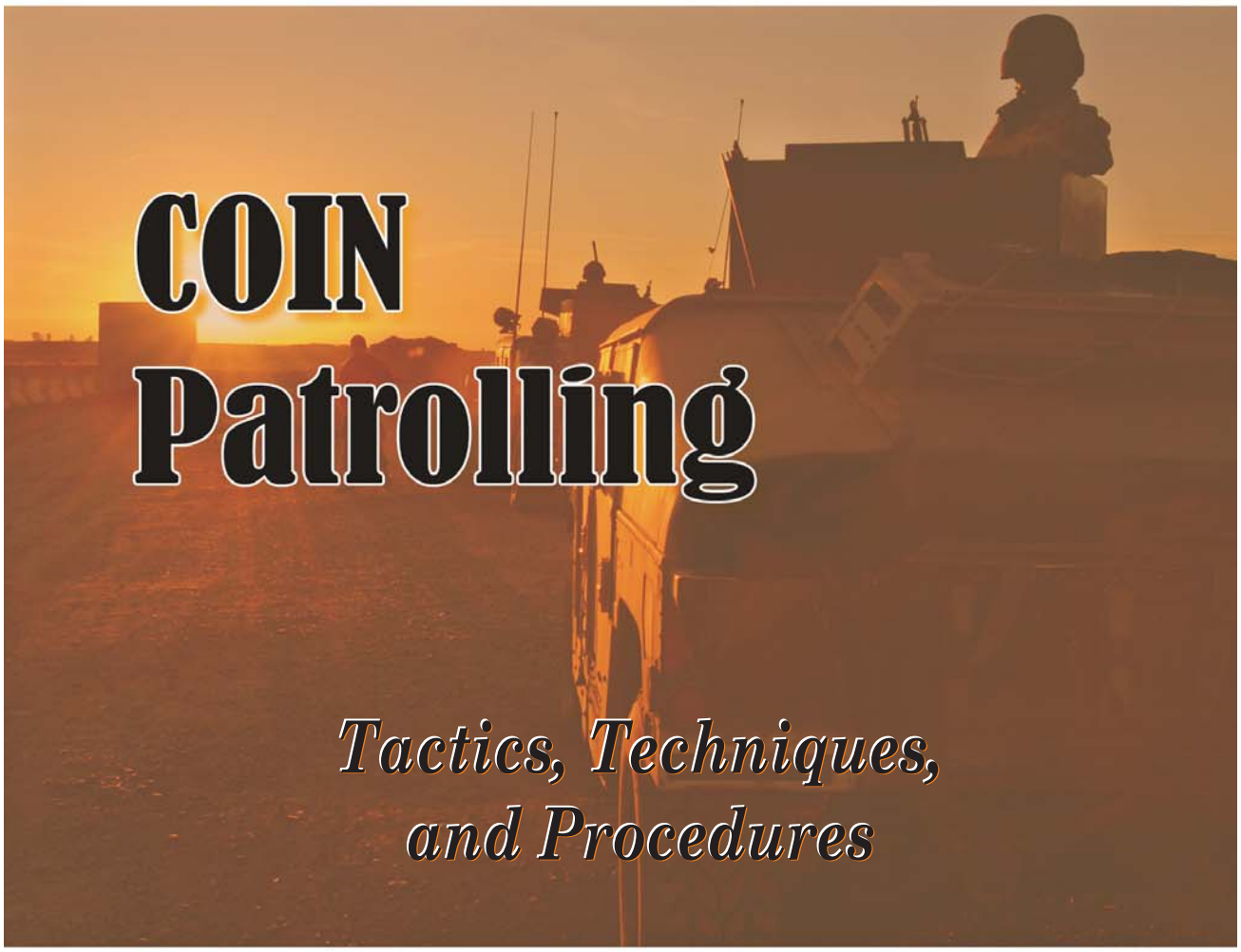
HANDBOOK

No. 08-11 Apr 08



COIN Patrolling

Tactics, Techniques, and Procedures

Center for Army Lessons Learned (CALL)
http://call.army.mil
Combined Arms Center (CAC) • Ft. Leavenworth, KS

U.S. UNCLASSIFIED
REL NATO, GCTF, ISAF, MCFI, ABCA
For Official Use Only

Handling Instructions for CALL Electronic Media and Paper Products

Center for Army Lessons Learned (CALL) authorizes official use of this CALL product for operational and institutional purposes that contribute to the overall success of U.S., coalition, and allied efforts.

The information contained in this product reflects the actions of units in the field and may not necessarily be approved U.S. Army policy or doctrine.

This product is designed for official use by U.S., coalition, and allied personnel and cannot be released to the public without the expressed written consent of CALL. This product has been furnished with the expressed understanding that it will be used for official defense-related purposes only and that it will be afforded the same degree of protection that the U.S. affords information marked "U.S. UNCLASSIFIED, For Official Use Only [FOUO]" in accordance with U.S. Army Regulation (AR) 380-5, section 5-2.

Official military and civil service/government personnel, to include all coalition and allied partners may paraphrase; quote; or use sentences, phrases, and paragraphs for integration into official products or research. However, integration of CALL "U.S. UNCLASSIFIED, For Official Use Only [FOUO]" information into official products or research renders them FOUO, and they must be maintained and controlled within official channels and cannot be released to the public without the expressed written consent of CALL.

This product may be placed on protected UNCLASSIFIED intranets within military organizations or units, provided that access is restricted through user ID and password or other authentication means to ensure that only properly accredited military and government officials have access to these products.

Regulations strictly forbid posting CALL "U.S. UNCLASSIFIED, For Official Use Only [FOUO]" documents to Department of Defense (DOD) Web sites that do not restrict access to authorized personnel. AR-25-1, 15 Jul 2005, Army Knowledge Management and Information Technology, paragraph 6-4 n (2) (b) and DOD Web Site Administration Policy and Procedures (11 Jan 2002), Part II, paragraph 3.6.1 require appropriate mechanisms to protect sensitive information.

When no longer needed, all CALL "U.S. UNCLASSIFIED, For Official Use Only [FOUO]" paper products and electronic media will be shredded or destroyed using approved paper shredders or CDROM destroyers.

To allied and coalition personnel:

This information is furnished with the understanding that it is to be used for defense purposes only, that it is to be afforded essentially the same degree of security protection as such information is afforded by the United States, and that it is not to be revealed to another country or international organization without the written consent of CALL.

Foreword

Patrols are one of the most common operations a unit will perform in the counterinsurgency (COIN) environment. A patrol is the basis for many other types of operations. Cordon and search, reconnaissance, demonstration of force, security, and traffic control checkpoints are all activities a unit may perform while on patrol. Patrols are invaluable in the COIN environment because they enable units to interface with the indigenous population and gain human intelligence.

This handbook will assist junior leaders in planning and preparing for, executing, and recovering from patrols. It is not intended to be a single-source document. Rather, it is intended to provide techniques used by others to enhance the unit's standing operating procedures and orders.

The key lessons for patrol leaders in the COIN environment are:

- **Patrol planning:** Upon receiving the order, leaders must quickly develop an appropriate, detailed plan.
- **Patrol preparation:** Leaders must ensure that all patrol members know their individual tasks and provide them the necessary resources to succeed.
- **Patrol execution:** Leaders will accomplish all patrol tasks to standard and guide the patrol to a successful outcome.
- **Recovery:** Leaders perform multiple tasks during recovery:
    - Assemble the intelligence and other data collected during the patrol and pass it to the appropriate staff sections.
    - Conduct a thorough after-action review to gain observations, insights, and lessons.
    - Supervise equipment and personnel reset to ensure the unit is ready for subsequent operations.

Because every unit conducts some kind of patrol, this handbook should be distributed to all units.

Steven Mains
Colonel, Armor
Director
Center for Army Lessons Learned

Counterinsurgency Patrolling Handbook

Table of Contents

Introduction	**1**
Chapter 1. Planning	**3**
Chapter 2. Preparation	**17**
Chapter 3. Execution	**47**
Chapter 4. Recovery	**75**
Appendix A. Every Soldier an Ambassador	**85**
Appendix B. The Satellite Movement Technique	**109**
Appendix C. References	**119**

Center for Army Lessons Learned

Director	**Colonel Steven Mains**
Managing Editor	**George J. Mordica II**
Project Analyst (NTC)	**David Nelson**
CALL Analyst	**Jim Gebhardt**
Production Coordinator	**Valerie Tystad**
Editor	**John Pennington**
Graphic Artist	**Eric Eck**
Printing Support Liaison	**Carrie Harrod**

The Secretary of the Army has determined that the publication of this periodical is necessary in the transaction of the public business as required by law of the Department.

Unless otherwise stated, whenever the masculine or feminine gender is used, both are intended.

Note: Any publications (other than CALL publications) referenced in this product, such as ARs, FMs, and TMs, must be obtained through your pinpoint distribution system.

Introduction

Small-unit patrolling is a mainstay of counterinsurgency (COIN) operations in Iraq and Afghanistan. Field Manual (FM) 3-24, *Counterinsurgency*, describes two types of patrolling:

- Aggressive saturation patrolling (placing Soldiers among the local populace) ensures access to the intelligence needed to drive operations.
- Deterrent patrolling (constant, unpredictable activity over time to keep the enemy off balance) deters enemy attacks.

When a leader has been assigned a patrol, he must begin by asking some important questions:

- What is the mission?
- What is known about the enemy?
- How will terrain and weather affect the operation?
- What troops are available?
- How much time is available?
- What are the civil considerations (particularly in the COIN environment)?

After receiving his order, a patrol leader must determine the purpose of his operations. An effective patrol leader knows the people, topography, economy, history, and culture of the operating environment. He seeks knowledge about every village, road, field, population group, tribal leader, and ancient grievance in his patrol area. The COIN environment changes continually; good leaders understand this and constantly assess their situations to avoid becoming complacent in their duties.

Patrol leaders must also understand the cultural differences within their areas of operation. Leaders must assess the attitudes of the local people, understand their motivations, and pass grievances and concerns to higher headquarters. Genuine compassion and empathy for the local population provide an effective weapon against insurgents.

In order to be effective, the bulk of the patrol should be dismounted. By mingling with the people, Soldiers establish connections that produce the information necessary to defeat the insurgency.

In Iraq and Afghanistan, every Soldier or small-unit leader should deploy with a solid working knowledge of patrolling tactics, techniques, and procedures. Patrols are no longer just the purview of combat units—any unit can be called upon to conduct patrols, whether from a forward operations base or a combat outpost.

This handbook, which is distilled from the standing operating procedures (SOPs) of two infantry divisions, provides an excellent foundation for small-unit leaders in planning, preparing, executing, and recovering from a COIN patrol.

This handbook was developed using many sources. The primary sources were the patrol handbook of the 1st Brigade Combat Team, 4th Infantry Division; the patrolling SOPs of the 3rd Brigade Combat Team, 3rd Infantry Division; other documents from Multi-National Corps-Iraq, Multi-National Division-Baghdad, and U.S. Forces Command; and extracts from FM 7-8, *Infantry Rifle Platoon and Squad*. A full list of references is located at Appendix C.

U.S. UNCLASSIFIED
REL NATO, GCTF, ISAF, MCFI, ABCA
For Official Use Only

Chapter 1

Planning

This chapter provides the patrol leader with an outline of what he needs to accomplish to have a successful patrol in a counterinsurgency (COIN) environment.

Because of the uniqueness of the COIN operating environment, patrol leaders must consider many aspects of an operation that they would not consider in a conventional environment.

The patrol leader should learn about the people, topography, economy, history, religion, and culture of the patrol area. He must know the location of villages, roads, fields, and population groups that are in and around the area of his patrol.

The patrol leader needs to make sure his map is up to date. He should study the map thoroughly and develop a mental model of the area. This mental model becomes a framework upon which every new piece of information is incorporated into the common operating picture.

Understanding the operational area provides a foundation for analyzing the insurgency:

- Who are the insurgents?
- What drives them?
- What are the agendas of local leaders or power brokers?

An insurgency is a competition among many groups, each seeking to mobilize the local populace in support of its agenda; therefore, COIN operations always have more than two sides.

A COIN patrol leader must understand what motivates the people in his area of operations and use those motivations to support the patrol's mission. Understanding why and how the insurgents are attracting followers is essential. This understanding requires knowing the primary enemy (insurgents, criminal element, local militia, al-Qaeda). Insurgents are adaptive, resourceful, and probably from the local area. The local populace has known these insurgents since they were young. U.S. forces are the outsiders. Insurgents are not necessarily misled or naive. Much of the insurgency's success may stem from unpopular central government policies or actions by security forces that alienate the local populace.

