employed by assault companies in larger landings.

2102. CONCEPTS

a. General.--An amphibious operation is an attack launched from the sea by naval and landing forces embarked in ships or craft, involving a landing on a hostile shore. It is conducted for the purpose of prosecuting further combat operations, obtaining a site for an advanced naval or air base, or to deny the use of an area or facilities to the enemy.

b. Characteristics.--The amphibious operation integrates sea, air, and land forces in a concerted military effort. The force is balanced and capable of striking at a selected site within the enemy defense system. The salient limiting characteristic of the attacking forces is the necessity for building up combat power ashore from initial zero to full power in the face of certain natural forces including seas, surf, and features of hydrography not normally encountered in land warfare. The massing of troops and materiel, their movement to the objective area, and the landing impose unique tactical and logistics problems.
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d. Sequence.--The pattern of an amphibious operation is a well-defined sequence of events or activities. The general pattern is a succession of phases which may overlap in time, but occur in the following sequence:

(1) Planning.--The period extending from receipt of the initiating directive to embarkation. Planning, however, is a continuing process and overlaps other phases.

(2) Embarkation.--The period during which the forces, with their equipment and supplies, are embarked in the assigned shipping. This phase commences the operational phases of the amphibious assault.

(3) Rehearsal.--The period during which the prospective operation is rehearsed for the purposes of:
   (a) Testing the adequacy of plans, the timing of detailed operations, and the combat readiness of participating forces.
   (b) Ensuring that all echelons are familiar with plans.
   (c) Testing communications.

(4) Movement.--The period during which various components of the amphibious task force move from points of embarkation to the objective area. The movement may proceed via rehearsal, staging, and/or rendezvous areas and terminates with the arrival of the components of the amphibious task force at assigned positions in the objective area.

(5) Assault.--The period between the arrival of the major assault forces of the amphibious task force in the objective area and the accomplishment of the amphibious task force mission. The Marine Corps concept of the amphibious operation places primary emphasis on helicopterborne assault techniques, complemented, as required, by surface assault utilizing assault amphibious vehicles and landing craft. Helicopterborne amphibious assault enables the landing force to achieve a rapid buildup of combat power by expeditiously landing the assault elements with their equipment and supplies.

d. Termination.--The amphibious operation is terminated when specific conditions contained in the initiating directive are met. Usually one of these conditions is that the landing force must be firmly established ashore.
2201. GENERAL

a. Planning for the amphibious operation differs from normal operational planning for land warfare in the manner in which it is conducted and in the degree of detail involved. The assault of a defended littoral is a special form of attack conducted to overcome a well-developed and coordinated defensive system manned by an enemy who may have had months, or even years, to plan and develop his defenses. To ensure success, the attacker must fully exploit the means available; i.e., helicopter support, supporting weapons, and combat service support. Normally, the rifle company commander is not told how or in what manner his mission is to be accomplished; however, during planning, the BLT commander may make certain decisions that are ordinarily left to the rifle company commander in land combat such as formation for the attack.

b. Planning for amphibious operations is conducted in inverse order. That is, the first step in amphibious planning is to determine what physical objectives must be taken in order to accomplish the mission. Next, a scheme of maneuver is developed that will seize these objectives. That scheme determines the plan for landing which, in turn, determines the plan for debarkation. Finally, the plan for debarkation is used to determine the embarkation plan.

2202. FUNDAMENTALS OF AMPHIBIOUS PLANNING

a. General.—Amphibious planning is concurrent, parallel, and detailed. These features distinguish amphibious planning procedures from those of land warfare. The differences arise from the complex nature of the operation and a requirement for the totally integrated participation of forces from two or more Services.

b. Concurrent Planning.—Concurrent planning is conducted at all echelons of the same command and by corresponding echelons of different commands. Concurrent planning not only saves time, it also permits the early detection of problems at all echelons in order that they may be resolved quickly and allow the orderly continuation of the planning process. The BLT commander ensures that tentative decisions and plans and other information are made available to his subordinate units.

c. Parallel Planning.—Close and continuous coordination necessary between corresponding naval and troop echelons is termed parallel planning. The necessity for parallel planning arises from the need to coordinate two or more Services in a common effort. At the BLT level, such planning cannot begin until certain basic decisions have been announced by higher echelons.

d. Detailed Planning.—When the commander amphibious task force (CATF) determines that he can support the concept of operations ashore, detailed planning commences. The BLT commander and his subordinate commanders plan the details of their schemes of maneuver ashore, fires in support of the schemes, and movements from ship-to-shore (landing plans) which will establish forces ashore in the combat postures dictated by maneuver and fire support requirements.
PLANNING SEQUENCE

The planning sequence begins at BLT level with receipt of a directive or planning memoranda, which may be disseminated from the next higher command, normally the regimental landing team (BLT). This directive contains information such as the date and hour of the landing expressed in terms of D-day and H-hour, regimental and higher objectives, assignment of the BLT’s mission, its tentative landing formation, and its zone of action, or tactical area of responsibility. Combined with other information available from higher authority, this provides the BLT commander with a basis for commencing planning. The planning sequence varies with the scope and magnitude of the operation. The BLT commander usually follows a simple form of planning sequence.

1. Upon receipt of a directive or planning memoranda, the BLT commander issues planning guidance to his staff and subordinate commanders. He announces his policies, assumptions, and general intentions with respect to the projected operation. He may propose possible courses of action as a guide for preparing staff estimates. He establishes a planning program to assist the staff and his subordinate commanders. In the program, specific tasks, the sequence of their accomplishment, and deadlines for their completion are assigned to the staff sections.

2. It is the operations officer’s (S-3) responsibility to formulate courses of action and to examine the feasibility of the courses of action that will best accomplish the assigned mission. Based upon the proposed courses of action, the staff members complete their estimates to determine which course of action they can best support.

3. In formalizing the commander’s estimate, a meeting is held consisting of the BLT commander, his staff, company commanders, and BLT supporting unit commanders. The S-3 presents the proposed courses of action and states a recommended priority. Other staff members and subordinate commanders are given the opportunity to comment on the significant aspects of each course within their respective purviews and make recommendations as to the best course of action from their viewpoints. The BLT commander asks questions and obtains additional information. The meeting culminates in completion of the BLT commander’s estimate and the announcement of his decision.

4. The commander elaborates upon his decision by issuing a concept. The concept, in refined form, is the basis for paragraph 3 of the BLT operation plan.

5. The S-3 further develops the operation plan with the assistance of other staff members. He may publish an outline plan amplifying the commander’s concept, or he may informally brief the company commanders and assign tentative missions to the rifle companies. At the same time, he may announce a planning schedule for preparation of the operation plan. The schedule establishes deadlines for submission of various recommendations, annexes, and components of the complete operation plan. The administrative/logistics and embarkation plans are developed concurrently with the operation plan.

b. The rifle company commander commences planning on receipt of his tentative mission from the S-3. The S-3 planning schedule will establish a deadline for the receipt of recommendations made by the company commander. Ideally, the company commander makes recommendations as to the company
formation for landing, as well as fire support requirements. Fire support recommendations are usually limited to fires required to support the company in the seizure of its initial BLT objective. The S-3 acts upon the company commander's recommendations within the limitations imposed on the BLT by the availability of landing means, naval gunfire, and air support. The basis for the company commander's recommendations is the company's tentative plan of attack.

2204. PLANNING AIDS

a. The rifle company commander and his subordinates are denied the opportunity for physical reconnaissance and are totally dependent upon the BLT for information and intelligence during the planning phase. Essential planning aids are made available to the company by higher headquarters as substitutes for reconnaissance in developing plans of attack, in training for the operation, and in briefing troops. Any of the items listed below may be useful as planning aids.

(1) Maps and Charts.--The BLT intelligence officer (S-2) provides the rifle companies with sufficient maps and charts for planning and use in combat.

(2) Aerial Photographs.--Aerial photos are a vital source of information concerning the objective area. The BLT S-2 provides the rifle companies with the best photo coverage available. Information concerning beach characteristics, terrain, and offshore obstacles and conditions are of interest to the company and platoon commanders.

(3) Shoreline Photographs.--When available, shoreline photographs or sketches are used to orient subordinate leaders at the company and platoon level. They present the details of the shoreline as it will be seen in the landing. Familiarity with the main features of the beach and the immediate surroundings permits subordinate leaders to orient themselves with respect to initial objectives while still embarked in landing vehicles or craft during the actual ship-to-shore movement.

(4) Area and Theater Studies.--Pertinent extracts from area and theater studies, provided by the BLT S-2, may furnish information of value to the company commander.

(5) Scale Models and Relief Maps.--Scale models and relief maps are invaluable in planning at company and platoon level. Models and relief maps should be three dimensional. Local production of sand table type models for briefing troops should be encouraged where other three dimensional aids are not readily available.

(6) Reports.--The BLT S-2 will provide the substance of reports from evaluated prisoner-of-war interrogations, resident experts on the area, underground sources, and other covert and clandestine sources, as appropriate.

b. Paragraph 1507 describes other intelligence information as it relates to the rifle company in the amphibious operation.

2205. PLAN OF ATTACK

a. General.--The rifle company plan of attack is a detailed plan for the seizure of one or more terrain objectives ashore. In both the
helicopterborne and waterborne amphibious assaults, it consists of the scheme of maneuver, the fire support plan, and the landing plan. The plan stresses simplicity and flexibility.

b. Tentative Plan.--The rifle company commander, having received a tentative mission, accomplishes a modified first troop leading step in arriving at a tentative plan.

(1) He makes a preliminary estimate of the situation based on the content of the planning aids, the S-2’s intelligence estimate, current intelligence reports and summaries, and the tentative mission assigned.

(2) A tentative plan is formulated based on the decision reached in the preliminary estimate.

(a) The scheme of maneuver embodies a plan for maneuvering the rifle platoons once they are ashore as discussed in paragraph 3305.

(b) The fire support plan is a detailed plan for supporting the maneuver elements of the company by fire. It consists of the fires of organic, attached, and supporting weapons. Maximum use of organic fire support means is stressed. Supporting artillery fires are not available in the early stages of the landing. Naval gunfire and air support fill the gap until such time as the artillery is landed. Maximum use of organic fires decreases the company’s naval gunfire and air support requirements and correspondingly reduces the danger of overtaxing the capabilities of these agencies. Fire support recommendations consisting of the fires not organic to the rifle company required to support the tentative scheme of maneuver are submitted to the S-3.

(c) Development of the tentative landing plan is initiated by determining the formation for landing the company which best supports the company’s scheme of maneuver and planned employment of organic supporting fires. The frontal attack is the form of maneuver most often employed in seizing initial objectives after landing.