The genesis of a patrol is a mission from higher headquarters. Following unit standing operating procedures (SOPs) and using normal troop-leading procedures (TLP), the patrol leader may coordinate with the company commander or battalion staff. This coordination should include many of the following items:

- Changes or updates in the enemy situation (improvised explosive devices [IEDs] and sniper hot spots)
- Best use of terrain for routes, rally points, and patrol bases

- Light and weather data
- Changes in the friendly situation (patrol leader's own and adjacent units')
- Soldiers with special skills or equipment, such as engineers, sniper teams, scout dog teams, forward observers, or interpreters attached to the unit (later referred to as "integrated units")
- Use of manned or unmanned aircraft
- Use and location of landing or pickup zones
- Departure and reentry of friendly lines
- Fire support on the objective and along planned routes, including alternate routes
- Rehearsal areas and times
- Special equipment and ammunition requirements
- Transportation support
- Signal plan

Troop-Leading Procedures

Having evaluated the time available, the patrol leader issues a warning order (WARNO) to subordinates in order to allow them the maximum amount of time to prepare for the mission. The patrol leader continues his planning and coordinating utilizing TLP, and then finalizes and issues his own plan or patrol order.

The eight steps of TLP are:

1) Receive the mission.

2) Issue a warning order.

3) Make a tentative plan.

4) Start necessary movement.

5) Reconnoiter.

6) Complete the plan.

7) Issue the complete order.

8) Supervise.

U.S. UNCLASSIFIED
REL NATO, GCTF, ISAF, MCFI, ABCA
For Official Use Only

Receive the mission

The patrol leader may receive the mission in a WARNO, an operations order (OPORD), or a fragmentary order. He immediately begins to analyze it using the factors of ASCOPE (area, structures, capabilities, organizations, people, and events) and METT-TC (mission, enemy, terrain and weather, troops and support available, time available, and civil considerations):

- What is the mission?
- What is known about the enemy?
- How will terrain and weather affect the operation?
- What troops are available (including host-nation security forces)?
- How much time is available?
- What are the civil considerations? (See Field Manual 3-24, *Counterinsurgency*, Appendix B, for elaboration on ASCOPE elements.)

The patrol leader should use no more than one-third of the available time for his planning and for issuing his OPORD. The patrol leader should give the remaining two-thirds of the available time to his subordinates to plan and prepare for the operation. Patrol leaders should also consider factors such as available daylight and travel time to and from the location when issuing orders and conducting rehearsals.

In scheduling preparation activities, the patrol leader should work backward from the start-point (SP) time. This procedure is called reverse planning. Patrol leaders must allow enough time to complete each task he assigns to subordinate leaders.

Issue a warning order

The patrol leader provides initial instructions in a WARNO. The WARNO contains enough information to begin preparation as soon as possible. Platoon SOPs should prescribe who will be present when WARNOs are issued and the actions they must take upon receipt (e.g., drawing ammunition, rations, and water and checking communications equipment).

The WARNO has no specific format. One technique is to use the five-paragraph OPORD format. The patrol leader issues the WARNO with all the information he has available at the time. He provides updates as often as necessary. The patrol leader never waits for information to fill a format.

If available, the following information may be included in a WARNO:

- The mission or nature of the operation
- Who is participating in the operation (platoon plus what attachments)
- Time of the operation (in this case, a SP time)
- Time and place OPORD will be issued

Make a tentative plan

The patrol leader develops an estimate of the situation to use as the basis for his tentative plan. This estimate is a result of the military decision-making process (MDMP). At the patrol level, the following MDMP steps may be shortened:

- Detailed mission analysis
- Situation analysis and course-of-action development
- Analysis of each course of action
- Comparison of each course of action
- Decision

The decision represents the tentative plan for conducting the patrol. The patrol leader updates the situation estimate continuously and refines his plan accordingly. He uses this plan as the focal point for coordination, reconnaissance, task organization (if required), and movement instructions. He works through this problem-solving sequence in as much detail as time available allows. As the basis of his estimate, the leader considers the factors of METT-TC.

Start necessary movement

Subordinate leaders prepare personnel, weapons, and equipment for the coming mission. During this time, subordinate leaders gather personnel together to eat, conduct maintenance on weapons/equipment, and address any other issues related to the upcoming mission.

The platoon may need to begin movement while the leader is still planning or forward reconnoitering. The platoon sergeant or a squad leader may bring the platoon forward, usually under the control of the company executive officer or first sergeant.

Reconnoiter

If time and conditions allow, the patrol leader makes a personal reconnaissance to verify his terrain analysis, adjust his plan, confirm the usability of routes, and time any critical movements. When time and conditions do not allow, the leader must make a map reconnaissance. The patrol leader must consider the risk inherent in conducting reconnaissance outside the perimeter. In the current operating environment, the leader may have to conduct reconnaissance from a perimeter watchtower or other location within a secure area. Sometimes the patrol leader must rely on others (e.g., scouts or other elements that have recently operated or will operate on the patrol's terrain) to conduct the reconnaissance.

Complete the plan

The patrol leader completes his plan based on the reconnaissance and any changes in the situation. He should review his mission as he received it from his commander to ensure that his plan meets mission requirements and stays within the framework of the commander's intent.

U.S. UNCLASSIFIED
REL NATO, GCTF, ISAF, MCFI, ABCA
For Official Use Only

Issue the complete order

Platoon and squad leaders normally issue oral OPORDs.

Patrol leaders should issue the OPORD within sight of the objective or on the defensive terrain to aid subordinates in understanding the concept for the mission. When this is not possible, leaders should use a terrain model or sketch.

Patrol leaders must ensure that subordinates understand the mission, the commander's intent, the concept of the operation, and their assigned tasks. Patrol leaders may require subordinates to repeat all or part of the order or demonstrate, on the model or sketch, their understanding of the operation. Patrol leaders should also quiz their Soldiers to ensure that all Soldiers understand the mission.

Supervise

The patrol leader supervises the unit's preparation for combat by conducting rehearsals and inspections.

The patrol leader uses rehearsals to:

- Practice essential tasks (improve performance).
- Reveal weaknesses or problems in the plan.
- Coordinate the actions of subordinate elements.
- Improve Soldiers' understanding of the concept of the operation (foster confidence in Soldiers).

Rehearsals include having squad leaders brief their planned actions in execution sequence to the platoon leader. The platoon leader should conduct rehearsals on terrain that resembles the operational environment and do so in similar light conditions. The platoon may begin rehearsals of battle drills and other SOP items before receiving the OPORD. Once the OPORD has been issued, the platoon can rehearse mission-specific tasks. Some important tasks to rehearse include:

- Actions on unexpected enemy contact.
- Actions on contact with an IED.
- Actions on contact with friendly (or not so friendly) civilians.
- Various battle drills and procedures.

Squad leaders should conduct initial inspections shortly after receipt of the WARNO. The platoon sergeant conducts spot checks throughout the unit's preparation for combat. The platoon leader and platoon sergeant make a final inspection and should, at a minimum, inspect the following:

- Weapons and ammunition
- Uniforms and equipment

- Mission-essential equipment
- Soldiers' understanding of the mission and their specific responsibilities
- Communications
- Rations and water
- Camouflage
- Deficiencies noted during earlier inspections

The platoon leader presents his patrol mission order (example below) to all the members of the patrol to ensure everyone understands the mission. Part of the planning process is determining the various risk factors associated with the patrol. The platoon leader should:

- Brief the mission order using a terrain model or other visual aids.
- Conduct back briefs to ensure patrol members understand their parts of the mission.
- Ensure all Soldiers know the task and purpose of the patrol.

<table>
<tr><th colspan="7">Standard Combat Patrol Mission Order</th></tr>
<tr><td>Task organization</td><td>Mission date-time group (DTG):</td><td colspan="2">SP time:</td><td colspan="3">Estimated time of return:</td></tr>
<tr><td colspan="7">Situation:</td></tr>
<tr><td>High temp (Next 24 hours):</td><td>Low temp (Next 24 hours):</td><td colspan="5">Weather (Next 24 hours):</td></tr>
<tr><td>Begin Morning Nautical Twilight:</td><td>Sunrise:</td><td>Sunset:</td><td>End Evening Nautical Twilight:</td><td>% Illumination</td><td>Moonrise:</td><td>Moonset:</td></tr>
<tr><td colspan="7">Terrain (observation, cover, concealment, obstacles, key terrain, and avenues of approach) anticipated on the mission.</td></tr>
</table>

U.S. UNCLASSIFIED
REL NATO, GCTF, ISAF, MCFI, ABCA
For Official Use Only

<table>
<tr><td colspan="4">Friendly forces:</td></tr>
<tr><td colspan="4">Mission:</td></tr>
<tr><td colspan="4">Execution:</td></tr>
<tr><td colspan="4">Information operations theme and messages:</td></tr>
<tr><td colspan="4">Tasks to maneuver units:</td></tr>
<tr><td>Task:
Purpose:</td><td>Task:
Purpose:</td><td>Task:
Purpose:</td><td>Special teams:
Aid and Litter
Enemy Prisoner of War/Detainee
Search
Security</td></tr>
<tr><td colspan="4">Coordinating instructions: a. Mission route (brief checkpoints, order of movement, and distance); b. Rally points (discuss actions at each rally point); c. Review actions on contact and at danger areas; d. Review current rules of engagement; and e. Special equipment (anything not covered in the precombat inspection checklist).</td></tr>
<tr><td>Current force protection level:</td><td>A</td><td>B</td><td>C</td><td>D</td></tr>
<tr><td colspan="2">Current weapon status:</td><td>Green</td><td>Amber</td><td>Red</td></tr>
<tr><td colspan="4">Commander’s critical information requirements: a. Priority information requirements; b. Friendly force information requirements; and c. Essential elements of friendly information.</td></tr>
</table>

Collection priorities:	
Timeline (brief the mission timeline):	
Service support: a. Emergency resupply plan; b. Casualty evacuation plan (brief the location of the casualty collection point); and c. Vehicle recovery plan.	
Ration cycle:	**Ammunition allocation:**
Command and signal: a. Succession of command and b. Mission frequencies (brief the mission packet communications cut sheet).	
Challenge (next 24 hours):	**Password (next 24 hours):**
Safety and risk assessment (brief the risk assessment worksheet):	

U.S. UNCLASSIFIED
REL NATO, GCTF, ISAF, MCFI, ABCA
For Official Use Only

Determine Risk

This section outlines the composite risk management standards for patrols.

Tactical risk:

- Mission-specific tactical risk identified
- Implement controls

Accident risk:

- Mission-specific accident risk identified
- Implement controls

Composite risk management worksheet (see Figures 1-1[a] and 1-1[b]):

- Written at patrol level
- Briefed down to Soldier level
- Composite risk management worksheet instructions (see next page)

Composite Risk Management Worksheet Instructions

Block:

1. Mission/Task. Describe the mission/task to be executed (e.g., "Platoon patrol to provide security to school repair.").

2. Date-time group. Enter DTG when the mission/task is planned to begin and when it is planned to be completed.

3. Date. Enter day/month/year the worksheet was prepared.

4. Prepared by. Enter the rank, last name, and duty position of the person who prepared the worksheet.

5. Subtask. Relating to mission or task in Block 1.

6. Hazards. Identify key hazards by reviewing METT-TC factors for this mission/task. Additional factors include historical lessons learned, experience (e.g., "2nd Platoon conducted this mission last week and encountered a sniper."), judgment, equipment characteristics and warnings, and environmental considerations.

7. Initial risk level. Determine the risk of each hazard by applying the four-tier risk-assessment matrix (Figure 1-2). Enter the risk level for each hazard (Low, Marginal, High, Extremely High).

8. Controls. Develop one or more controls for each hazard that will either eliminate the hazard or reduce the risk (probability or severity) of a hazardous incident. Specify who, what, when, where, why, and how for each control. Enter controls.

9. Residual risk level. Determine the residual risk for each hazard by applying the risk-assessment matrix (Figure 1-2). Enter the residual risk level for each hazard.

10. How to implement. Decide how each control will be put into effect or communicated to the personnel who will make it happen (graphic control measure, unit SOP, rehearsals, or other verbal or written instructions). Enter controls.