(3) The company commander’s recommendations for landing the company are submitted to the S-3 in accordance with the planning schedule for preparation of the operation plan.

c. Revision of Plans.--The company commander’s recommendations are integrated into the BLT operation plan. The S-3 makes adjustments as necessary and notifies the company concerning the details. The company commander’s recommendations and subsequent adjustments thereby are reflected in the BLT operation plan as follows:

(1) Fires in support of the company’s attack on initial BLT objectives are primarily reflected in the fire support appendix. When the company’s fire support requirements are adjusted to meet overall BLT requirements, deficiencies may be partially compensated for by the attachment or direct support of weapons such as the Dragon. Attachments are reflected in the task organization annex. A study of the friendly situation subparagraph and the execution paragraph to the BLT operation plan will indicate units in direct support of the company. A detailed study of the operation plan and its annexes is mandatory to an understanding of the availability of fires to support the company’s scheme of maneuver ashore. Where fires are not considered adequate to support
the tentative scheme of maneuver, the scheme of maneuver is revised to one which can be supported by the existing fire support means.

(2) Rough BLT landing documents are routed to the rifle company commanders for information and are used as a means of providing further information to the S-3.

(a) In the helicopterborne landing, a helicopter availability table is often provided to inform the company commander of the number and type of aircraft assigned to transport his company in the ship-to-shore movement.

(b) In the waterborne assault, a tentative landing diagram is supplied. A study of this document will point out any disparities between the company’s recommended landing formation and scheduling and those which are best suited to overall BLT requirements.

(3) When the tentative landing documents are not in complete agreement with the company commander’s recommendations, the tentative scheme of maneuver is revised to one which can be supported by the existing landing formation and wave scheduling of the company outlined.

d. Final Plan.--The rifle company commander assimilates all important information in the BLT operation plan when it is published. He makes any further adjustments to his initial estimate that are required and completes his plan of attack for the operation. Early dissemination of the company commander’s complete plan in oral order form, consistent with security requirements, permits detailed rehearsal of the tactical plan ashore in the preparatory training of the unit. The BLT plan may be published in its entirety, or its associated annexes may be published separately as they are completed. In any case, operation planning documents are authenticated individually and are no longer tentative. Planning documents are effective for planning purposes on receipt.

2206. AMPHIBIOUS TRAINING

a. General.--Integral with the necessity for detailed plans in the amphibious operation is a requirement for specialized training to prepare the unit for this form of combat. The effectiveness of the training program is limited only by the imagination and energy of the rifle company’s unit commanders. A complete training program involves individual and unit training in a variety of areas. This paragraph includes the debarkation training essential to the success of the ship-to-shore movement. See FMFM 3-2, Amphibious Training, for a detailed treatment of amphibious training.

b. Ground Combat.--Early in the planning phase of the amphibious operation, company officers institute a training program aimed at the progressive development of individual and unit skills in the types of ground combat anticipated. As more planning information is derived, training becomes more specialized until, in its final stages, actual rehearsals of company and platoon plans of attack ashore are conducted.

(1) Initial Training.--The amphibious assault is initiated by small units fighting independently in the landing zone or at the water’s edge. Success depends primarily upon the ability of the small unit to take aggressive, independent action. Once it is known that an operation is in
prospect, a training program emphasizing small unit independent action and
the development of small unit leadership skills is planned. The entire
program is aimed at instilling boldness and aggressiveness in the individ-
ual and the unit.

(2) Subsequent Training.--As more information concerning the
area of operations becomes available, the training program takes into ac-
count the terrain peculiarities of the area. For example, if the general
nature of the terrain in the area of operations is wooded, the program
should place some emphasis on combat in woods. Where the terrain inland
is gentle, rolling, and reasonably open, the prudent unit commander can
anticipate the extensive employment of tanks and, perhaps, mechanized
attacks. Training in these operations is conducted. Later, as more
specific information assigning missions, objectives, etc., for the oper-
ation becomes available, the training program is oriented to emphasize
the tactics and techniques which will be involved in each task in which
the unit may be a participant.

(3) Rehearsals.--Security considerations permitting, company
officers plan and conduct detailed rehearsals of the company and platoon
plans of attack ashore in the operation. Terrain similar to that expected
in the unit's prospective zone of action is located. Objectives of simi-
lar characteristics are selected and known obstacles improvised. Orders
are issued which duplicate the unit's actual plan of attack as closely as
possible. Even when security requirements are very stringent, such train-
ing may be conducted if not specifically forbidden. The commander may plan
the training exercise as a rehearsal of the actual operation, but deliber-
ately refrain from informing subordinate leaders. Their lack of knowledge
concerning the exercise's intent does not hamper its value as a training
exercise; however, seemingly undue repetition and emphasis may endanger
security. Several fairly similar training exercises aid in alleviating
the difficulties imposed by security requirements. Troop briefings, con-
ducted after embarkation, point out the similarities between the actual
operation and the training exercises.

c. Training Aids.--The ship-to-shore movement requires specialized
individual and unit training in the techniques employed in debarkation from
assault shipping and in troop procedures while embarked in helicopters,
landing craft, or assault amphibious vehicles. Maximum advantage must be
taken of existing training facilities ashore in preparing individuals and
units for their roles in the prospective ship-to-shore movement. Training
facilities include:

(1) Helicopter Mockups.--Helicopter mockups can be constructed
from locally available materials. A salvaged helicopter fuselage may serve
the purpose. The use of a mockup provides practice in enplaning, use of
safety belts, loading, stowing and lashing equipment, ditching procedures,
and deplaning.

(2) Boat Mockups.--Most camps in which Fleet Marine Force
infantry units of regimental strength are garrisoned are equipped with mock-
ups of the LCVP for training purposes. Training mockups ashore are of great
value in training troops in boat discipline, the positioning of boat team
members in the craft, and in procedures for debarkation from the landing
craft.
(3) Assault Amphibious Vehicles (LVT's).--A static assault amphibious vehicle may be used as a training aid in conducting troop instruction in boarding and debarking from LVT's. A mockup and a static LVT may be used to practice the transfer operations, when required.

(4) Dry Nets.--Camps equipped with boat mockups usually have a debarkation platform. A debarkation platform is a shore facility which simulates a ship's debarkation station. It consists of an elevated platform simulating the ship's deck, a debarkation net, and a boat mockup. It is designed to permit detailed troop instruction and practical exercise in debarkation procedures.

(5) Wet Nets.--Wet net facilities are any debarkation training facilities which permit boat teams to debark into waterborne craft. A wet net facility may consist of using the outboard debarkation stations of a ship which is tied up. It may be a structure similar to a debarkation platform which is located on a pier or barge. Such facilities most nearly simulate the actual debarkation. Practice operations with ships are considered the ultimate in wet net training.
Section III. EMBARKATION

2301. GENERAL

a. To a large extent, success of the amphibious operation is dependent upon the manner in which troops, supplies, and equipment are loaded aboard ships. Embarkation plans must provide for the rapid and orderly buildup of forces ashore in support of the landing plan and the scheme of maneuver.

b. Current doctrine governing the employment of the rifle company and its parent unit in the waterborne amphibious assault is far more flexible than was the case prior to the advent of nuclear weapons. One outgrowth of this flexibility is the requirement for an understanding of embarkation planning at the company level. Modern contingencies may dictate the embarkation of a single reinforced rifle company or, more probably, the embarkation of a BLT in several ships. In either case, the rifle company is an active participant in planning for embarkation. See FMFM 4-2, Amphibious Embarkation, for a detailed treatment of the subject.
Section IV. REHEARSAL AND MOVEMENT TO OBJECTIVE AREA

2401. REHEARSAL

a. General.--The decision to conduct an integrated rehearsal involving the major elements of the amphibious task force rests with the commander amphibious task force. This decision is made early in the planning. Integrated rehearsals involving all troops are desirable. Independent or separate rehearsals may be conducted by the BLT or its elements.

b. Modified Rehearsals.--While ashore, the rifle company, independently or as part of the BLT, may conduct rehearsals simulating the ship-to-shore movement without naval participation. Careful selection of the rehearsal area is made to employ terrain most resembling that of the actual objective area. An area where live ammunition can be fired is highly desirable. To test the ship-to-shore movement, troops are formed into heli-teams, boat teams, scheduled waves, etc., identical to the actual landing plan.

   (1) In the rehearsal of the helicopterborne ship-to-shore movement, heli-teams are introduced into the landing site in accordance with the timing contained in the landing plan documents.

   (2) When rehearsing the waterborne ship-to-shore movement, a line of departure to represent the actual line of departure is established. Boat teams, in scheduled waves and proper formations, move to a simulated beach line prior to deployment.

   (3) Vehicles and equipment are phased into the problem as appropriate.

   (4) Assault rifle companies may further test readiness for combat by continuing the rehearsal as a field exercise to seize terrain objectives in preparation for the actual operation. As the assault units enter the landing site or reach the simulated beach line, they deploy and attack initial objectives. The attack may be rehearsed in detail.

c. Critique.--A critique of the rehearsal is held to discuss mistakes made, flaws in the operation plan, and remedial actions to be taken. Detailed critiques of subordinate platoon and squad performances should be undertaken and corrections made at all levels.

2402. MOVEMENT TO OBJECTIVE AREA

a. General.--The movement to the objective area may be via rehearsal, staging, and/or rendezvous areas. The movement phase is completed when the components of the amphibious task force arrive in their assigned positions in the objective area. Since the voyage may take several weeks, shipboard organization must be efficient. The efficiency with which troop life aboard ship is organized and carried out will have a direct effect upon troop morale, physical fitness, training, and general well-being when they disembark. Full advantage of time and facilities aboard ship must be taken to further prepare troops for accomplishment of their mission. Preparations should include a physical conditioning program and a training program by which troops will be oriented, briefed, and rehearsed in procedures to be carried out at the objective. Major requirements of embarked troops include:

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(1) Physical Conditioning.--All troops must be exercised daily to ensure that they will be physically fit for combat operations. Aboard ship, this is best accomplished by organized calisthenics. The schedule setting forth exercise periods should be coordinated with the ship's routine. Climbing ropes, cargo nets suspended from hatch coamings, and other such devices will aid materially in any program designed to preserve the physical fitness of embarked troops.

(2) Care of Equipment.--Climate conditions aboard ship require that extra precautions be taken in the care of weapons, supplies, and equipment. Dampness and salt water cause corrosion and deterioration to an extent beyond that usually experienced ashore. Equipment must be properly secured in such a manner as not to damage the ship or equipment. Weapons must be kept clean, dry, and where applicable, oiled.

(3) Combat Orientation and Briefing.--Once underway, troops are oriented and briefed on their destination, mission, and the plans for employment of their units. This briefing is a continuous process as new information is received regarding the enemy and conditions at the objective. Training aids, such as maps, photographs, and charts are of particular value when conducting briefings and assist the embarked troops in gaining a better understanding of the operation. Care is taken to point out similarities of the operation to previous training exercises and rehearsals.