11. How to supervise (who). Plan how each control will be monitored for implementation (continuous supervision, spot reports, situation reports, buddy system, or Soldier self-discipline) and reassess hazards as the situation changes. Determine if the controls worked and if they can be improved. Pass on lessons learned.

12. Was control effective? Indicate "Yes" or "No." In the after-action review, discuss why and what to do the next time this hazard is identified.

13. Overall mission/task risk level. Select the highest residual risk level and circle it. This becomes the overall mission or task risk level. The commander decides whether the controls are sufficient to accept the level of residual risk. If the risk is too great to continue the mission or task, the commander directs development of additional controls or modifies, changes, or rejects the course of action.

14. Risk decision authority. Signed by the appropriate level of command (this may vary from one unit to another).

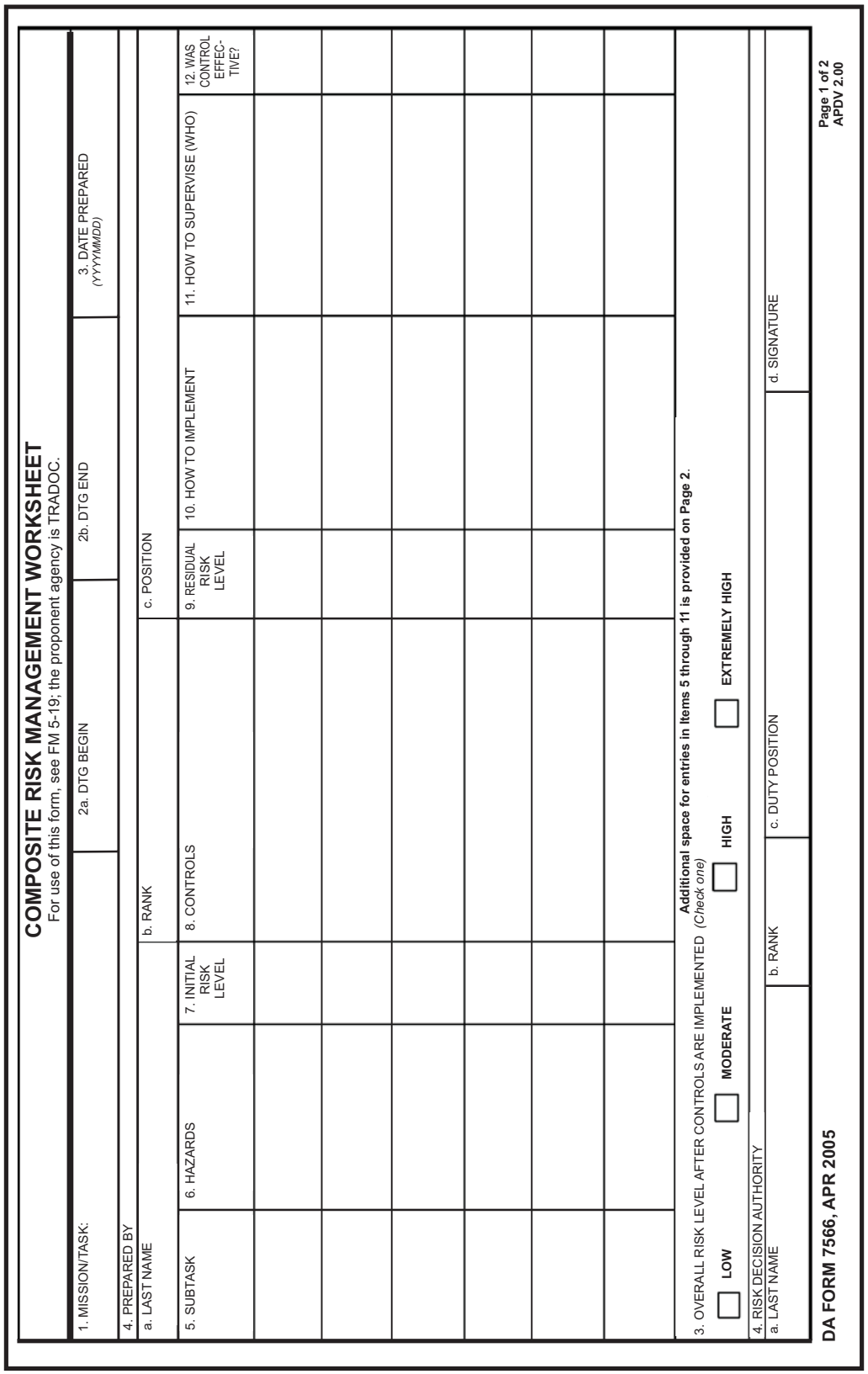
U.S. UNCLASSIFIED
REL NATO, GCTF, ISAF, MCFI, ABCA
For Official Use Only

Refine composite risk management worksheet based on:

- Changes to METT-TC factors.
- Battalion operations/S2 patrol brief.
- Evaluation of control measures.
- Mission experience.

Residual risks (may vary between units) approved by the appropriate authority:

- Low: Company commander
- Moderate: Battalion commander
- High: Brigade combat team commander
- Extremely High: First general officer in chain of command



COMPOSITE RISK MANAGEMENT WORKSHEET

For use of this form, see FM 5-19; the proponent agency is TRADOC.

1. MISSION/TASK:	2a. DTG BEGIN	2b. DTG END	3. DATE PREPARED (YYYYMMDD)

4. PREPARED BY			
a. LAST NAME	b. RANK	c. POSITION	

5. SUBTASK	6. HAZARDS	7. INITIAL RISK LEVEL	8. CONTROLS	9. RESIDUAL RISK LEVEL	10. HOW TO IMPLEMENT	11. HOW TO SUPERVISE (WHO)	12. WAS CONTROL EFFECTIVE?

Additional space for entries in Items 5 through 11 is provided on Page 2.

3. OVERALL RISK LEVEL AFTER CONTROLS ARE IMPLEMENTED *(Check one)*

☐ LOW ☐ MODERATE ☐ HIGH ☐ EXTREMELY HIGH

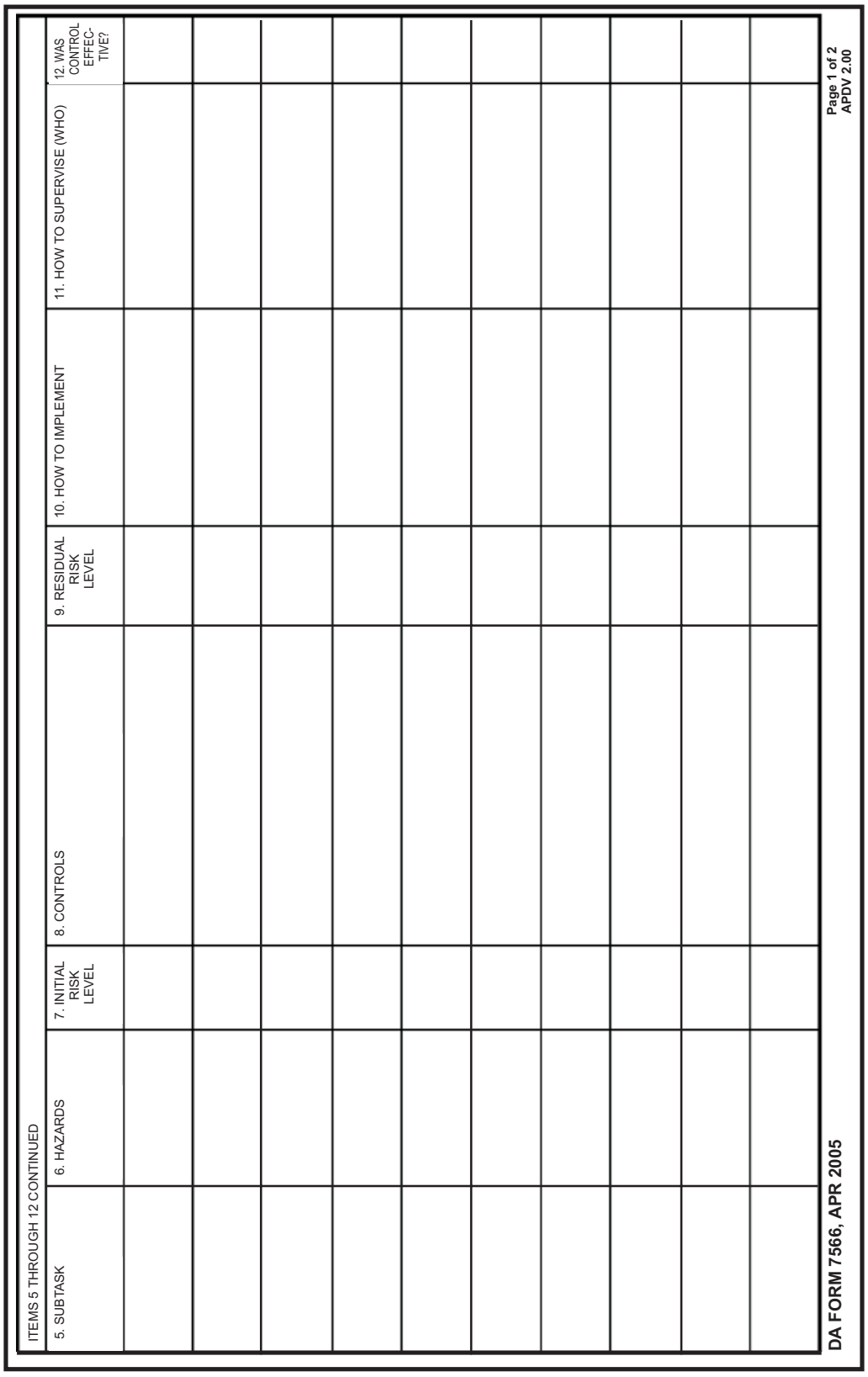
4. RISK DECISION AUTHORITY			
a. LAST NAME	b. RANK	c. DUTY POSITION	d. SIGNATURE

DA FORM 7566, APR 2005

Page 1 of 2
APDV 2.00

Figure 1-1(a). Composite Risk Management Worksheet

U.S. UNCLASSIFIED
REL NATO, GCTF, ISAF, MCFI, ABCA
For Official Use Only



ITEMS 5 THROUGH 12 CONTINUED

5. SUBTASK	6. HAZARDS	7. INITIAL RISK LEVEL	8. CONTROLS	9. RESIDUAL RISK LEVEL	10. HOW TO IMPLEMENT	11. HOW TO SUPERVISE (WHO)	12. WAS CONTROL EFFEC-TIVE?

DA FORM 7566, APR 2005

Page 1 of 2
APDV 2.00

Figure 1-1(b). Composite Risk Management Worksheet (continued)

Risk Assessment Matrix

SEVERITY		PROBABILITY				
		Frequent A	Likely B	Occasional C	Seldom D	Unlikely E
Catastrophic	I	E	E	H	H	M
Critical	II	E	H	H	M	L
Marginal	III	H	M	M	L	L
Negligible	IV	M	L	L	L	L

E=Extremely High H=High M=Moderate L=Low

SEVERITY DEFINITIONS

I. Catastrophic – Complete mission failure or loss of ability to accomplish mission, death or permanent total disability, major system or equipment loss, major property damage, severe environmental damage, mission-critical security failure, or unacceptable collateral damage.

II. Critical – Severely degraded mission capability, permanent partial disability or temporary total disability, major system or equipment damage, significant property or environmental damage, security failure, or significant collateral damage.

III. Marginal – [vice "Moderate"] Degraded mission capability, minor system or equipment damage, lost days due to injury, or minor property or environmental damage.

IV. Negligible – Little or no impact on mission capability, first aid or minor medical treatment, slight system or equipment damage, or little or no property or environmental damage.

PROBABILITY DEFINITIONS

A. Frequent – Occurs very often, known to happen regularly (1 in 500 times). Examples are vehicle rollovers, rear-end collisions, and heat injuries to non-acclimated Soldiers during strenuous physical training in hot weather.

B. Likely – Occurs several times, a common occurrence (1 in 1,000 times). Examples are improvised explosive devices, aircraft wire strikes, controlled flight into terrain, and unintentional weapon discharges.

C. Occasional – Occurs sporadically, but is not uncommon. It may or may not happen during a deployment. Examples are unexploded explosive ordnance and fratricide.

D. Seldom – Remotely possible, could occur at some time. Usually several things must go wrong. Examples are heat-related death and electrocution.

E. Unlikely – Can assume this will not occur, but occurrence is not impossible. Example is detonation of containerized ammunition during transport.

Figure 1-2. Risk assessment matrix

U.S. UNCLASSIFIED
REL NATO, GCTF, ISAF, MCFI, ABCA
For Official Use Only

Chapter 2

Preparation

During the preparation phase, the patrol leader ensures that personnel conduct precombat checks (PCC) and precombat inspections (PCI). Every patrol member must carry those items needed to conduct the patrol and ensure his survival. The platoon must also prepare and inspect the patrol vehicles. The patrol's command and control element must perform standard tasks prior to start point (SP) time. Attached elements should be present and subjected to the same preparatory checks and inspections along with patrol members. Conducting proper rehearsals is essential to understanding what the platoon must accomplish on the patrol and how the platoon should react to events.

The following is a consolidated precombat checklist for combat patrol personnel and vehicles:

Standard Combat Patrol PCC Checklist			
Squad: **Platoon:** **Mission date-time group:**			
Every Soldier			
#	**Item**	**GO**	**NO GO**
1	Army combat uniform, desert combat uniform, or Nomex (mandatory for armored vehicle and M1114/M1151 crew)		
2	Cotton T-shirt, cotton underwear (optional), and cotton/wool socks		
3	Identification (ID) card and ID tags		
4	Military driver's license endorsed for vehicle Soldier will drive		
5	Advanced combat helmet (ACH or Kevlar) with cover, name sewn on band, and filled-out DA Form 1156 (Casualty Feeder Card) in helmet		
6	Nomex gloves		
7	Ballistic eyewear with shaded and clear lenses		
8	Hearing protection		
9	Watch (optional)		
10	Interceptor body armor with enhanced small-arms protective inserts; enhanced side-ballistic inserts; collar, throat, and crotch protector; and deltoid auxiliary protection system (mandatory for gunners, optional for others)		

11	Unit-required smart cards (rules of engagement, medical evacuation [MEDEVAC], 9-line, etc.)		
12	CamelBak, canteens, or both		
13	Individual first aid kit with DA Form 1156 inside		
14	Flashlight		
15	Notebook with pen, pencil, or markers		
16	Modular lightweight load-carrying equipment (MOLLE)gear, as needed/required		
17	Night-vision devices (maintained, secured): PVS 7B Serial # _____ PVS 7D Serial # _____ PVS 14 Serial # _____ PEQ 2A Serial # _____ Other Serial # _____		
18	Clean and functional individual weapon and optics with spare batteries Sights: PAS 13 Serial # _____ Raptor Serial # _____ ACOG Serial # _____ M68 Serial # _____ EoTech Serial # _____ Leupold Serial # _____ Other Serial # _____		
19	Ammunition and magazines: basic load on hand, ammunition clean and dry, and magazines clean and free of dents. First round is tracer for escalation of force (EOF). Basic Load / Required Rounds / Actual Rounds M9 45 _____ M16/M4 210 _____ M14 80 _____ M203 36 HE _____ M249 1,000 _____ M240B 900 _____ M2 500 _____ Shotgun 50 _____ Other _____		
20	Protective mask (with inserts if applicable) and Joint Service Lightweight Integrated Suit Technology available in vehicle		

U.S. UNCLASSIFIED
REL NATO, GCTF, ISAF, MCFI, ABCA
For Official Use Only

Every Combat Vehicle			
#	Item	GO	NO GO
1	Preventive maintenance checks and services, current DA Form 5988-E (Equipment Maintenance and Inspection Worksheet), claims form, and technical manual		
2	Loaded in accordance with (IAW) load plan (high mobility multipurpose wheeled vehicle [HMMWV] and Bradley Fighting Vehicle), all basic issue items, and fuel topped off		
3	1 case of water, full 5-gallon fuel can, Class III unit basic load		
4	3-day supply of meals, ready-to-eat		
5	Combat lifesaver (CLS) bag—2 per infantry squad. Check intravenous bag expiration date. Warrior Aid and Litter Kit		
6	Warning triangles		
7	Box of AA batteries		
8	EOF kit, consisting of: Stop sign paddle Searchlight Laser pointer Pressurized air horn Handheld bullhorn		
9	Vehicle fratricide markings: Glint tape U.S. flag Infrared (IR) chemlight		
10	Remains recovery kit: 4 remains bags Surgical gloves Large and small Ziploc bags Sharpie pen to mark Ziploc bags Sketch paper		
11	Vehicle recovery equipment (tow straps/bars/shackles)		
12	Crew-served weapons check: Basic load of ammunition hand, clean and serviceable, stowed Weapons clean and serviceable, function checks performed Extra batteries for optics Cleaning materials available Weapon properly mounted/installed		

13	5 boxes of chemlights (at least 1 red and 1 IR)		
14	1 roll of 550 cord per section		
15	Bolt cutters		
16	Burn kits		
17	Fire extinguisher fully charged		
18	Windows, lights, and turn signals clean		
19	Side-view mirrors clean and adjusted		
20	Antennae secured, pull-down line attached		
21	Combat locks operational		
22	Seat belts operational		
23	9-line MEDEVAC cards posted		
24	Turret rotates freely and locks		
25	Gunner restraint harness operational		
26	Cooler with ice and water		
27	Gatorade packets		
28	Two extra sets of eyewear		
29	Five extra sets of earplugs		
Mission Leaders and Vehicle Commanders			
#	**Item**	**GO**	**NO GO**
1	Map with alcohol pens and current operations and mine overlay		
2	Leader smart book, operations order (OPORD)/fragmentary order		
3	Handheld Interagency Identity Detection Equipment (HIIDE); digital or video camera		
4	Pen/pencil and notebook		
5	Binoculars (1 per vehicle/patrol)		

U.S. UNCLASSIFIED
REL NATO, GCTF, ISAF, MCFI, ABCA
For Official Use Only

6	Compass and Precision Lightweight Global Positioning System Receiver (PLGR) with extra battery, tied down (dismounted)		
7	Mission packet		
8	Squad radio with extra battery		
Radio Telephone Operator			
#	**Item**	**GO**	**NO GO**
1	Map with alcohol pens and current operations and mine overlay		
2	Protractor		
3	Electrical tape		
4	2 extra batteries		
5	4 large garbage bags		
6	Manpack radio (complete) with long whip and field expedient antenna kit		
7	Automated net control device with fill cables		
8	2 handsets		
9	MEDEVAC card		
Mission Precombat Inspections			
#	**Item**	**GO**	**NO GO**
1	Radio checks with net control station (ensure proper frequencies)		
2	Class I, III, IV, V drawn and on hand		
3	Functions check on all the unit's weapons		
4	Unit has a qualified medic or combat lifesaver (CLS) with CLS bag		
5	Unit has at least one interpreter		
6	Unit has at least one HIIDE-trained person		
7	Unit has rehearsed actions on contact and danger areas		

8	Special teams identified and rehearsed		
9	Functions check on PLGRs, night-vision devices, Warlock, Blue Force Tracker (BFT), and digital cameras		
Mission Knowledge			
#	**Item**	**GO**	**NO GO**
1	Mission and intent two levels up		
2	Unit mission, operational concept, and subunit task/purpose		
3	Reporting requirements briefed		
4	Primary and alternate routes, rally points, and checkpoints briefed		
5	Review casualty evacuation (CASEVAC) plan		
6	Current weapons status posture, rules of engagement (ROE), and graduated response brief back		
7	Interactive safety brief (risks associated with weather, contact, driving)		
8	Review current challenge and password		
9	Review information operations theme and collection priorities		
10	Review known unexploded explosive ordnance (UXO) and minefields		
11	Review 9-line MEDEVAC and UXO report		
Communications Equipment Checks			
#	**Item**	**GO**	**NO GO**
1	Advanced System Improvement Program (ASIP)		
2	Enhanced Position Location and Reporting System (EPLRS)		
3	Force XXI Battle Command—Brigade and Below (FBCB2)		
4	PLGR with extra battery, tied down, filled when directed		
5	Defense Advanced Global Positioning System Receiver (DAGR)		

U.S. UNCLASSIFIED
REL NATO, GCTF, ISAF, MCFI, ABCA
For Official Use Only

6	Blue Force Tracker (BFT)		
7	Maximum bit transfer rate (MBTR) radio		
8	Integrated communications (ICOM) radio		
9	Radio connecters clean, antennas tight, handset works		
10	One radio set (1-Red, 2-White, 3-Blue, 4-Green)		
11	Long-range radio check (within 15 minutes of SP)		
Counter radio-controlled improvised explosive device electronic warfare (CREW) systems			
#	**Item**	**GO**	**NO GO**
1	Warlock (or other named system) operational		
2	Rhino operational		
3	Other named system(s)		
Hasty Checkpoint Kit			
#	**Item**	**GO**	**NO GO**
1	2 large flashlights		
2	2 vehicle search mirrors		
3	2 boxes of surgical gloves		
4	1 crowbar or tanker’s bar		
Mine Marking Kit (If Army issue not available)			
#	**Item**	**GO**	**NO GO**
1	1 roll engineer tape		
2	10 mine signs		
3	10 mine markers IAW SOP		
4	5 mine probes		
5	1 roll of orange survey tape per section		
6	Picket pounder		

Detainee Kit			
#	**Item**	**GO**	**NO GO**
1	20 zip ties		
2	1 roll 100-mph tape		
3	20 large Ziploc bags		
4	Sharpie pen		
5	DD Form 2745 (Enemy Prisoner of War Capture Tag)		
6	DA Form 4137 (Evidence/Property Custody Document)		
7	Blindfolds (spray-painted sand/wind/dust goggles)		
8	Digital camera		
Hasty Landing Zone Marking Kit			
#	**Item**	**GO**	**NO GO**
1	10 each chemlights (IR, green, blue)		
2	2 VS-17 panels and strobe light		
3	Stakes/tent pegs		
4	Rubber bands		
Target Reference Point Kit			
#	**Item**	**GO**	**NO GO**
1	5 long pickets		
2	4 ammunition cans (for burning)		
3	6 IR/regular chemlights		
4	2 VS-17 panels		
5	Charcoal and lighter fluid (for thermal recognition)		

U.S. UNCLASSIFIED
REL NATO, GCTF, ISAF, MCFI, ABCA
For Official Use Only

Breach Kit (per section)			
#	**Item**	**GO**	**NO GO**
1	Wire cutters		
2	Grapnel hook		
3	100 feet of 550 cord		
4	VS-17 panel		
Leadership			
Mission leader name:			
Mission leader signature:			
CO/XO/1SG/PL/PSG name:			
CO/XO/1SG/PL/PSG signature:			
TOC shift NCO name:			
TOC shift NCO signature:			

Figure 2-1. Standard combat patrol PCC checklist

Command and Control

In addition to supervising the preparation of the patrol, the command and control element conducts the following internal tasks:

- Posts digital and analog graphics
- Conducts internal and external radio checks
- Posts 9-line UXO card in all vehicles
- Conducts radio check on MEDEVAC frequency prior to SP

Integrate Task-Organized Units

This section outlines the requirements for patrols to receive and integrate task-organized units, both internal and external to the brigade combat team.

Dismounted patrols are the most critical pieces in gaining and maintaining contact with the indigenous population. Patrols must dismount, patrol, and speak with the people to build trust and a lasting relationship with them. Incorporate host-nation security forces (HNSF) in patrol formations at every opportunity to build tactical competence in patrolling fundamentals, operational trust between U.S. forces and the HNSF, and legitimacy of the host-nation government in the eyes of the people.