(4) Training.--Training conducted while the ship is underway will be limited to those activities which do not interfere with the ship's operating schedule. Crowded conditions aboard ship require that shipboard routine be highly organized. Consequently, all training must be thoroughly planned and organized in order to avoid conflicting activities. The commanding officer of the ship may authorize the firing of weapons off the ship's deck. Such firing should be limited to familiarization and test firing. Test firing of automatic weapons should be accomplished as close to the time of arrival at the objective as possible to assure proper functioning during the landing attack.

(5) Recreation and Morale.--Available recreational facilities are fully utilized to assist in maintaining morale.

(6) Health and Sanitation.--The health, hygiene, and sanitation of all embarked troops is the responsibility of the commanding officer of troops. High standards of hygiene and sanitation are established and maintained by frequent inspections, continuous supervision, and detailed instructions. Special attention should be given to adequacy of ventilation in troop compartments; sanitation of troop galleys, mess spaces, compartments, showers, and heads; and personal hygiene of troops.

(7) Discipline.--The commanding officer of troops is responsible for the discipline and efficiency of embarked troops.

(8) Other Requirements.--These are other areas requiring positive preparation and action. See FMFM 4-2, Amphibious Embarkation, for detailed instructions. These include:

(a) Command relationships afloat.

(b) Messing and billeting.
b. Debarkation Planning.--During movement to the objective area and prior to any scheduled rehearsal, a debarkation plan is evolved and disseminated. Planning for debarkation is a mutual naval and landing force responsibility. Landing force responsibility in planning rests with the commanding officer of troops aboard each ship. Debarkation of troops and equipment in the shortest possible time requires timely preparations. See paragraph 2500 for information concerning the execution of debarkation.

1 Debarkation of Helicopterborne Units.--Planning for the debarkation of helicopterborne units utilizes the landing plan documents as a basis and results in the detailed scheme for assembling and loading the rifle company to meet the requirements of the ship-to-shore movement. The debarkation plan provides detailed information concerning the following:

(a) Location of the assembly area.
(b) Control point location.
(c) Routes from the assembly area to the control point.
(d) Passenger manifesting procedures.
(e) Loading point locations.
(f) Routes from control point to loading points.
(g) Use of guides.

2 Debarkation of Waterborne Units.--Debarkation planning for waterborne units may involve debarkation utilizing landing craft or assault amphibious vehicles.

a) Debarkation Via Landing Craft

1 Debarkation Schedule.--The debarkation schedule is a form which lists the debarkation stations, designates the boat teams to be debarked from each station in order of debarkation, and gives the sequence by type of the various landing craft to come alongside debarkation stations. The debarkation schedule is prepared jointly by the ship’s commanding officer and the commanding officer of troops. It is usually prepared after the troops are embarked. It is distributed to all personnel responsible for control of debarkation. Debarkation schedules are not usually prepared for units landing in assault amphibious vehicles from landing ships. When troops landing in assault amphibious vehicles are initially embarked in other transports and require transfer to the landing ships carrying the assault amphibious vehicles, schedules are prepared. Debarkation required for effecting the transfer is incorporated into the ship’s debarkation schedule. Figure 8 is an example of a debarkation schedule; instructions in the debarkation schedule are supplemented and clarified by a ship’s diagram. (See fig. 9.)

2 Boat Team Organization.--The commanding officer of troops on board each ship is responsible for the detailed organization and
If sea conditions permit unloading from both sides of the ship, boat teams listed on the 2d, 4th, 6th, and 8th lines debark over port side, even numbered, debarkation stations.

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If sea conditions permit unloading from both sides of the ship, boat teams listed on the 2d, 4th, 6th, and 8th lines debark over port side, even numbered, debarkation stations.

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**Figure 8.--Example of a Debarkation Schedule.**
orientation of boat teams. Such details are completed through the troop unit chain of command as soon as the debarkation schedule is published and before any scheduled debarkation drill or rehearsal. Each boat team must be organized internally and familiarized with ship's debarkation procedures. The landing craft and assault amphibious vehicle assignment table appendix to the landing plan annex specifies the structure of the boat teams. The boat team commanders are responsible for establishing their internal organization and orienting them with respect to debarkation. See FMFM 6-5, Marine Rifle Squad, for details concerning the internal organization of the boat team and the duties and responsibilities of key individuals including the boat team commander.

(b) Debarkation Via Assault Amphibious Vehicles

1 Assembly Area.--An area for assembling boat teams is designated.

2 Routes.--Routes are selected for the movement of boat teams from assembly areas to the vehicles.

3 Preloading.--Arrangements are described for pre-loading and stowage of crew-served weapons, equipment, and boat paddles in the vehicles.

---

Figure 9.--Example of a Snip's Diagram.
c. Debarkation Rehearsal.--Debarkation rehearsals are conducted to test debarkation plans and to thoroughly acquaint troops and leaders with debarkation procedures. At least one rehearsal should include all man-packed equipment and weapons, including life jackets. Actual debarkation of troops may take place during integrated rehearsals of the operation.

d. Ships' Drills.--The commanding officer of troops ensures that troops are instructed in the procedures to be followed during ships' drills as soon as practicable after embarkation.
Section V. SHIP-TO-SHORE MOVEMENT

2501. GENERAL

This section discusses the organization and techniques employed in conducting the ship-to-shore movement of the rifle company. Marine Corps doctrine places primary emphasis upon the helicopterborne ship-to-shore movement as the means for firmly establishing the landing force ashore. Support and/or operational requirements ashore often dictate a need for waterborne assault in conjunction with the landing of helicopterborne forces. Both helicopterborne and waterborne ship-to-shore movements are discussed herein. The details of planning and executing the ship-to-shore movement are contained in FMFM 3-3, Helicopterborne Operations; FMFM 9-2, Amphibious Vehicles; and NWP 22-3, Ship-to-Shore Movement.

2502. CHARACTERISTICS OF THE SHIP-TO-SHORE MOVEMENT

a. The ship-to-shore movement is that portion of the assault phase of an amphibious operation which includes the deployment of the landing force from the assault shipping to designated landing areas. The movement is designed to ensure the landing of troops, equipment, and supplies at the prescribed times and places and in the formation required by the landing force concept of operations. The movement may be executed by waterborne means, by helicopter, or by a combination of the two. The rifle company is rarely moved ashore by a combination of means.

b. The ship-to-shore movement is the most critical part of the assault phase. The coordination and control of the diverse Navy and landing force participants in the ship-to-shore movement impose tasks of a scope unparalleled in other military operations. Success demands concurrent and parallel planning at all Navy and landing force echelons. The landing plan must leave no doubt as to what is intended.

c. The ship-to-shore movement commences on order of the commander amphibious task force and terminates when unloading of assault shipping is completed. The assault and initial unloading period is primarily tactical in nature and is totally responsive to requirements ashore. The general unloading period is primarily logistic in character and emphasizes speed and volume of unloading operations.

2503. ORGANIZATION

a. Rifle Company.--The tactical organization structured for the rifle company's assault is the organization for landing.

(1) Other elements of the landing force which are not part of the rifle company's tactical organization, but whose usefulness depends upon early initiation of their operations ashore, may be embarked and landed with the rifle company. These may be shore party elements, helicopter support team elements, artillery reconnaissance parties, advance elements of higher commands, liaison elements, and others. Boat or helicopter space is reserved for these elements.

(2) The reserve rifle company is organized for landing in a manner similar to that of an assault company. The reserve is not organized

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for the assault of a specific beach or landing zone, but is prepared to land as an assault unit.

b. Terminology.--In order to understand the organization for landing, certain terms must be fully understood.

(1) **Boat Space.**--The space and weight factor used to determine the capacity of landing craft and assault amphibious vehicles. With respect to landing craft and assault amphibious vehicles, it is based on the requirements of one man with his individual equipment. He is assumed to weigh 240 pounds and to occupy 13.5 cubic feet of space.

(2) **Boat Paddle.**--The boat paddle serves to identify the boat team and aids in forming a wave in proper order. When directed by the boat team commander, the boat paddle handler displays the paddle. He removes the paddle after the line of departure is crossed, carries it ashore, and drops it on the beach above the high water mark to signify that his boat team has reached the beach. (See fig. 10.)

(3) **Helicopter Space.**--The space and weight factor used to determine the capacity of helicopters. It is based on the requirements of one man with his individual equipment which is assumed to be 240 pounds and 13.5 cubic feet of space.

(4) **Boat Team.**--The troops and their equipment loaded aboard one landing craft or assault amphibious vehicle for an amphibious assault. The senior member of the boat team is designated as boat team commander and is responsible for his boat team from the period when preparations for debarkation begin to the actual assault of the beach. Boat team organization is designed to provide for the execution of key functions in the rapid debarkation of troops and equipment. All unit leaders are trained in boat team organization and the functions of each key individual. The
details of boat team organization and functioning are contained in FMFM 6-5. Marine Rifle Squad. Boat teams are organized as follows:

(a) Landing Craft Boat Team

1 Boat team commander.
2 Assistant boat team commander.
3 Eight loaders (four deck loaders and four boat loaders).
4 Four net handlers.
5 Boat paddle handler.
6 Remaining troops and equipment.

(b) Assault Amphibious Vehicle Boat Team

1 Boat team commander.
2 Assistant boat team commander.
3 Remaining troops and equipment.

(5) Helicopter Team.--The troops and their equipment lifted in one helicopter at one time, commonly called a heliteam. The senior member of the team is designated heliteam commander and is responsible for the team from the commencement of preparation for debarkation to deplanement in the landing zone.

(6) Wave.--A formation of forces, landing ships, assault amphibious vehicles, or aircraft required to beach or land about the same time. A wave can be classified as to type, function, or order as follows: assault wave, boat wave, helicopter wave, numbered wave, on-call wave, and scheduled wave.

(a) Normally, waves land in the same approximate area under tactical control of a single commander.

(b) Every effort should be made to maintain tactical integrity of landing force units within teams and waves, consistent with the scheme of maneuver.

(7) Boat Group.--The basic organization of landing craft. One boat group is organized for each BLT (or equivalent) to be landed in the first trip of landing craft and amphibious vehicles.

(a) The boat group commander exercises command of the boat group through the boat wave commanders. During the ship-to-shore movement, the boat wave operates as a unit and is maneuvered by the boat wave commander. Individual waves within the boat group are numbered successively from front to rear as first wave, second wave, etc. The term "first wave" is that which leads the formation in its approach to the beach.
Figure 11.—A Typical Landing Zone.

(b) Since the landing craft of a single amphibious ship are not normally capable of landing an entire BLT, additional landing craft are provided from other ships. Regardless of source of the craft, the boat group functions as a unit until its last wave has landed.