The patrol leader understands the integrated unit's capabilities and equipment. The attached elements should be included in the following:

- Patrol pass/trip ticket
    - Personnel
    - Sensitive items
- Patrol planning
- Patrol brief (enablers brief their roles)
- Rehearsals
- PCI
- Counter Radio-Controlled Improvised Explosive Device Electronic Warfare (CREW) system plan

The integrated unit should understand the following:

- Task and purpose of the patrol
- The integrated unit's role in the mission
- Concept of the operation

U.S. UNCLASSIFIED
REL NATO, GCTF, ISAF, MCFI, ABCA
For Official Use Only

- Analog and digital graphics
- Unit communication frequencies
- Unit call signs

The receiving unit should understand the following:

- Integrated unit's capabilities
- Integrated unit's limitations
- Integrated unit's task and purpose
- Duration of task organization

Post-patrol operations include:

- Debriefings
    - Integrated unit must be included.
    - Integrated unit's information is analyzed at company/battalion level.
    - After-action review (AAR) comments are included in next mission.
- Integrated unit logs out with the patrol prior to returning to its parent organization

Patrol Rehearsals

Patrols often overlook rehearsals. The list below, while not all-inclusive, illustrates the small-unit leader's dilemma. If time is not available to rehearse every contingency, prioritize and rehearse the most important drills. Ensure that integrated units (sniper team, scout dog team, tactical human intelligence team, and any other attachments) participate in rehearsals. Rehearse the following:

- Rollover drill
- Fire drill
- Movement techniques
- Actions-on-contact drills
- Air-ground integration procedures
- Actions when HIIDE device shows a "hit"
- Improvised explosive device (IED) detection drill
- Vehicle-borne IED drill

- Ambush
- Crew evacuation drill
- Drive-by shooting drill
- Vehicle recovery drills
- CASEVAC drills

Conduct an AAR at the completion of each rehearsal and continue rehearsals until the patrol has met the standards.

Rules of Engagement and Escalation of Force

In the counterinsurgency environment, minimizing collateral damage is crucial to winning the hearts and minds of the civilian population. ROE and EOF procedures are crafted to help Soldiers react appropriately to persons and events as they occur. The platoon leader should brief these procedures in the patrol order and rehearse them during patrol rehearsals.

Equipment and procedures:

- Understand EOF/ROE:
    - Hostile act
    - Hostile intent
    - Use of warning shots
    - Levels of escalation and when to implement them
- Each M1114 has an EOF kit (contents are listed below).
- Soldiers have ROE cards.
- Soldiers understand reporting requirements.

Preparation:

- Include EOF/ROE in the patrol brief.
- Rehearse EOF/ROE frequently.

U.S. UNCLASSIFIED
REL NATO, GCTF, ISAF, MCFI, ABCA
For Official Use Only

Multi-National Corps-Iraq ROE Card (5 MAR 2007)

Nothing on this card prevents you from using necessary and proportional force to defend yourself.

1. You may engage the following individuals based on their conduct:

    a. Persons who are committing hostile acts against coalition forces.

    b. Persons who are exhibiting hostile intent toward coalition forces.

2. These persons may be engaged subject to the following instructions:

    a. Positive identification (PID) is required prior to engagement. PID is a reasonable certainty that the proposed target is a legitimate military target. If no PID, contact your next higher commander for decision.

    b. Use graduated measures of force. When time and circumstances permit, use the following degrees of graduated force when responding to hostile act/intent:

        (1) Shout verbal warnings to halt.

        (2) Show your weapon and demonstrate intent to use it.

        (3) Block access or detain.

        (4) Fire a warning shot.

        (5) Shoot to eliminate threat.

    c. Do not target or strike anyone who has surrendered or is out of combat due to sickness or wounds.

    d. Do not target or strike hospitals, mosques, churches, shrines, schools, museums, national monuments, and any other historical and cultural sites, civilian-populated areas, or buildings unless the enemy is using them for military purposes or if necessary for your self-defense.

    e. Do not target or strike Iraqi infrastructure (public works, commercial communication facilities, dams), lines of communication (roads, highways, tunnels, bridges, railways), and economic objects (commercial storage facilities, pipelines) unless necessary for self-defense or if ordered by your commander. If you must fire on these objects, fire to disable and disrupt rather than destroy.

    f. Always minimize incidental injury, loss of life, and collateral damage.

3. The use of force, including deadly force, is authorized to protect the following:

- Yourself, your unit, and other friendly forces
- Detainees
- Civilians from crimes that are likely to cause death or serious bodily harm, such as murder or rape
- Personnel or property designated by the on-scene commander, when such actions are necessary to restore order and security

4. In general, warning shots are authorized only when the use of deadly force would be authorized in that particular situation.

5. Treat all civilians and their property with respect and dignity. Do not seize civilian property, including vehicles, unless the property presents a security threat. When possible, give a receipt to the property's owner.

6. You may detain civilians based upon a reasonable belief that the person:

- Must be detained for purposes of self-defense.
- Is interfering with mission accomplishment.
- Is on a list of persons wanted for questioning, arrest, or detention.
- Is or was engaged in criminal activity.
- Must be detained for imperative reasons of security.

Anyone you detain must be protected. Force, up to and including deadly force, is authorized to protect detainees in your custody. You must fill out a detainee apprehension card for every person you detain.

7. Multi-National Corps-Iraq General Order Number 1 is in effect. Looting and the taking of war trophies are prohibited.

8. All personnel must report any suspected violations of the Law of War committed by any U.S., friendly, or enemy force. Notify your chain of command, judge advocate, inspector general, chaplain, or appropriate service-related investigative branch (e.g., Criminal Investigative Division, Naval Criminal Investigative Service).

U.S. UNCLASSIFIED
REL NATO, GCTF, ISAF, MCFI, ABCA
For Official Use Only

Escalation of Force (5 MAR 2007)

EOF is the graduated use of force that allows Soldiers to neutralize a threat using less-than-lethal means instead of engaging a target with deadly force. In Baghdad, a great deal of collateral damage has occurred in situations where EOF measures could have been used. To minimize accidental shootings of innocent bystanders, leaders should emphasize a Soldier's options when responding to a threat.

Rules of engagement principles:

- **First principle.** You always have the inherent right to self-defense.
- **Second principle**. If the situation allows for it, graduated force measures are methods to confront a threat without using deadly force.
- **Third principle.** You do not have to go through every step of graduated force measures. If deadly force is necessary, use deadly force immediately.

"RAMP" rules

When facing a potential threat, exercise initiative as well as restraint. Any weapons fire must be disciplined, aimed, and effective in achieving self-defense. When encountering a potential threat, return fire with aimed fire and return force with force; anticipate attack; use force first if, but only if, clear indicators of hostile intent exist; measure the amount of force that you use, if time and circumstances permit; and protect only human life and designated property with deadly force. Remember RAMP:

- **R—Return fire.** If you have been fired on or otherwise attacked, you may do what you must to protect yourself. This is the right to self-defense, which is never denied.
- **A—Anticipate attack**. Self-defense is not limited to returning fire. Soldiers do not have to receive the first shot before using force to protect themselves and other lives.
    - When Soldiers use force first to defend themselves, they use "anticipatory" or "pre-emptive" force. During noncombat operations, unless ordered otherwise, anticipatory or preemptive force may only be used when you face an imminent threat of attack and can identify or describe to yourself certain clear indicators of hostile intent.
    - Do not base anticipatory force on a mere hunch that the person is hostile. On the other hand, if your commander informs you that a particular fighting force has been designated as "hostile" or as "the enemy," you may shoot that force or its equipment on sight without identifying indicators of hostile intent.

- Determine hostile intent by considering the same factors you use when reporting enemy information under the **S-A-L-U-T-E** format:
  - **S**ize. How many individuals are you facing?
  - **A**ctivity. What is he doing? Is he pointing a weapon?
  - **L**ocation. Is he within small-arms range? Is he in a prepared firing position? Has he entered a restricted area?
  - **U**nit. Is he wearing a uniform? Is he part of an organized armed force?
  - **T**ime. How soon before he is upon you?
  - **E**quipment. Is he armed? With what? What are the range and lethality of his weapon?

- **M—Measure your force**. If you have time to choose your method, you must do so.
  - If the circumstances permit, use the following EOF measures as a guide:
    - Shout verbal warnings. Tell person(s) in their language to disperse, stay away, or halt.
    - Show visual warnings. Use signs in correct language that clearly display warnings, desired actions, and consequences of disobedience.
    - Show hand and arm gestures; use air horn or bullhorn; use green laser pointer to gain drivers' attention.
    - Show your weapons and demonstrate your intent to use them (or use spotlight at night)
    - Shove or physically restrain, block access, or detain.
    - Strike to incapacitate or disable the threat. Use pepper spray or riot stick, if authorized.
    - Shoot less-than-lethal rounds (if available).
    - Shoot a warning shot with smallest caliber, single-shot weapon (M4, M14, M9, shotgun) to the side of or directly in front of threat (without endangering innocent bystanders, if possible).

U.S. UNCLASSIFIED
REL NATO, GCTF, ISAF, MCFI, ABCA
For Official Use Only

        - Shoot to injure or disable (engine block or tires).
        - Shoot to eliminate the threat (deadly force).
    - You do not have to go through every step of the EOF measures when you respond to a threat if you feel that the conditions do not allow for it.

- **P—Protect with deadly force**. You must defend more than your own personal safety, but you may use deadly force only in limited circumstances. The commander may designate certain facilities be protected with deadly force.

In war, you attack combat targets according to the Law of War, whether or not you are in imminent danger from the enemy; however, RAMP remains your guide on the use of force when dealing with civilians and prisoners.

Escalation of Force Kits

Each convoy security vehicle (M1114) will carry, as a minimum, the following EOF equipment:

Convoy Security Vehicle EOF Kit
1 green laser pointer/dazzler (Pen flares or star clusters are authorized if green laser dazzler is unavailable.)
1 vehicle spotlight (National Stock Number [NSN] 6220-00-052-0700)
8 chemlights (available through supply channels)
1 pressurized air horn
1 handheld bullhorn (NSN 8465-00-856-6835 or 8465-01-135-8495)
7 M1006 less-than-lethal M203 rounds (if authorized)
2 vehicle-mounted warning signs (front and back)

Each traffic control point (TCP) will contain, as a minimum, the following EOF equipment:

Traffic Control Point EOF Kit
1 beanbag/warning light (NSN 6230-00-255-0166)
3 portable spike systems (NSN 2610-01-520-6570)
2 portable spotlights (NSN 6220-00-05200700)
1 sawhorse (NSN 5140-01-458-4763)
2 TCP sandwich board alert signs (unit orders through prime vendor)
1 slow down sign (unit orders through prime vendor)
1 stop sign (unit orders through prime vendor)
2 green laser pointers
1 portable speed bump (unit orders through prime vendor)
Ballistic face shield (NSN 8470-01-467-0754), 1 per Soldier
1 HIIDE device

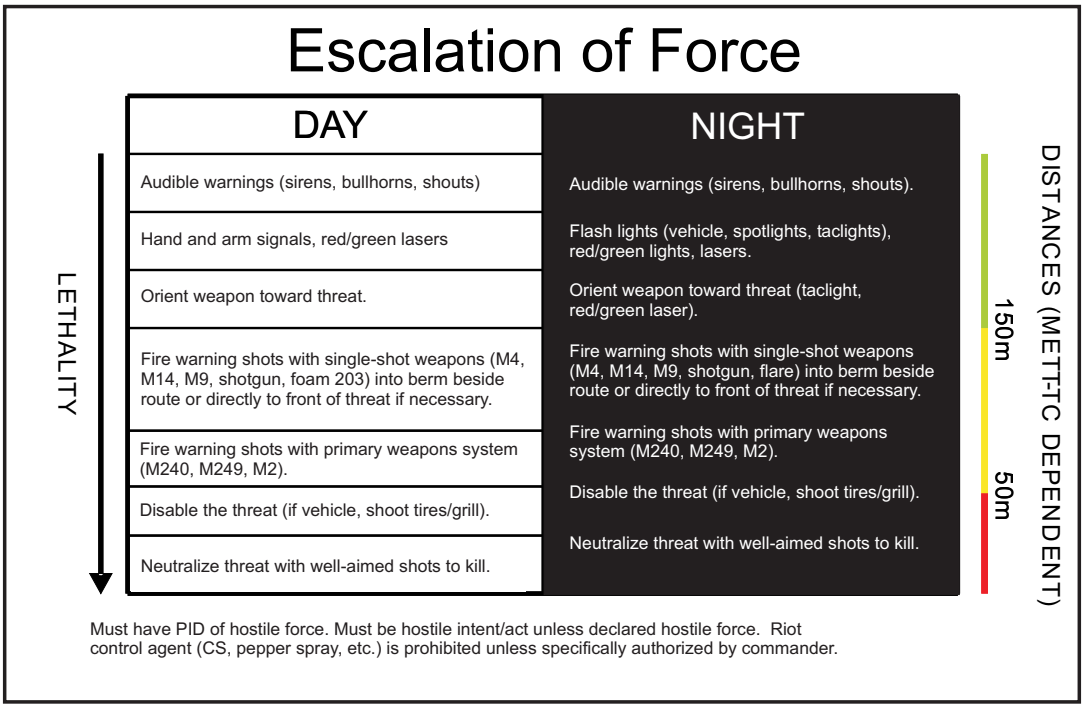


Figure 2-2. Escalation of force matrix

U.S. UNCLASSIFIED
REL NATO, GCTF, ISAF, MCFI, ABCA
For Official Use Only

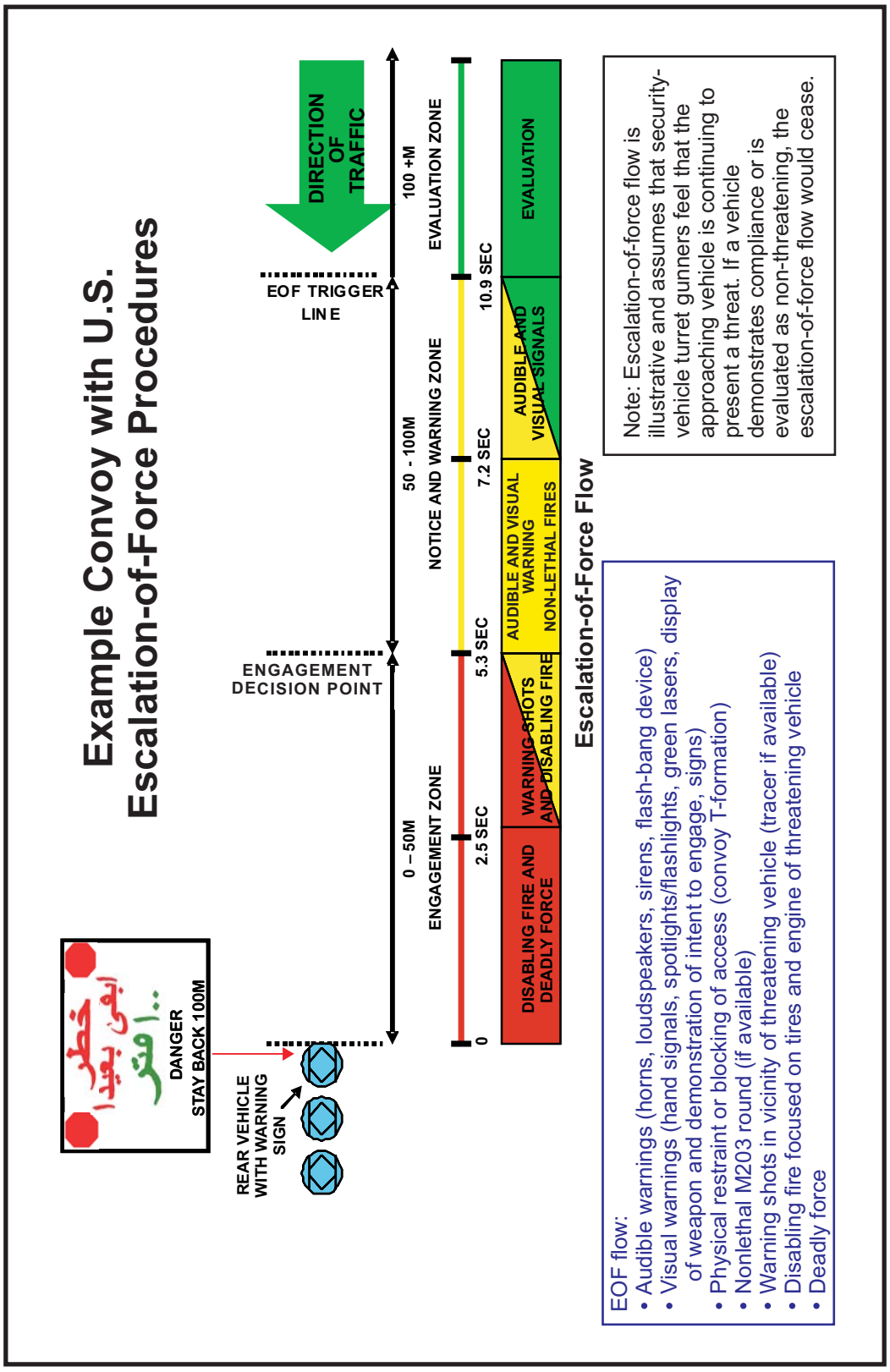


Figure 2-3. Convoy using escalation of force procedures

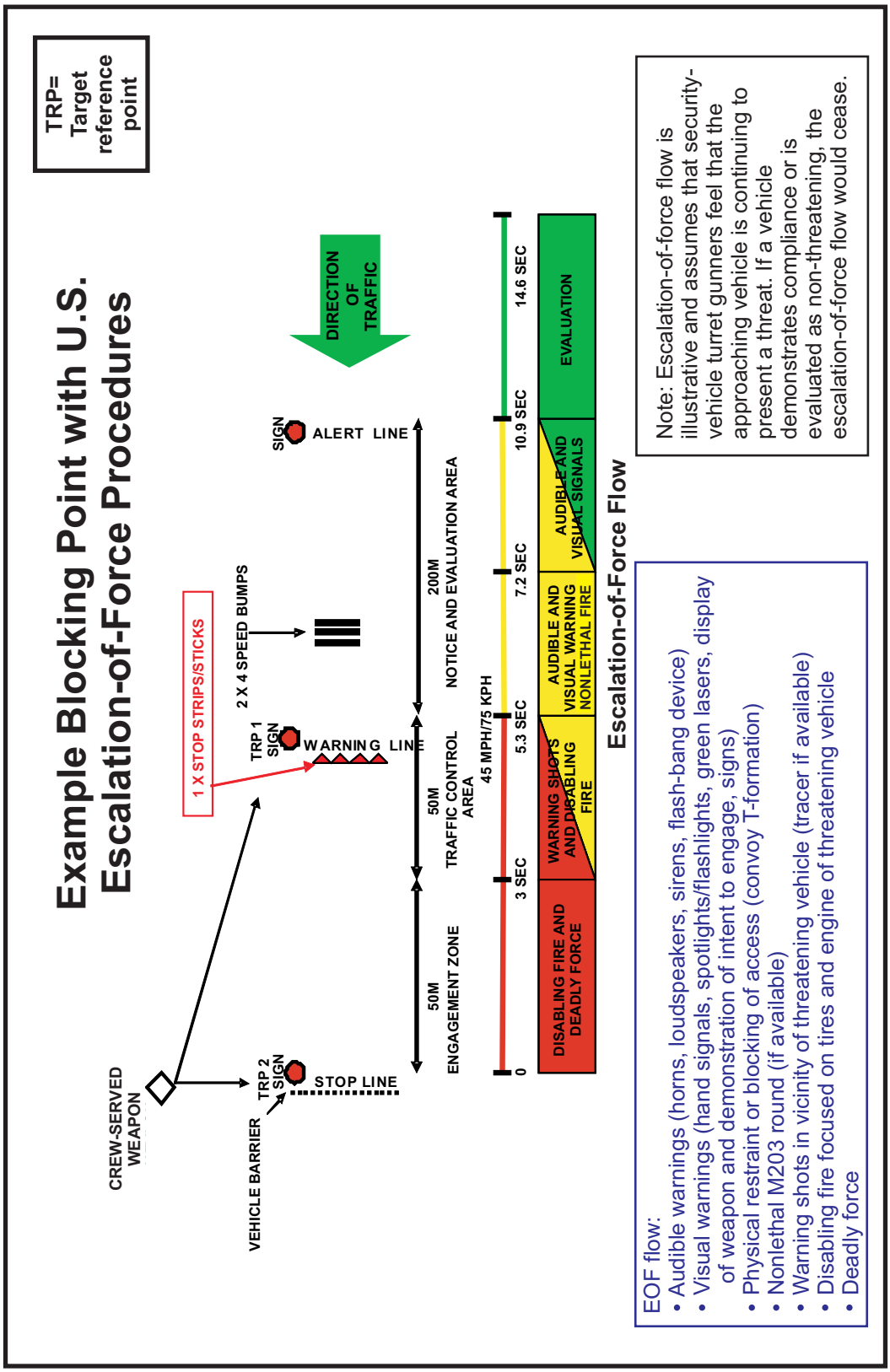


Figure 2-4. Blocking point using U.S. escalation of force procedures

U.S. UNCLASSIFIED
REL NATO, GCTF, ISAF, MCFI, ABCA
For Official Use Only

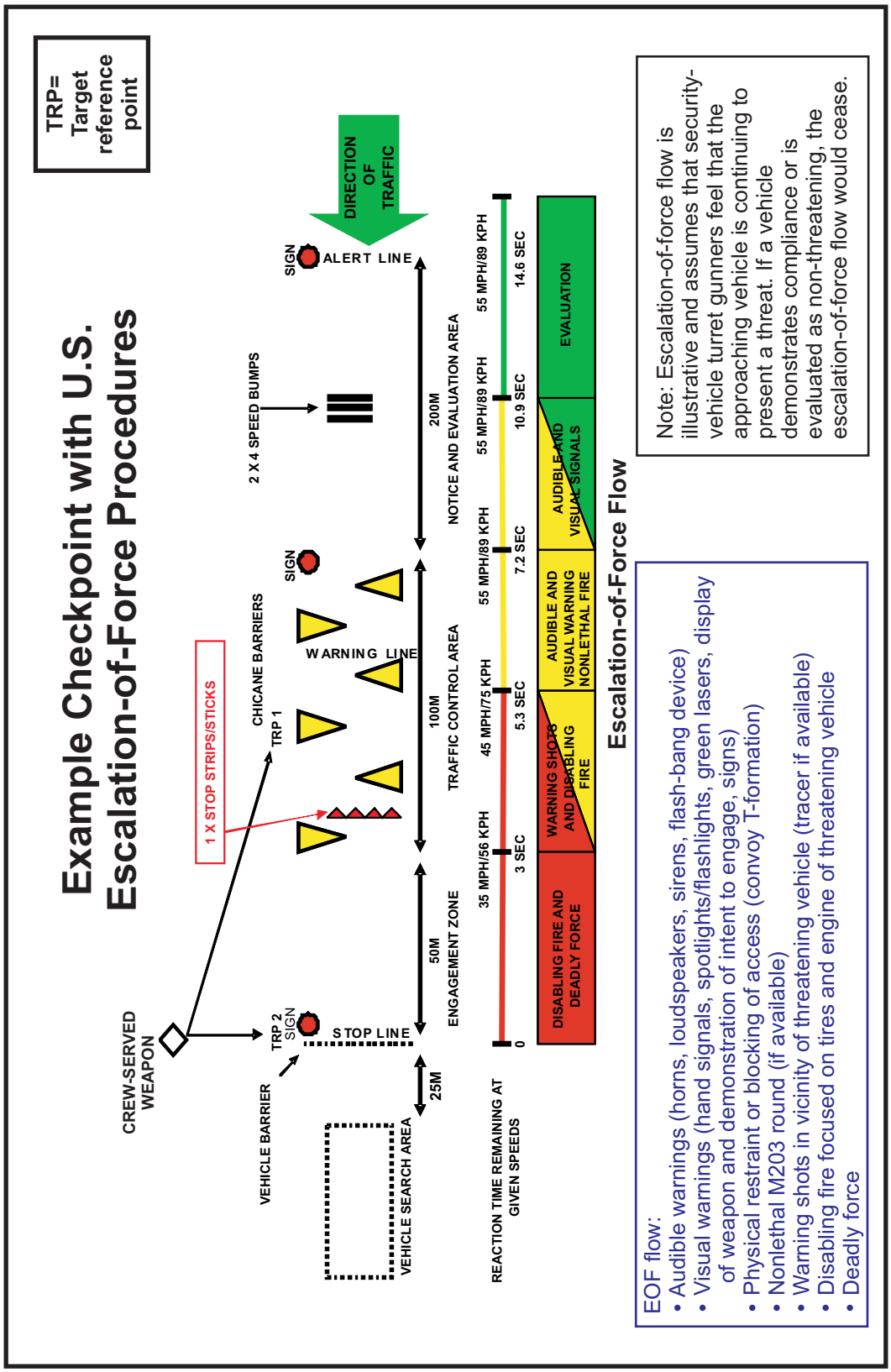


Figure 2-5. Checkpoint using U.S. escalation of force procedures

Counter Improvised Explosive Devices

The purpose of this section is to give the patrol leader planning and rehearsal requirements to counter IEDs.