(8) Landing Zone.—A specified ground area for landing assault helicopters to embark or disembark troops and/or cargo. A landing zone may contain one or more landing sites. Helicopterborne troop units of battalion or BLT size and smaller utilize a single landing zone. A landing zone is designated by a code name, usually the name of a bird. (See fig. 11.)

(9) Landing Site.—A designated subdivision of a helicopter landing zone in which a single flight or wave of assault helicopters land to embark or disembark troops and/or cargo. Landing sites are designated by color.

(10) Landing Point.—A landing point is a point within a landing site where one helicopter can land. A landing site contains one or more landing points. It may be designated by a two-digit number. Landing points are seldom prearranged as to their exact location on the ground, except in the conduct of administrative heli-lifts.
(11) **Helicopter Lane.**—A helicopter lane is a safety air corridor in which helicopters fly on route to or returning from the helicopter landing zone. It is used as a means to coordinate fire support on the ground and as a tactical control measure for the appropriate air control agency. The approach to the landing zone and retirement from it are usually made along the same lane at different altitudes. It is normally referred to as an approach and retirement lane.

(12) **Landing Beach.**—That portion of a shoreline usually required for the landing of a battalion landing team. However, it may also be that portion of a shoreline constituting a tactical locality, such as the shore of a bay, over which a force larger or smaller than a battalion landing team may be landed.

2504. **CONTROL OF THE SHIP-TO-SHORE MOVEMENT**

a. **General.**—The commander amphibious task force exercises overall control of the ship-to-shore movement. Separate control organizations are required for the surfaceborne and helicopterborne movements. The waterborne ship-to-shore movement is controlled by a central control officer until general unloading commences, at which time control is decentralized. The helicopterborne ship-to-shore movement is centrally controlled throughout its duration through the establishment of a Helicopter Coordination Section (HCS) in the amphibious task force flagship and a helicopter direction center (HDC) in each helicopter transport group/unit.

b. **Helicopter Control.**—The control organization for the helicopterborne ship-to-shore movement is basically the same for all such movements; however, augmentation of certain control agencies is required in large scale, multideck operations.

(1) **Tactical Air Control Center (TACC).**—The TACC is embarked in the amphibious task force flagship and exercises overall control of aircraft in the amphibious objective area.

(2) **Helicopter Coordination Section.**—In multideck helicopterborne operations, the HCS, an integral part of the TACC, provides the central control agency for helicopter employment and coordinates operations conducted by subordinate helicopter direction centers.

(3) **Helicopter Direction Center.**—The HDC is the primary control agency for the helicopter transport group/unit commander and is normally embarked in his flagship. Basically, it controls helicopter movements within its assigned control area.

(4) **Helicopter Coordinator (Airborne) (HC(A)).**—The HC(A) is normally utilized for the initial assault and is responsible to the helicopter transport group/unit commander. The specific authority delegated to the HC(A) is contained in the landing force operation plan. The rifle company commander is briefed on the specific authority of the HC(A) when such authority is likely to affect the ship-to-shore movement of the company.

(5) **Initial Terminal Guidance Teams.**—Initial terminal guidance teams from force reconnaissance company or reconnaissance battalion, Marine division, provide terminal guidance to the landing zone for initial helicopter waves. The assault rifle company should be aware of these friendly operations in the area.
c. Waterborne Control

(1) Control Group.--Control of the movement of landing ships, landing craft, and assault amphibious vehicles from the transport and landing ship areas to landing beaches is exercised through a Navy control group. (See fig. 12.) The organization of the control group is based on the arrangement and number of landing beaches to be used. Control officers and control ships are designated by the amphibious task force and naval transport group commanders for their respective levels of command. The control organization parallels the landing force organization for landing and may include:

Figure 12.--Navy Control Organizations.
(a) The central (force) control officer, designated by the commander amphibious task force for overall coordination, embarked in the central control ship.

(b) Assistant central control officers embarked in assistant central control ships. They coordinate, as necessary, the movement of landing craft, assault amphibious vehicles, and landing ships to their respective beaches.

(c) A primary control officer designated for each transport organization landing an assault regimental landing team or equivalent formation. Primary control officers, embarked in primary control ships, control the movement of landing craft, assault amphibious vehicles, and landing ships to and from the beaches. When elements of an assault battalion landing team are to be landed over widely separated beaches, a primary control officer may be required for each beach.

(d) Secondary control officers embarked in secondary control ships and stationed on the line of departure (LOD) to assist the primary control officer.

(e) Approach lane control officers embarked in approach lane marker ships and stationed at the seaward end of the approach lanes. They control the movement of the waves between the seaward end of the approach lane and the line of departure. When assault amphibious vehicles are used in the ship-to-shore movement, they normally are launched near the line of departure and do not come under the control of the approach lane control officer.

(f) Boat group commanders embarked in landing craft are in command of all boats of their boat groups from the time the boats are lowered, or report, until their last organized wave has landed. Each boat group commander operates initially under the commanding officer of his respective assault transport. After reporting to the control organization, each boat group commander operates under the direction of the primary control officer until all waves of his boat group have landed. After all waves of the boat group have been landed, the boat group commander then becomes traffic control officer of the beach operation under the primary control officer and in cooperation with the beach party.

(g) Assistant boat group commanders embarked in landing craft. They assist the boat group commanders in their duties. When the last wave of his group has beached, each assistant boat group commander becomes the salvage officer for his beach and reports to the beachmaster.

(h) Wave commanders embarked in landing craft or assault amphibious vehicles. These officers form the waves and, under the direction of the boat group commander, control all subsequent movements of the waves. The senior troop officer in that wave is normally embarked in the same landing craft.

(i) Wave guides embarked in wave guide boats when assault amphibious vehicles are used. They assist in the navigation of assault amphibious vehicles to the beach.

(j) Casualty evacuation control officers initially embarked in control ships and, where the situation permits, transferred to specially
designed evacuation control ships located off the landing beaches. These officers control evacuation from their assigned beaches.

(2) Tactical-Logistical Group

(a) A TAC-LOG group is a temporary agency consisting of landing force personnel and established as required by the commanders of major echelons down to BLT level. A TAC-LOG group functions as the commander's staff liaison representatives for the principal purpose of advising corresponding Navy control officers of landing force requirements while the ship-to-shore movement is being executed. The TAC-LOG is not part of the navy movement control organization.

(b) The TAC-LOG group of each echelon of the landing force is stationed in the same ship with the Navy control officer exercising control over the ship-to-shore movement of that echelon. LFM 02, Doctrine for Landing Forces, shows the relationship of the Navy control organization, landing force organization, and TAC-LOG group organization.

2505. LANDING CATEGORIES

a. Troops and Supplies.--The movement of troops and supplies in the ship-to-shore movement is arranged in the following five categories:

(1) Scheduled Waves.--Scheduled waves may consist of landing craft, assault amphibious vehicles, or helicopters loaded with those assault elements of the landing force, together with their initial combat supplies, whose time and place of landing are predetermined. After scheduled waves cross the line of departure, the landing proceeds without change, except in emergency. Waves commence landing at H-hour and continue for a relatively short period of time. Helicopterborne waves are landed in accordance with the helicopter employment and assault landing table.

(2) On-Call Waves

(a) On-call waves are elements of the landing force with their initial combat supplies, whose need ashore at an early hour is anticipated, but whose time and place of landing cannot be predicted accurately and is not specified. These elements are essentially those which are subject to an immediate emergency call.

(b) Helicopterborne on-call waves are held in readiness aboard ship.

(c) In waterborne landings, on-call waves are boated at or near H-hour and are held in instant readiness to respond to an order to land. When the situation permits, landing ships, as well as boats and assault amphibious vehicles, are employed to land on-call waves.

(d) The urgency that may attend the landing of an on-call wave may disrupt the landing of other on-call waves (scheduled waves, however, are disrupted only in a dire emergency). To preserve the high priority status of such units, their number is kept to the minimum consistent with the requirements of the landing force.

(e) The helicopter employment and assault landing table may list the helicopter on-call waves below the scheduled waves. Waterborne
on-call landing waves are listed in the assault schedule below the scheduled waves.

(3) Nonscheduled Units.--Nonscheduled units are the remaining units of the landing force equipped with their initial combat supplies, which are expected to land prior to the commencement of general unloading. This category usually includes most of the combat and combat service support elements not included in scheduled or on-call waves. The landing of nonscheduled units may be interrupted to permit the landing of floating dump supplies or other selected units, supplies, and equipment. The anticipated sequence of landing is determined during the planning phase and is shown in the landing sequence table. The landing sequence table serves as the basis for the landing of nonscheduled units by waterborne means. The landing sequence of nonscheduled units and equipment to be landed by helicopter is shown in the heliteam wave and serial assignment table.

(4) Floating Dumps.--Floating dumps are emergency supplies preloaded in landing craft or landing ships, primarily for resupply of surface landed forces.

(5) Prestaged Helicopter Lifted Supplies.--Emergency supplies are those supplies prestaged on LHA, LPH, or LPD type ships for resupply of helicopterborne forces.

(6) Landing Force Supplies.--Landing force supplies are those supplies remaining in assault shipping after initial combat supplies and floating dumps have been unloaded.

b. Free Boats.--Free boats are landing craft or assault amphibious vehicles reserved for the landing of a particular element whose time of landing is not scheduled. They remain in readiness until requested and are boated and move to the beach on request of the element embarked. Free boats are numbered consecutively 00-1, 00-2, etc., for each beach over which they are to be landed. Free boats are generally assigned to the BLT commanding officer and executive officer groups. Free boats restrict the utilization of a landing means until released and should be kept to a minimum.

c. Command and Control (C&C) Helicopter. The commander of the helicopterborne unit may be provided with a C&C helicopter so that he can observe the activities and progress of his unit. The C&C helicopter is usually an observation type with excellent visibility. Some communication equipment is available in this type of helicopter. Additional equipment may be provided from ground unit assets.

2506. SERIAL NUMBERS

a. A serial number is an arbitrary number assigned to each unit or grouping including its equipment, which is embarked entirely in one ship, is to be landed as a unit on one beach or helicopter landing zone, and is to be landed at approximately the same time. They are a simple means of identifying troop elements and equipment. All troop and naval elements to be landed prior to commencement of general unloading are assigned serial numbers. The number assigned is not intended to imply a sequence of landing, but serves only to identify the element contained in the serial.

b. Early in planning, a block of consecutive serial numbers is allocated to the BLT. The BLT, in turn, allocates a consecutive portion of its block to each subordinate unit.
c. The BLT assigns serial numbers to its units, parts of units, or groupings being landed from its allocated block. The assignment of individual serial numbers is based on the organization for landing. The number of landing craft or assault amphibious vehicles in a serial may vary.

2507. LANDING PLAN

a. General.--The landing plan is a compendium which outlines the ship-to-shore movement and is the source of information from which the ship-to-shore movement is conducted and controlled. The plan is published as an appendix to the amphibious operations annex to the BLT operation plan. It is a compilation of the contents and forms required to move units, supplies, and equipment ashore at the proper place and time, and in the prescribed formation. The documents appear as tabs to the landing plan appendix.

b. Landing Formation.--The landing formation for an assault rifle company is largely based upon the plan of attack ashore and the availability of landing means.

(1) In the helicopterborne assault, helicopter availability permitting, the landing plan should provide for the landing of an entire assault rifle company from one wave of aircraft in the same landing site. The quantity of landing points in a site will generally be insufficient to permit all aircraft in the wave to touch down at individual points simultaneously. However, the time differential between the landing of the initial flight and the last flight unit within a wave is so small as to be of negligible tactical importance to the ground scheme of maneuver. When helicopter availability does not permit the enplanement and landing of an entire assault company, the scheme of maneuver must consider the differential in the scheduled landing times of the waves in which the company is to be landed.

(a) A column of platoons is an appropriate formation for landing when the landing site is very small, the enemy situation negligible, and helicopter availability requires landing the company in three or more waves. The leading platoon must seize and control the site.

(b) Two platoons abreast may be landed in the first wave as assault units. The remainder of the company lands in the succeeding waves. In using this formation, the scheme of maneuver provides for seizing and controlling the landing site employing the two leading platoons.

(c) Three platoons abreast is the preferred landing formation. It provides the company commander with the opportunity to assume almost immediate control of the company's major tactical elements and takes advantage of the flexibility of employment inherent in its triangular structure. Landing with three platoons abreast does not preclude the company from adopting any suitable attack formation.

(2) In the waterborne assault, the form of maneuver and the requirement for a rapid buildup of combat power ashore usually dictate that the rifle company land with at least two rifle platoons abreast. Further, the tactical elements of an entire assault rifle company are usually landed in the first two waves over the same portion of beach to preserve unit integrity. The S-3 provides the company commander with information as to the type of landing means to be employed. The company commander makes a determination as to his landing craft or assault amphibious vehicle requirements and their scheduling within the first two waves.
c. Landing Documents for Helicopterborne Assault.—In the helicopterborne amphibious operation, landing documents are prepared to ensure optimum distribution of helicopter assets and to provide for landing units and equipment in accordance with the plan. The landing documents are a major source of information through which the helicopterborne ship-to-shore movement is controlled. This paragraph addresses the documents and forms prepared in planning a formalized helicopterborne ship-to-shore movement. The possible requirement for a more spontaneous landing should not be neglected. It is a preconceived plan for landing units or portions of units in support of the overall tactical plan, without preparation of formal landing documents, and is adopted when speed is of the essence. The landing of reserve units may often be spontaneous and responsive to the tactical situation ashore.

(1) Helicopter Availability Table.—This document is a tabulation of the number and types of helicopters available for a proposed helicopter operation. It lists the helicopter units, the number of helicopters available for the first and subsequent lifts, and the ships or landing zones from which the helicopters will operate. This table is prepared by the senior helicopter unit early in the planning phase, and is used as a basis upon which to determine the employment of available helicopters. Figure 13 is an example of a helicopter availability table.

<table>
<thead>
<tr>
<th>HELICOPTER UNIT AND DESIGNATION</th>
<th>NUMBER OF A/C AVAILABLE</th>
<th>A/C AVAILABLE</th>
<th>DECK CRANE CAPACITY</th>
<th>TENTATIVE LOAD PER A/C</th>
<th>REMARKS</th>
</tr>
</thead>
</table>
| SH-35 (Hog)                    | 21                       | 18            | 9                   | 60                     | All owned.
| SH-50 (Hog)                    | 24                       | 22            | 10                  | 60                     | Equipped with aircraft. |
| SH-75 (Hog)                    | 24                       | 22            | 18                  | 60                     | 4 armed. |

Figure 13.—Example Helicopter Availability Table.

(2) Helicopter Employment and Assault Landing Table.—The employment and assault landing table includes the detailed plan for the movement of helicopterborne troops, equipment, and supplies. It is the landing timetable for the helicopterborne movement. The table provides the basis for the helicopter unit's flight schedules and is used by the air control agency as the basis for controlling the helicopterborne movement. The document is prepared jointly by the helicopter unit and the helicopterborne force. Figure 14 is an example of the helicopter employment and assault landing table.

(3) Heliteam Wave and Serial Assignment Table.—The heliteam wave and serial assignment table shows the tactical units, equipment, and supplies that are loaded into each helicopter in the assault waves. It identifies...
Figure 14.—Example Helicopter Employment and Assault Landing Table.

<table>
<thead>
<tr>
<th>Wave</th>
<th>Helicopter</th>
<th>Flight No.</th>
<th>No./Model A/C</th>
<th>Carrier (Origin)</th>
<th>Report (Load)</th>
<th>Time</th>
<th>Troop Unit, Equipment and Serial</th>
<th>External Loads</th>
</tr>
</thead>
<tbody>
<tr>
<td>1st</td>
<td>ANVIL 1</td>
<td>10</td>
<td>CH46D/F</td>
<td>LPH-9</td>
<td>Pre-load</td>
<td>H-18</td>
<td>H-43</td>
<td>Co A (-) (Rein) Ser 101</td>
</tr>
<tr>
<td>2nd</td>
<td>ANVIL-2</td>
<td>12</td>
<td>CH46D/F</td>
<td>LPH-5</td>
<td>H-16</td>
<td>H-46</td>
<td>Code Name</td>
<td>Co B (-) (Rein) Ser 103</td>
</tr>
<tr>
<td>3rd</td>
<td>ANVIL-3</td>
<td>9</td>
<td>CH46D/F</td>
<td>LPH-5</td>
<td>H-21</td>
<td>H-48</td>
<td>Code Name</td>
<td>Elms Co A, 1/LWC w/ Dragon Ser 102 Elms Co C, Ser 110</td>
</tr>
<tr>
<td>4th</td>
<td>ANVIL-4</td>
<td>5</td>
<td>CH46D/F</td>
<td>LPH-5</td>
<td>H-26</td>
<td>H-51</td>
<td>Code Name</td>
<td>Elms Co B, 2 LWC w/ Dragon Ser 106 Co C (-), 2 LWC w/ Dragon Ser 111</td>
</tr>
</tbody>
</table>

**Figure 15.—Example Heliteam Wave and Serial Assignment Table.**

**NOTE:** The heliteam flight serial is as follows:

- **ANVIL:** Helicopter Squadron Radio Call Sign
- **Wave Number**
- **Heliteam Position in the Wave**
- **Troop Unit Serial Assign Number**
- **Troop Unit Heliteam Number**

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Figure 16.--Example Helicopter Landing Diagram.

(4) Helicopter Landing Diagram.--The helicopter landing diagram is a graphic portrayal of the lanes to and from the landing zones and the helicopter transport area or loading zones. It includes the helicopter transport area or loading zone, rendezvous points, departure points, penetration control points, control points, initial points, approach and retirement lanes, landing zones and sites, and such other information and remarks as are necessary for clarity. It is prepared by the helicopter unit. Figure 16 is an example of a helicopter landing diagram.

d. Landing Documents for Waterborne Assault.--Landing documents prepared by the BLT for the waterborne ship-to-shore movement vary in accordance with the operation. The importance to the rifle company commander of two documents merits detailed discussion. Other landing documents receive brief mention.

(1) Landing Diagram

(a) The landing diagram is the graphic means of illustrating the plan for the ship-to-shore movement. It is of particular value in informing the transport commander, boat group commander, boat personnel,
control personnel, and BLT subordinate commanders of the plan for tactically deploying the unit for landing. Figure 17 is an example of a landing diagram.

(b) The landing diagram is prepared by the S-3 as a tab to the landing plan appendix. It is prepared and promulgated at the same time as the BLT landing craft and assault amphibious vehicle assignment table.

(c) The landing diagram shows that:

1. The time of landing of each wave is given in terms of H-hour.
2. The waves are numbered from front to rear.
3. Each landing craft is assigned a boat number corresponding to the number of the embarked boat team. Landing craft within the boat wave are numbered from the center to the flanks of the wave, with the even numbers on the left and the odd numbers to the right.
4 Assault amphibious vehicles are numbered from left to right in each wave; i.e., in a BLT landing, with a front of 10 assault amphibious vehicles, the vehicle on the extreme left will be number one, the vehicle on the extreme right will be number ten. Each vehicle is identified by two numbers, the first indicating the wave, the second indicating the vehicle position in the wave. These numbers are separated by a hyphen. Thus, a vehicle numbered 2-3 would be the third vehicle from the left in the second wave.

5 A legend is utilized to show the type of craft. The diagram also shows the time of H-hour, the beach the unit is to land on, the number of waves, the units to be landed, and the formation of the waves for landing.

(2) Landing Craft and Assault Amphibious Vehicle Assignment Table

(a) The landing craft and assault amphibious vehicle assignment table shows the assignment of personnel and materiel to each landing craft and assault amphibious vehicle and their assignments to waves for the ship-to-shore movement. Personnel, equipment, and supplies assigned to one craft or assault amphibious vehicle comprise a boat team.

(b) The table is consolidated and prepared for the BLT by the S-3. The rifle company commander submits a rough table to the S-3 for consolidation. Figure 18 is an example of a landing craft and assault amphibious vehicle assignment table.