Keep in mind the eight principles of the counter-IED fight:

- Develop an offensive mindset.
- Develop and maintain situational awareness.
- Avoid setting patterns.
- Maintain 360-degree security.
- Maintain standoff.
- Remain tactically dispersed.
- Use armor protection.
- Employ CREW devices.

Brief down to Soldier level:

- Identified hot spots
- Identified IED indicators:
    - Changes in local national (LN) patterns
    - Contrasting colors of items along roadside
    - Markers or aiming points
    - Shapes of objects are out of place
    - Graffiti or symbols to warn LNs
    - Signs that seem new or out of place
- Identified enemy tactics, techniques, and procedures (TTP):
    - Re-use of IED holes
    - Use of culverts
    - Use of secondary IEDs
    - Use of hoax IEDs to bait first responders
    - Use of aiming stakes
- Type of IEDs and initiation systems previously used along planned route

U.S. UNCLASSIFIED
REL NATO, GCTF, ISAF, MCFI, ABCA
For Official Use Only

Prevention:

- Plan to interdict IED emplacers.
- Establish observer plan:
    - Monitor routes.
    - Track route status.
- Integrate and use prediction tools.
- CREW:
    - Placement of CREW system
    - Use of other units' CREW systems
- Rehearse contact drills.
    - 5-meter checks:
        - Identify position to halt.
        - Visually check 5 meters around vehicle for anything out of the ordinary.
        - Use night-vision devices, white light, or infrared at night.
    - 25-meter checks:
        - Visually scan out 25 meters.
        - Dismount and physically check 5 meters out.
        - Physically check 25 meters out.
        - Off-hardball, scan for victim-operated IEDs.
        - Watch for potential triggermen.
        - Remain calm if you identify an IED.
        - Do not approach an IED.
        - Call explosive ordnance disposal (EOD).
    - The "5 C's":
        - Clear out to 300 meters.
        - Confirm suspected IED.

* Cordon the site.
* Control inside cordon.
* Check for secondary devices.

Post-contact actions:

- Secure the site.
- Conduct weapons inspection team assessment.
- Submit storyboard information.

5-, 25-, and 200-Meter Battle Drill

Use this drill when encountering an IED in combination with sniper fire or if sniper activity is believed likely. See CD enclosed inside the back cover of this handbook for a video demonstration of the 5-, 25-, and 200-meter battle drill.

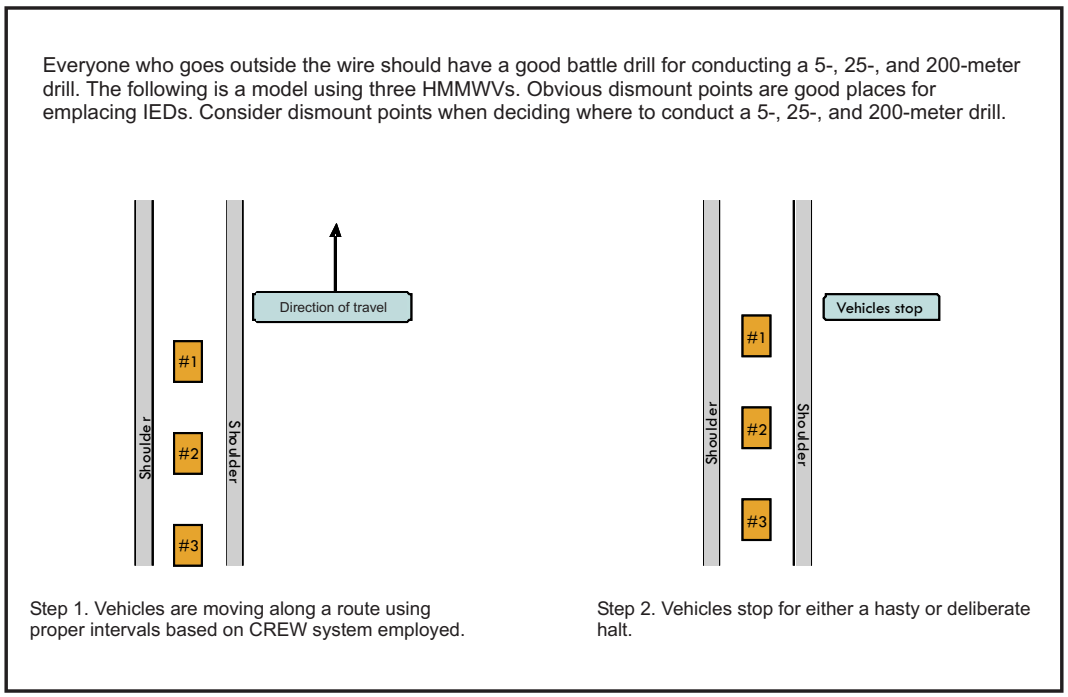
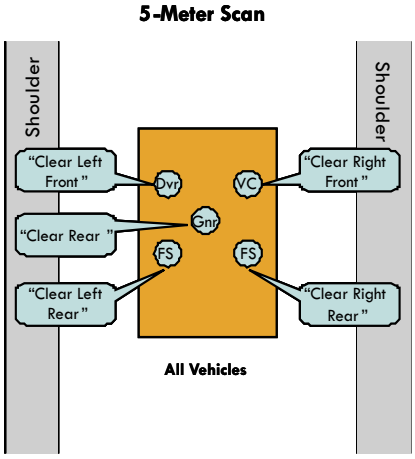
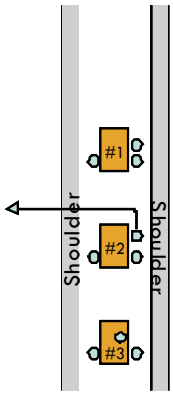


Figure 2-6(a). 5-, 25-, and 200-meter battle drill

U.S. UNCLASSIFIED
REL NATO, GCTF, ISAF, MCFI, ABCA
For Official Use Only



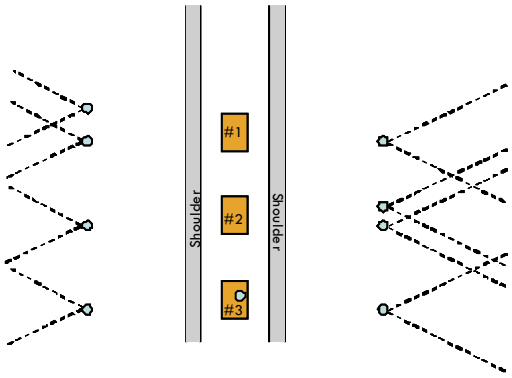
Step 3. Vehicle commander (VC) alerts everyone to start 5-meter scan. VC starts the reporting. Clear the 5-meter area directly behind the vehicle in front of you so the gunner does not have to stand up or traverse and look to the rear.



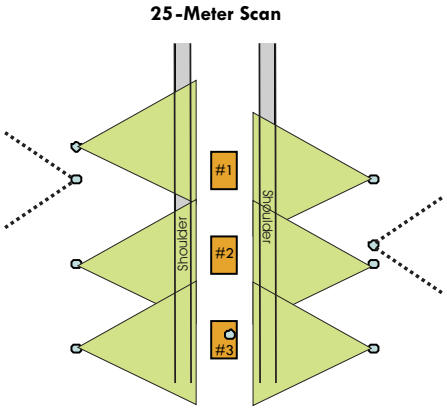
Step 4. One VC (identified during OPORD) stays with drivers and gunners in the vehicle to provide command and control. All foot Soldiers depart the vehicle and close the doors.

Figure 2-6(b). 5-, 25-, and 200-meter battle drill (continued)

IEDs are normally placed where the road and shoulder meet. Don't take the chance and hang around an area that may contain an IED.

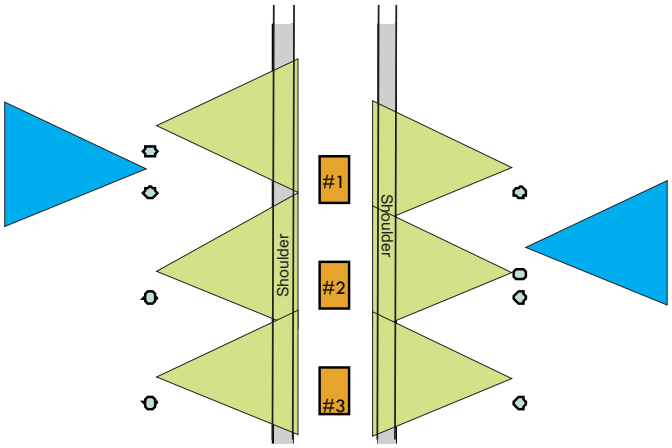


Step 5. All dismounted Soldiers move as fast as possible to a point approximately 25 meters from the vehicle. Soldiers continue to scan while moving.



Step 6. Soldiers on each side look inward and use their sights or binoculars to visually clear around their vehicles.

Figure 2-6(c). 5-, 25-, and 200-meter battle drill (continued)



Step 6a. (This is a subset to Step 6 above. Steps 6 and 6a happen simultaneously.)
One Soldier on each side looks outward toward most likely sniper threat.

Figure 2-6(d). 5-, 25-, and 200-meter battle drill (continued)

Do not allow the gunners to present themselves as targets for snipers. Staying seated in the sling seat is better than standing up unprotected in the turret.

Step 6b. (This is a subset to Step 6.
Step 6 and 6b happen simultaneously.)
Gunners stay seated in their sling seats, unlock and traverse the turret, and between the gun shield and turret shield look for snipers or any other mounted or dismounted threat starting at 100 and out to 600 meters.

Team leader on the other side of the road and VC with the vehicles report to patrol leader.

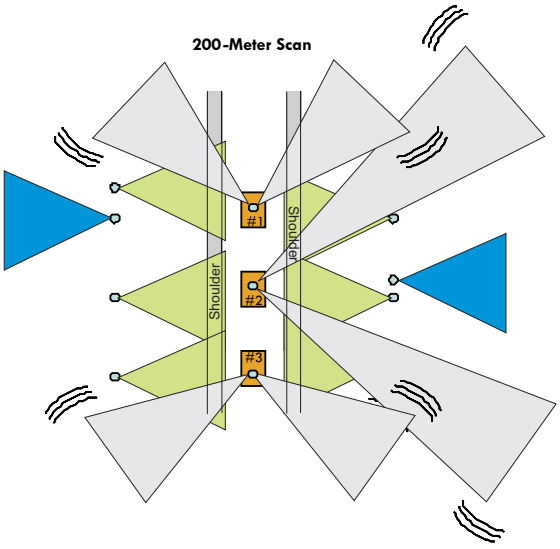
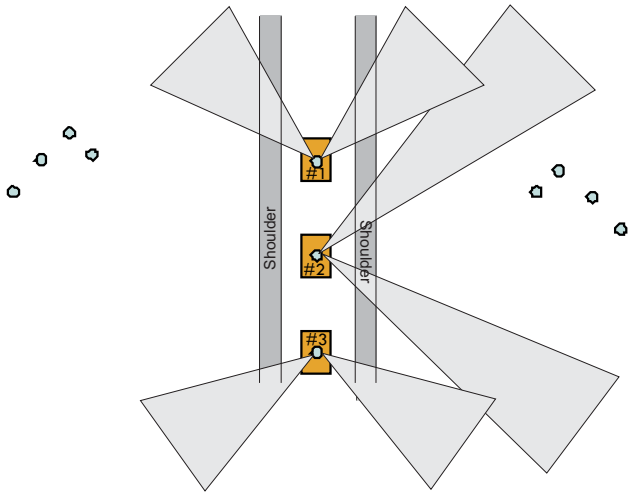


Figure 2-6(e). 5-, 25, and 200-meter battle drill (continued)

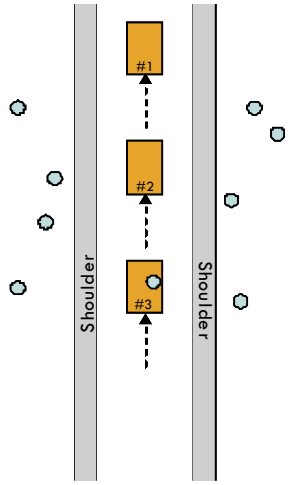
U.S. UNCLASSIFIED
REL NATO, GCTF, ISAF, MCFI, ABCA
For Official Use Only



Step 7. Based on the situation, patrol leader can direct the patrol to either remount or move a safe distance from the road and continue moving dismounted using the vehicles as a support-by-fire element.