<table>
<thead>
<tr>
<th>CRAFT</th>
<th>PERSONNEL</th>
<th>BOAT SPACES</th>
<th>FORMATION</th>
</tr>
</thead>
<tbody>
<tr>
<td>LVTP 1-1</td>
<td>Plat Comdr, 1st Plat, Co A</td>
<td>1</td>
<td>Column</td>
</tr>
<tr>
<td></td>
<td>Mgr, 1st Plat, Co A</td>
<td>1</td>
<td>T-1</td>
</tr>
<tr>
<td></td>
<td>Sqd Lt, 1st MG Sqd, Wmns Plat, Co A</td>
<td>13</td>
<td>x</td>
</tr>
<tr>
<td></td>
<td>1st Tm, 1st MG Sqd, Wmns Plat, Co A</td>
<td>4</td>
<td>v</td>
</tr>
<tr>
<td></td>
<td>Corpsman</td>
<td>1</td>
<td>1-3</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>2T</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>1-4</td>
</tr>
<tr>
<td>LVTP 1-2</td>
<td>Plat Sgt, 1st Plat, Co A</td>
<td>1</td>
<td>x</td>
</tr>
<tr>
<td></td>
<td>Plat Guide, 1st Plat, Co A</td>
<td>1</td>
<td>1-5</td>
</tr>
<tr>
<td></td>
<td>2d Sqd, 1st Plat, Co A</td>
<td>13</td>
<td>x</td>
</tr>
<tr>
<td></td>
<td>2d Tm, 1st MG Sqd, Wmns Plat, Co A</td>
<td>4</td>
<td>1-6</td>
</tr>
<tr>
<td></td>
<td>Corpsman</td>
<td>1</td>
<td>x</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>20</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>1-7</td>
</tr>
<tr>
<td>LVTP 1-10</td>
<td>XO, Co A</td>
<td>1</td>
<td>1-10</td>
</tr>
<tr>
<td></td>
<td>Gy Sgt, Co A</td>
<td>1</td>
<td>x</td>
</tr>
<tr>
<td></td>
<td>Plat Sgt, 2d Plat, Co A</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Plat Guide, 2d Plat, Co A</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Mgr, 2d Plat, Co A</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td></td>
<td>1st Sqd, 2d Plat, Co A</td>
<td>13</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Corpsman</td>
<td>19</td>
<td></td>
</tr>
</tbody>
</table>

Figure 18.--Example Landing Craft and Assault Amphibious Vehicle Assignment Table.
(c) In preparing the table, a boat space is considered to be the space occupied by one Marine and his individual combat equipment. Allowances of boat spaces for crew-served weapons, vehicles, and equipment are made. These items take up boat spaces; therefore, a smaller number of personnel are embarked in the same craft. Appendix B contains information relevant to allowances of boat spaces for weapons and equipment.

(d) The retention of tactical unity and the landing of subordinate units in tactical formations must be preserved within a wave formation. Where possible, crew-served weapons squads and sections are assigned to adjacent boat teams within a wave so that loss of one craft does not put the squad or section out of action ashore.

(e) The risk of heavy losses in command echelons is greatly reduced by distributing key personnel among two or more landing craft. Neither company commanders and executive officers nor platoon commanders and platoon sergeants are boated in the same boat team. Usually, the company executive officer is landed in the first wave and the company commander in the second.

(3) Approach Schedule.—A schedule is prepared by the transport commander in coordination with the BLT commander for the movement of each scheduled wave of the boat group from the rendezvous area to the line of departure, and thence to the assigned beach, so that the landing of each wave will be made at the prescribed time. See figure 19 for an example of an approach schedule.

<table>
<thead>
<tr>
<th>WAVE</th>
<th>LEAVE RENDEZVOUS AREA</th>
<th>LEAVE LINE OF DEPARTURE</th>
<th>LAND</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>H-27 minutes</td>
<td>H-15 minutes</td>
<td>H-hour</td>
</tr>
<tr>
<td>2</td>
<td>H-25 minutes</td>
<td>H-13 minutes</td>
<td>H-2 minutes</td>
</tr>
<tr>
<td>3</td>
<td>H-19 minutes</td>
<td>H-7 minutes</td>
<td>H-8 minutes</td>
</tr>
<tr>
<td>4</td>
<td>H-13 minutes</td>
<td>H-1 minute</td>
<td>H-14 minutes</td>
</tr>
<tr>
<td>5</td>
<td>H-7 minutes</td>
<td>H-6 minutes</td>
<td>H-20 minutes</td>
</tr>
<tr>
<td>6</td>
<td>H-1 minute</td>
<td>H-11 minutes</td>
<td>H-26 minutes</td>
</tr>
<tr>
<td>7</td>
<td>H-5 minutes</td>
<td>H-17 minutes</td>
<td>H-32 minutes</td>
</tr>
</tbody>
</table>

Course from rendezvous area to line of departure 040°T, 035°MAG. Course from line of departure to beach 350°T, 350°MAG. 
Boat group commander: Lt WAVE, USN.
Assistant boat group commander: Lt(jg) HATCH, USN.
Primary control officer: LCdr BEAN, USN, embarked in LPR 89.

Figure 19.—Example Approach Schedule.
(4) Serial Assignment Table.--A serial number is assigned to all personnel, matériel, and vehicles to be landed from the same ship on one beach at the same time. The serial assignment table shows the serial number, the title of the unit, the number of personnel, the equipment, and the number and type of craft and/or assault amphibious vehicles required to boat the serial, as well as the ship in which the serial is embarked.

(5) Landing Sequence Table.--The landing sequence table incorporates the detailed plans for the ship-to-shore movement of nonscheduled units.

2508. DEBARKATION

a. General.--Debarkation procedures vary in consonance with the nature of the ship-to-shore movement to be conducted, the ship from which debarked, and the type of craft used. Debarkation may involve enplanement in helicopters, the use of assault amphibious vehicles, or off loading via landing craft. The commanding officer of troops is responsible for expeditious debarkation. Debarkation planning is accomplished, and plans are tested by conducting rehearsals while moving to the objective area as discussed in section IV of this chapter.

b. Enplanement of Helicopterborne Units.--Enplanement of a helicopterborne unit is under the overall control of the ship's officers, assisted by the helicopter unit, the helicopterborne unit, and the ships' company personnel. Variations in deck and troop space configurations may result in differing detailed enplanement procedures, even among ships of the same class. General enplanement procedures are as follows:

(1) Troops are initially alerted and assembled in an assembly area located on the hangar deck. Heliteams are assembled and organized, passenger manifests prepared, life preservers buckled on, and all personnel readied for enplanement.

(2) From the assembly area, heliteams move to a control point, normally adjacent to the flight deck. It should be large enough to accommodate sufficient personnel for one complete deck launch. Coordination of troop movements from the assembly area to a control point is an important function of the troop debarkation officer and the combat cargo officer.

(3) From the control points, troops are led by flight deck guides (ship's company) to their respective helicopter loading points where they enplane under the supervision of the helicopter loading supervisor. The guides will pick up passenger manifests from the heliteam commander at the control point.

(4) During enplaning, consideration must be given to the safety of personnel and helicopters. Radio antennas which could become entangled in rotors must be dismantled or extreme caution used. Equipment such as weapons, entrenching tools, or other equipment attached to packs may damage the aircraft during the loading, en route, and unloading phases.

(5) Cargo is palletized, spotted, and rigged with slings as necessary.

(6) See FMFM 6-5, Marine Rifle Squad, for heliteam functioning and enplaning and deplaning procedures.
c. Debarkation of Waterborne Units.--The ship's commanding officer is responsible for preparing the ship for debarkation. The commanding officer of troops ensures the expeditious debarkation of embarked units to reduce the ship's vulnerability to enemy action. Debarkation is conducted by boat team organizations.

(1) Debarkation From Transports.--Troop units embarked in transports normally land in landing craft or are transferred to land in assault amphibious vehicles. Preparations for debarkation are begun during the final approach to the transport area. Debarkation stations are prepared by the ship's crew, putting the proper landing craft alongside the appropriate debarkation station, lowering the landing net into the craft, dispatching loaded boats to rendezvous, and forming the landing craft in waves are Navy responsibilities. The composition of the boat team is as described in subparagraph 2503b(4). Boat team debarkation proceeds as follows:

(a) Preparations in Assembly Area.--Troop units remain in their compartments and boat teams are mustered and prepared for debarkation. Lashing of crew-served weapons and bulky equipment is undertaken. Each individual in the boat team is responsible for rigging individual equipment and weapons for debarkation. See FMFM 6-5, Marine Rifle Squad, for details.

(b) Movement From Assembly Area. When the ship's debarkation officer calls the individual boat team to its debarkation station over the ship's public address system, the following are accomplished:

1. The boat team commander leads his boat team in single file over the assigned route to the debarkation station.

2. The boat paddle handler follows the boat team commander since the boat paddle assists in rapid identification of the boat team.

3. The assistant boat team commander is the last man to leave the assembly area. He ensures that all personnel and equipment assigned to the boat team clear the assembly area and arrive at the debarkation station.

(c) Preparation at Debarkation Stations.--On arriving at debarkation stations, the following is accomplished:

1. Boat team members rig shoulder weapons as described in FMFM 6-5, Marine Rifle Squad, without command from the boat team commander.

2. Deck loaders take positions forward or aft of the debarkation net.

3. Lashed equipment is distributed to the deck loaders.

4. The boat team is formed so as to permit debarkation in four files. Net handlers comprise the first rank. Boat loaders and the assistant boat team commander take up positions in the second rank.

5. The boat team commander reports the boat team to the Navy debarkation station officer.
The boat team commander positions himself forward or aft of the debarkation net in a position where he can positively control the debarkation of his boat team.

(d) Debarkation.--The boat team commander is in charge of debarking his team. On order from the Navy debarkation station officer, he orders his team to debark.

1. Men go over the side in ranks of four. The net is used to full capacity, 12 men on the net at one time. The four men in each rank keep abreast of each other by glancing to the right and left, allowing the slowest man to set the pace. While descending, hands are on the vertical. Ranks descend and step into the landing craft, making certain that their feet are firmly planted on the craft's deck before releasing the net. As each man enters the boat, he takes up his assigned position and assists the man in front of him in unslinging his weapon.

2. The first two four-man groups into the craft are the net handlers and boat loaders. Initially, the net is held taut and away from the craft's gunwale by the boat crew. When net handlers are in the landing craft, they relieve the boat crew.

3. The assistant boat team commander supervises the loading of troops and equipment in the craft.

4. The remainder of the boat team debarks with the two deck loaders as members of the last group.

5. The boat team commander checks to ensure that all personnel and equipment in the boat team are debarking and descends the net as a member of the last group.

(e) Lowering Equipment.--Lowering lines and guidelines are provided by the transport. In training at dry and wet net facilities ashore, the lines are provided by the unit conducting the training. Each line has a steel hook spliced in one end. Equipment is lowered simultaneously with troop debarkation as follows:

1. The guideline is hooked in the eye of the lashing line located at the heavy end of the equipment and the lowering line at the light end.

2. The free end of the guideline is lowered to the boat loaders in the landing craft.

3. The deck loaders commence lowering the piece of equipment. As it is lowered, the boat loaders keep the guideline taut. This keeps the equipment from bumping against the side of the ship.

4. When a piece of equipment has been lowered, the lashing line eyes are disengaged from the hooks on the lowering line and guideline.

5. The hook on the guideline is engaged with the lowering line hook, and the deck loaders pull the hook end of the guideline up to the debarkation station. Thus, the guideline is in proper position for use on the next piece of equipment. The process continues until all equipment is lowered.
At the conclusion of lowering, guidelines and lowering lines are retrieved, coiled, and turned over to the ship's personnel at the debarkation station.

6. Debarkation From Landing Ships.--Infantry units debark from landing ships in assault amphibious vehicles. The composition of the LVT boat team is as described in subparagraph 2503b(4). Preparation for debarkation must be complete. LVT debarkation differs from landing craft training as follows:

(a) Preparations in Assembly Area.--Individual preparations proceed as previously described, supervised by the boat team commander.

(b) Crew-served weapons and equipment are not lashed but preloaded and properly stowed in the LVT.

(c) Shoulder weapons are not slung in the fashion described for debarking from transports but are slung normally or carried in the hands.

(2) Movement From Assembly Area.--Moving the boat team from the assembly area to its appropriate assault amphibious vehicle and boarding the vehicle are easily accomplished. The boat team commander has previously reconnoitered the route and assigned troop positions for boarding the LVT. The vehicle is boarded while on the tank deck or in the well deck of the landing ship and before it becomes waterborne. When the order to load is passed over the ship's public address system, the following are accomplished:

(a) The boat team commander leads his boat team in single file to the LVT. Troops are arranged to file from the assembly area in inverse order of debarking from the LVT.

(b) The assistant boat team commander is last to leave the assembly area and ensures that all personnel and equipment clear the assembly area.

(c) On reaching the LVT, the boat team boards.

(d) The boat team commander supervises the loading.

(e) When all personnel and equipment have been loaded, the boat team commander informs the LVT crew chief.

(f) The boat team members brace themselves as the LVT starts down the ramp or well deck of the landing ship.

2509. SHIP-TO-SHORE SEQUENCE

a. Helicopterborne

(1) When directed, helicopters comprising the first assault waves are readied and spotted on the flight deck of the assault ships. On signal, crews and troops enplane and the helicopters are launched.

(2) Flights of helicopters rendezvous about their parent ship and proceed as waves to the landing zone or to a previously designated
wave rendezvous point where flights from several ships rendezvous to form a single wave.

(3) At the control point, the helicopter wave leader reports his wave to the appropriate air control agency. The wave then proceeds via the designated approach lane to the landing zone. En route, escort aircraft rendezvous with the wave to provide protection from enemy ground fire, aerial cover, and support by fire. Helicopter coordinator(s) (airborne) may also assist in guiding the wave to its destination.

(4) Upon reaching the landing zone, troops deplane and helicopters return to the ships to refuel and to enplane subsequent serials. Subsequent waves follow the same general procedure.

(5) While helicopter waves are en route to and from the landing zone, troop and cargo serials still aboard ship are placed in readiness to be moved.

d. Waterborne

(1) Assault Amphibious Vehicles

(a) Ships launch amphibious vehicles from the assault amphibious vehicle launching circle located immediately seaward and to the flank of the line of departure. In the event assault amphibious vehicles cannot immediately cross the line of departure, they are assigned maneuver areas to seaward, where they maneuver at slow speeds in a series of flanking movements.

(b) Assault amphibious vehicles land the surface assault elements of the landing force and their equipment in a single lift from assault shipping to inland objectives and conduct mechanized operations ashore. If the scheme of maneuver dictates that the troops and equipment be discharged on the beach and the LVT's return to the ships, they will do so by proceeding to a designated flank of the boat lane and returning seaward keeping clear of incoming waves. Vehicles landed subsequent to the first wave must maneuver to keep clear of troops and equipment landed earlier.

(2) Landing Craft

(a) Loaded boats of the scheduled waves proceed from the ship to a rendezvous area. The rendezvous is normally located 500 to 1,000 meters from the ship in the direction of the approach lane marker ship. Wave commanders form their waves at the rendezvous. While in the area, waves circle slowly in assigned localities.

(b) Waves depart the rendezvous area for the line of departure on order of the boat group commander and in accordance with the approach schedule. The entire boat group normally moves as a unit with a short interval separating waves. During periods of good visibility, waves proceed in a closed wedge formation. Where visibility is poor, wave formation is a column. Distances between boats in a wave are in consonance with the visibility. Boat speed is regulated so that the boat group arrives at the line of departure at the proper time.
If the boat group is not to cross the line of departure immediately, it circles by waves clear of the line of departure under control of the boat group commander.

(d) Boat wave formations and maneuvers en route to the beach are controlled by wave commanders. The formation prescribed in the landing diagram is adopted prior to beaching. During the last 1,000 meters of the approach, boats proceed at maximum speed. Upon beaching, a designated crew member lowers the ramp. After landing the boat team, the craft's ramp is raised and the boat retracts and clears to a designated flank of the boat lane.

2510. TRANSFER OPERATIONS

a. Ship-to-Ship Transfers.--It may become necessary to transfer personnel from one type shipping (LPA, LKA, etc.) to another (LPH, LPD, LST, etc.) upon arrival in the objective area. The transfer may be effected close to shore or some distance at sea. It is a time-consuming operation that must be executed as expeditiously as possible.

(1) When troops are transferred from a transport to a landing ship, they are normally delivered administratively by landing craft or helicopter.

(2) Troops board the landing ship by climbing the sides on debarkation nets. Once aboard, they assemble by boat teams in accordance with the landing craft and assault amphibious vehicle assignment table.

(3) Boat teams are guided to their assigned assault amphibious vehicles by the vehicle crews. All heavy gear is then stowed in the vehicles.

(4) If the transfer is effected several hours or several days prior to the landing, boat teams are thoroughly oriented as to assembly area locations and specific routes from assigned areas to vehicles. Teams are thoroughly rehearsed in moving to assigned vehicles in minimum time. When the transfer is effected immediately prior to the landing, boat teams are loaded into the vehicles on being guided to them by the crew members.

(5) If billeting is required, the troops are assigned billeting space. Such may be the case when the transfer is effected more than a few hours prior to the landing.

b. Transfers at a Transfer Line.--Fringing reefs, sandbars, or other offshore obstacles may prevent beaching by landing craft. The slow speed of assault amphibious vehicles does not permit the rapid buildup of combat power ashore when the vehicles are required to make frequent and lengthy trips from ship to shore. Therefore, a transfer area seaward of enemy small arms range, which is navigable to landing craft, is used to transfer troops and cargo from landing craft to assault amphibious vehicles. The economy and speed of the landing craft are exploited in delivering loads from the ships to the transfer area. In shuttling troops and cargo to beaches inaccessible to landing craft, the amphibious capabilities of the vehicles are best realized.

(1) Transfer operations are controlled by the Navy control organization. The control ship takes station near a line designated as the
Step 1: LVTP come from beach to assault amphibious vehicle pool in column, then proceed to column to the transfer line and make a flank movement away from the beach. Loaded LCVP approach the transfer line.

Step 2: Assault amphibious vehicles and LCVP maraud bow to stern. Troops transfer from the landing craft to the LVT two at a time and immediately descend into the LVT troop compartment. Equipment is passed by pre-designated personnel.

Step 3: Empty LCVP back away from assault amphibious vehicles and leave by way of flank of each beach. Loaded assault amphibious vehicles turn and head toward beach.

Figure 20.—Schematic Diagram of Transfer Operations.
Transfer line Assault amphibious vehicle representatives and a representative from the major troop unit being transferred are located with the Navy control officer. Careful planning and training before the operation are necessary for proper control and execution of transfer operations.

(2) Transfers of this type are effected only when necessary and usually do not involve assault units or other units landed in scheduled waves. The rifle company may be involved in this type transfer as a reserve element of the regimental landing team or, in some instances, as a reserve company of the assault BLT. In either case, the transfer operation is conducted as shown in figure 20.

2511. OVER THE HORIZON STANDOFF

a. General.—In certain combat environments, the deployment of amphibious shipping close in shore in the amphibious objective area may unduly hazard the forces involved. Extensive mining of coastal waters, a significant enemy surface-to-surface-missile capability, desire for tactical surprise, or other local conditions may dictate the launching of an amphibious assault from considerable distance at sea. The ship-to-shore movement of helicopterborne forces in this type of assault presents no unique problems as the speed and range of the helicopter are sufficient to permit assault landings from extended distances. The landing of waterborne forces from a standoff posture requires the adoption of techniques which demand timing, seamanship, and training. The techniques employed involve the underway launch of assault amphibious vehicles and loaded landing craft. The procedure is advantageous in that it avoids a long, slow water transit while minimizing the duration of exposure of launching ships to hostile action. The delivery of fresh troops and fully fueled assault amphibious vehicles to the line of departure may constitute a tactical advantage when landed ashore.

b. Underway Launch

(1) The line of departure is located in a swept lane parallel to the beach and is marked with buoys.

(2) Well deck configured landing ships steam toward shore in a swept lane, turn at or near the line of departure, and launch loaded assault amphibious vehicles and/or landing craft while underway.

(3) Given adequate water depth and sea room, such a launch can be executed at high speeds.

(4) Launch intervals depend upon ship speed and on desired spacing between vehicles.

(5) Intervals in the approach of landing ships to the line of departure are dictated by the timing of assault waves.
Section VI. CONDUCT OF THE ASSAULT

2601. GENERAL

a. This section discusses the conduct of amphibious assaults using both helicopterborne and waterborne means. FMFM 3-3, Helicopterborne Operations, contains detailed information concerning the helicopterborne amphibious assault. LFM 02, Doctrine for Landing Forces, provides additional detail of the amphibious assault.

b. The helicopterborne amphibious assault commences with the touchdown of the leading helicopters of the first wave in the landing zone. The waterborne assault is initiated with the crossing of the line of departure by the first scheduled wave of assault amphibious vehicles or landing craft. The assault ashore of the waterborne rifle company commences with the debarkation of troops from the first assault amphibious vehicle or landing craft.

2602. HELICOPTERBORNE ASSAULT

a. General.—The initial wave is composed mainly of assault rifle units, reinforced as necessary to provide the combat power required for clearing the landing sites and the landing zone of enemy elements. Although the scheme of maneuver is dependent upon many other factors, the initial assault forces are normally assigned responsibility for clearing sectors of the landing site. (See fig. 21.)

Figure 21.—Landing Site Showing Platoon and Squad Sectors.

Provided by www.marines.cc
b. Assault Rifle Platoon. The assault rifle platoon effort initially consists of separate squad actions in assigned portions of the platoon sector to establish control and clear the sector of enemy resistance.

(1) The platoon sector is divided into squad sectors. Each squad is responsible for clearing its sector. Initially, control of the platoon is decentralized to the squad leaders. Consequently, aggressiveness and initiative at small unit level are emphasized.

Figure 22.—Typical Platoon Actions on Landing.
(2) Key terrain within the platoon sector is assigned as an objective and is seized in the course of clearing the sector. When that portion of the landing site perimeter does not consist of key terrain, the platoon deploys and conducts a preplanned attack to seize objectives beyond the landing site perimeter. (See fig. 22.)

(3) The seizure of objectives on or beyond the landing site perimeter permits the platoon to dominate avenues of approach into the site from that direction. Control of these objectives also prevents enemy small arms interdiction of the landing.

C. Assault Rifle Company.--The assault rifle company lands in its assigned landing site in one or more waves, clears the landing site of enemy resistance, and seizes terrain objectives which control the site. Based upon the formation for landing, the company commander usually lands in a wave which allows him to gain control of at least two rifle platoons in their ground actions. The executive officer is left in charge of loading and lands with one of the last heliteams in the company.

(1) The primary concern of the company commander is to rapidly gain control of his subordinate units without causing loss of momentum in the attack. Immediately upon landing, the company commander continues his estimate of the situation. Revision of the estimate is based on reports from his assault platoon commanders and a brief personal reconnaissance. He is concerned with whether his attack is proceeding according to plan or whether a new plan of attack must be instituted in face of a changed situation.

(2) Helicopter availability permitting, an assault rifle company lands with three platoons abreast in a single wave and may thereafter attack in any formation. It is common to employ all three platoons in uncovering the landing site immediately upon landing. The employment of three platoons may not be necessary when the landing site is very small, the enemy situation is extremely light, and the terrain permits effective control of the site with a smaller force. Figure 23 illustrates some of the initial attack formations which may be adopted by the company in uncovering the site when the company is landed in a single wave. Platoons which the company commander does not plan to commit initially in uncovering the landing site are held in reserve in the immediate vicinity of the site.

(3) Helicopter availability may not permit an assault company to land three platoons in a single wave. The attack formation is again determined by the size of the landing site, the enemy situation, and the terrain in the vicinity of the site. The platoon or platoons landed in the assault secure the landing site and protect the landing of the remainder of the company.

(4) The assaults of two rifle companies in adjacent landing sites within the same landing zone may be coordinated. One company may be charged with the responsibility for clearing the portion of the landing zone lying between two nearly contiguous landing sites. By acting in concert to seize terrain dominating the two sites, enemy entry into both sides from a particular direction may be controlled by one unit. Active patrolling and coordination of fires on the boundaries between the two adjacent companies ensure control of both landing sites.
Figure 23.—Typical Attack Formations, Assault Rifle Company.
2603. WATERBORNE ASSAULT

a. Preparation for Landing.--As the line of departure is crossed, each boat team commander prepares his boat team for rapid debarkation from the landing craft or vehicle.

(1) The boat paddle is unrigged from the display position by the boat paddle handler.

(2) The boat team commander orders protective covers removed from weapons and weapons are locked and loaded. Cartridge belts and helmet chin straps are fastened. The boat team members assume low positions when prepared to debark.

(3) During the run into the beach, the boat team commander may have the opportunity to orient subordinate tactical unit leaders with respect to the landing beach and terrain features in the vicinity. Often, the beach and its surroundings are obscured by the smoke and dust of battle.

(4) When the wave is within 100 meters of the beach, the boat team commander alerts the team and the members face forward and brace themselves for the shock of landing.

b. Debarkation Procedure.--Assault units in landing craft debark on order when the craft beaches. Unless the scheme of maneuver dictates otherwise, assault amphibious vehicles arriving at the beach proceed inland to the first available cover. Debarkation proceeds as outlined below.

(1) Debarkation From Landing Craft

(a) Troops use only the cleated sides of the ramp. As a safety measure, no one steps over the forward edge of the ramp. When debarking, men move quickly down the ramp, and when the water becomes sufficiently shallow, double time to the first available cover. At no time will men stand on the gunwale and jump.

(b) The boat paddle is carried ashore and dropped by the handler above the high watermark.

(c) The troops in the assault remove life jackets at the first available cover above the high watermark.

(2) Debarkation From LVT's.--As LVT's beach and on signal from the boat team commander, troops remove life preservers and pass them to the front of the LVT. Rounds are then chambered in the weapons, the weapon remaining on safe.

c. Assault Rifle Platoon.--The reinforced platoon is normally boated in the same wave and lands simultaneously to ensure a rapid buildup of firepower. The landing craft or assault amphibious vehicles transporting the platoon are adjacent to each other in the wave to facilitate the rapid establishment of control by the platoon commander upon debarking.

(1) Based upon available intelligence of the beach area and the mission of the platoon, squads may be assigned independent objectives on the beach or portions of the platoon objective. Squad objectives are normally key terrain features or enemy fortified emplacements located in the immediate vicinity of the beach.
(2) The principles of attack in land combat remain valid, but the initial stages of combat in the amphibious operation emphasize the following:

(a) There is a requirement for independent and aggressive action by the squads until control is gained by the platoon commander.

(b) Squads assigned objectives inland immediately destroy any enemy in the immediate vicinity of the beach before proceeding inland. Squads assigned objectives on the beach assault and destroy or neutralize them as soon as possible after landing.

(3) The platoon commander's primary concern is to gain control of his platoon. He makes a continuous estimate of the situation to determine whether his plan of attack is proceeding as planned or whether the situation has changed to an extent requiring a new plan of attack. The platoon commander subscribes to the principle of initially destroying enemy resistance on the beach in his zone of action. In so doing, he adopts one of the following courses of action:

(a) Diverts the minimum subordinate units required to destroy or neutralize resistance on the beach and continues the attack toward the platoon objective with the remainder of the platoon.

(b) Formulates a new plan of attack employing all or a greater part of his platoon to subdue the resistance on the beach.

(c) In situations where all squads have bypassed resistance on the beach and are successfully attacking the platoon objective, the platoon commander may continue the attack and report the location, type, and estimated strength of the bypassed enemy to the company commander.

d. Assault Rifle Company.--An assault rifle company usually lands in the first two troop waves ashore. The company executive officer normally lands in the first wave with the assault platoons in order to establish control and to coordinate the activities of the assault platoons until control can be passed to the company commander. The company commander normally lands in the second wave with the forward observers (FO's), attachments such as the Dragon and engineers, and the reserve platoon.

(1) The executive officer is joined by a messenger from each assault rifle platoon on landing and immediately selects a vantage point from which he can communicate and ensure control of the company's attack until such time as the company commander is able to regain control. By observation, personal reconnaissance, and reports from the rifle platoons, the executive officer formulates an estimate of the situation as a basis for briefing the company commander concerning the tactical situation when control can be passed to him. In instances when early requirements for non-organic fire support can be foreseen, forward observers and forward air control personnel may be landed with the executive officer to request and control air and naval gunfire support in support of the assault rifle platoons.

(2) The primary concern of the company commander is the rapid establishment of control over all his subordinate units without causing a loss of momentum in the attack of the assault platoons. Immediately upon landing, the company commander continues the estimate of the situation.
His estimate is based on reports from the assault platoon commanders and the executive officer as well as a brief personal reconnaissance. As was the case with the platoon commander, he is concerned with whether the attack is proceeding according to plan or whether a new or modified plan of attack must be instituted in the face of a changed situation.

e. Reserve Platoon.--The reserve platoon provides the company commander with a degree of flexibility in his attack. It is employed to ensure success of the attack or to maintain momentum. However, it may be ordered to accomplish or be prepared to accomplish other specific missions. Appropriate missions for the reserve platoon of an assault rifle company in the waterborne amphibious assault include one or more of the following:

   (1) Eliminating enemy resistance remaining on the beach or elsewhere in the company zone of action that has been bypassed by the assault platoons.

   (2) Ensuring success of the assault platoons by attacking from a new direction.

   (3) Assuming the mission of one of the assault platoons.

   (4) Protecting the company flanks.

   (5) Reinforcing the attack by fire.
Section VII. AMPHIBIOUS RAIDS, DEMONSTRATIONS, AND WITHDRAWALS

2701. GENERAL

Amphibious raids, demonstrations, and withdrawals are lesser included amphibious operations which may involve the participation of an entire landing force or selected elements thereof. Major differences between these operations and the amphibious assault are the intended purpose of the operation and the normal lack of retention of a landing force on a hostile shore.

2702. AMPHIBIOUS RAIDS

a. General.—An amphibious raid is a landing from the sea on a hostile shore involving swift incursion into, or temporary occupancy of, an objective and followed by a planned withdrawal. Raids may be independent operations or support other operations such as another landing, a land campaign, or an air or naval operation.

b. Organization and Command.—The principles of organization and command relationships applicable to the amphibious assault generally apply to amphibious raids. Accordingly, overall command of the raid is vested in the commander amphibious task force.

c. Planning.—The BLT or a larger force possess staffs capable of planning an amphibious raid. Raiding forces smaller than a BLT are provided a planning staff. Frequently, the parent BLT from which the raiding force is drawn provides the planning staff for the force. Under certain circumstances, the planning staff may be furnished from other sources. Normally, the staff conducts planning functions only and is not part of the raiding force.

d. Friendly Guerrilla Support of Amphibious Raids.—The decision to employ friendly guerrillas in assisting the amphibious raid is based upon careful consideration, utmost trust of their leader, and the reliability of the guerrilla units. Only the planning details essential to their own operation are provided to them. Guerrilla assistance may be either covert or overt in nature.

(1) Covert Operations

(a) Civil disturbances may be directed against the enemy which will cause him to:

1. Misdirect his forces.
2. Change policy.
3. Dilute his combat power.

(b) Sabotage is one of the guerrilla's most effective weapons. Properly employed, sabotage:

1. Reduces the enemy's war potential and morale.
2 Forces the enemy to divert troops to security missions.

(c) Guerrilla forces may provide effective screens to the front and flanks of the raiding force or conduct prelanding reconnaissance. During the raid, they may act as guides; after the raid, they may assist in evasion and escape.

(2) Overt Operations
   (a) Ambush.
   (b) Raids.
   (c) Attacks in force.

2703. AMPHIBIOUS DEMONSTRATION

a. General.--The amphibious demonstration is an operation conducted for the purpose of deceiving the enemy by a show of force or by a minor attack with the expectation of influencing the enemy in a course of action unfavorable to himself. The amphibious demonstration is designed primarily to deceive the enemy as to the time, place, or strength of the main attack. It normally includes a preparation and other supporting fires but does not involve the commitment of a landing force ashore.

b. Participation.--The rifle company's participation in an amphibious demonstration usually involves:
   (1) Simulating debarkation of assault troops and equipment.
   (2) Providing boat teams or portions of boat teams to ride in landing craft in the waterborne demonstration.
   (3) Providing heliteams for a helicopterborne amphibious demonstration. When landing zones and adjacent areas are not occupied by the enemy, heliteams may actually debark from the helicopters for a short period.

2704. AMPHIBIOUS WITHDRAWAL

An amphibious withdrawal is a withdrawal of forces by sea in naval ships or craft from a hostile shore to preclude their loss or to retrace them for employment elsewhere. The amphibious withdrawal may be forced or voluntary. The actions preceding the withdrawal normally involve some form of retrograde movement common to land combat. The amphibious withdrawal begins with the initial defense of the debarkation area and terminates upon embarkation of covering forces.