Figure 2-6(f). 5-, 25, and 200-meter battle drill (continued)

A sniper may set his aim on the stationary vehicles with the objective of shooting a Soldier as he remounts the vehicle.



Step 7a. If the patrol leader decides to remount the vehicles, the VC will order the drivers to move the vehicles either forward or backward a short distance as the dismounted Soldiers near the vehicles in order to throw off the aim of a potential sniper.

Figure 2-6(g). 5-, 25, and 200-meter battle drill (continued)

Countersniper

This section outlines patrol planning and rehearsal requirements to counter snipers.

Plan:

- Identify known sniper hot spots along patrol route.
- Determine other potential sniper-dangerous areas.
- Devise and rehearse countermeasures or patrol responses.
- Brief countersniper plan down to Soldier level.

Soldiers understand enemy sniper TTP:

- Most snipers:
    - Fire from 50-100 meters.
    - Fire from ground level across traffic.
    - Fire from modified vehicle (limited sight picture).
    - Use second vehicle as a spotter.
    - Attack during daylight hours.
    - Will shoot with LNs present.
- At risk:
    - Gunners
    - Stationary Soldiers
    - Soldiers returning to vehicles
    - First responders
- Countermeasures:
    - Use intelligence, surveillance, and reconnaissance (ISR) assets.
    - Keep exposed personnel in motion.
    - Gunners should move their heads.
    - Use cover, concealment, and obscurants.
    - Stay low.
    - Avoid presenting a silhouette.

U.S. UNCLASSIFIED
REL NATO, GCTF, ISAF, MCFI, ABCA
For Official Use Only

- Deliberate sniper uses bait:
    - TTP:
        - Hoax IEDs
        - Dead bodies
        - Indirect fire point of origin (POO)
        - Known events
    - Countermeasures:
        - Use Iraqi Army/Iraqi Police to respond to bodies.
        - Identify and search suspicious vehicles.
        - Approach POO with due caution.
        - Limit exposed personnel.
- Hasty sniper engages targets of opportunity (20-minute time on target):
    - Countermeasures:
        - Use roving mounted and dismounted patrols to search suspicious vehicles.
        - Establish overwatch positions.
        - Identify and check likely sniper positions.
        - Reposition vehicles 50 meters every 10 minutes.
        - If a Soldier must exit from the top of the vehicle, he should move one vehicle length forward and then quickly exit the route.
        - Identify vehicles:
            - Vehicles seen passing the area more than once
            - Vehicles probing the perimeter
            - Parked vehicles postured for possible attack
        - After 20 minutes:
            - Increase alert status.
            - Increase patrol perimeter.

- Maximize the use of ISR systems.
- Ensure that Soldiers continue to move.
- Reposition vehicles.

Rehearse actions on contact:

- Incorporate offensive rapid response.
- Focus reaction on:
  - Find
  - Fix
  - Finish
  - Exploit
  - Analyze
- Use smoke or vehicle as cover when evacuating wounded.
- Seek cover 90 degrees from sniper's line of fire.

Report (if known) using the **S-N-I-P-E-D** format:

- **S**niper elevation
- **N**umber of shots fired
- **I**nterval between shots
- **P**ersons hit
- **E**stimated distance and direction of sniper
- **D**iagram/picture of shot location

U.S. UNCLASSIFIED
REL NATO, GCTF, ISAF, MCFI, ABCA
For Official Use Only

Chapter 3

Execution

This chapter assists the leader in the successful execution of the patrol. It is crucial that the following tasks be executed properly:

- Movement techniques
- Reacting to improvised explosive devices (IEDs)
- Handling detainees
- Tactical questioning of persons of interest
- Handling of evidence
- Aviation support check-in procedures
- Casualty treatment

Discipline Requirements for Mounted and Dismounted Patrols

This section outlines the standards for Soldier discipline and minimum requirements for mounted and dismounted patrols.

Soldiers:

- Maintain personal protective equipment standards.
- Weapons:
    - Assume red (alert)/amber (caution) at entry control point.
    - Use buddy system to clear weapons upon return.
    - Weapons orientation (mounted and dismounted).

Mounted patrols:

- Individual vehicle operations are not authorized.
- Must have operational Force XXI Battle Command—Brigade and Below/Blue Force Tracker.
- Vehicle requirements:
    - Noncommissioned officer or officer is track commander on and off the forward operations base (FOB).
    - Gunners maintain their rifles in red status in turret.
    - Maintain crew-served weapons in amber status.

- Counter Radio-Controlled IED Electronic Warfare system:
    - Maintain 25-meter vehicle spacing
    - One system per patrol
    - One system per three vehicles at a minimum
- Maintain gunner profile.

Vehicle requirements:

- M1114s will have:
    - Three per patrol with a minimum of three Soldiers per vehicle.
    - Crew-served weapon with qualified gunner.
    - Communications within patrol and with higher headquarters.
    - Tactical orientation (mounted and dismounted).

Fixed sites:

- Mounted positions will consist of a minimum of two vehicles.
- Dismounted positions will have no less than five personnel.
- All positions must have:
    - Redundant communications
    - Mutually supporting element
    - Rehearsals:
        - Actions on contact
        - Routes to reinforce positions
        - Fire control plans for both direct/indirect fires

U.S. UNCLASSIFIED
REL NATO, GCTF, ISAF, MCFI, ABCA
For Official Use Only

Every Soldier a Sensor

This section outlines patrol requirements to ensure Soldiers can conduct information operations (IO), assess atmospherics, and recognize suspected insurgent activity. Find additional cultural information to support this section in Appendix A, "Every Soldier an Ambassador."

IO requirements:

- Disseminate talking points to patrol.
- Identify target audience.
- Rehearse.
- Assess effectiveness.
- Incorporate changes for next patrol/targeting cycle.

Tools on hand:

- Tips line or tips cards
- Current handbills
- Property claims cards, priority intelligence requirements (PIRs)/information requests (IRs) focus
- Be on the lookout for (BOLO) list
- Detain, suspect, protect list
- Persons of influence identified to patrol and indicators

Interpreters can be used to:

- Assess graffiti.
- Identify anti-coalition propaganda.

Cultural awareness:

- Use basic language skills from Appendix A, Arabic Language Basics.
- Use basic gestures from Appendix A, Body Language, Gestures, and Greetings.
- Understand and act with cognizance of Arabic customs from U.S. Army Forces Command Arab cultural awareness fact sheets (see Appendix A).

Interact with local population to determine:

- Answers to PIR/IR requirements.
- Atmospherics (temperament of the population).
- Future sources of human intelligence.

Note: Incorporate operations security (OPSEC) considerations into the patrol plan.

React to an Improvised Explosive Device (5 MAR 2007)

IEDs remain the most deadly weapon currently being employed against coalition forces in Iraq. Although entire manuals are being devoted to the subject of IEDs, here are some useful tools that will help your patrol.

When an IED detonates, the leader on the ground must determine whether he is still in contact with the enemy (e.g., direct fire, observed triggerman/cameraman, secondary IED threat, baited ambush, etc.).

Based on his best estimate of the situation, the leader must decide whether to maneuver against the enemy or to break contact.

The IED is just one part of an ambush. The enemy may attack with small-arms fire, shoulder-fired anti-tank rockets, and/or secondary IEDs. Mortars and rockets may be registered on an IED kill zone or suspected safe area. A sniper may be lurking in the area, ready to attack first responders or the explosive ordnance disposal (EOD) team when it arrives. The patrol must be ready to react to any threat after the IED detonates and move out of the kill zone as soon as possible.

U.S. UNCLASSIFIED
REL NATO, GCTF, ISAF, MCFI, ABCA
For Official Use Only

React to an IED Attack While Maintaining Movement
1. Quick and lethal counterattack:
a. Report IED attack to other patrol members using the "3 D's": distance, direction, and description. b. Look for the triggerman, cameraman, or observer. c. Immediately focus outward from attack site and suppress any enemy fire while maintaining movement.
2. Immediately move out of the kill zone:
a. Move to rally point at least 300 feet from the IED (METT-TC [mission, enemy, terrain and weather, troops and support available, time available, and civil considerations] dependent). b. Determine status of ammunition and casualties.
3. Engage and detain triggerman, cameraman, and/or observer in accordance with (IAW) rules of engagement (ROE).
4. Secure the site as needed; establish 360-degree security.
5. Search the area for secondary IEDs.
6. Recover, treat, and medically evacuate wounded:
a. Submit medical evacuation (MEDEVAC) request at the first indication of a serious casualty. Do not wait until the patrol reaches the rally point. b. A specific grid location can be transmitted later. c. If possible, establish a pickup zone (PZ) away from the IED site.
7. Recover vehicles if possible. If not, remove sensitive items and secure the vehicle until recovery assets arrive.
8. Report event to higher; use the IED spot report format.
9. If mission allows, interview the local populace to gain intelligence on enemy activity.
10. *If mission allows, enroll enemy casualties with Handheld Interagency Identity Detection Equipment (HIIDE) while preparing them for treatment.
11. *If mission allows, use HIIDE to enroll all enemy killed.
12. Continue the mission if applicable.
*** Denotes that these items were added by the Center for Army Lessons Learned (CALL).**

React to an IED Attack While Being Forced to Stop
1. Quick and lethal counterattack:
a. Report IED attack to other patrol members using the "3 D's": distance, direction, and description. b. Look for signs of enemy activity such as an impending ambush, triggerman, cameraman, or sniper.
2. Disabled vehicle personnel:
a. Immediately take cover and focus outward from attack. b. Suppress enemy fire.
3. Fully mission-capable vehicles:
a. Immediately move out of the kill zone at least 300 meters from the IED (METT-TC dependent). b. Suppress enemy fire.
4. Assault and destroy any enemy resistance using fire and movement:
a. Engage/detain triggerman, cameraman, and/or observer IAW ROE. b. Designate support element to suppress enemy fire. c. Designate assault element to assault enemy position from the flank. d. If patrol cannot achieve fire superiority, the patrol leader must decide whether to break contact or to stay in place until reinforcements arrive.
5. Determine status of ammunition and casualties.
6. Secure the site as needed and establish 360-degree security.
7. Search the area for secondary IEDs.
8. Recover, treat, and MEDEVAC wounded:
a. Submit request for MEDEVAC as soon as there is an indication of a serious casualty. Do not wait until the patrol reaches the rally point. b. A specific grid location can be transmitted later. c. If possible, establish PZ away from the IED site.

U.S. UNCLASSIFIED
REL NATO, GCTF, ISAF, MCFI, ABCA
For Official Use Only

9. Recover vehicles if possible. If not, remove sensitive items and secure the vehicle until recovery assets arrive.
10. Report event to higher; use the IED spot report format.
11. If mission allows, interview the local populace to gain intelligence on enemy activity.
12. *If mission allows, use HIIDE to enroll enemy casualties while preparing them for treatment.
13. *If mission allows, use HIIDE to enroll all enemy killed.
*** Denotes that these items were added by CALL.**

React to Possible Static IED While Mounted
1. Confirm the presence of the suspected IED:
a. Alert vehicle commander and other patrol members of the possible IED/vehicle-borne IED and its location using the "3 D's": distance, direction, and description. Immediately focus outward and look for a triggerman, cameraman, or observer. b. If stopping the vehicle puts it within the estimated casualty radius, the driver should speed up and move to a tactically safe position at least 300 meters from danger area (METT-TC dependent). c. If it is possible to stop the vehicle before getting within the estimated casualty radius, the driver should immediately back away and move to a tactically safe position at least 300 meters from danger area (METT-TC dependent). d. Look for signs of enemy activity such as an impending ambush, triggerman, cameraman, or sniper.
2. Clear the area:
a. Immediately establish a secure perimeter. Remain mindful of a possible secondary device/ambush/sniper attack. b. Conduct 5- and 25-meter checks to ensure no secondary devices are present (adjust distance as METT-TC dictates). c. Maneuver on and engage or detain any triggermen as per ROE. d. Clear the area of all civilians and Soldiers, airspace included. e. Request local military police (MP)/Iraqi Police (IP) support.

3. Call higher headquarters:
a. Do not use radio communications equipment within 300 meters of suspected IED. b. Gather as much information as possible: (1) What does the object look like? (2) Where is the device? (3) Who first identified the object? Let him tell his story. c. Inform higher headquarters using the IED/unexploded explosive ordnance (UXO) report. d. Notify EOD.
4. Cordon the area:
a. Cordon the 300-meter danger area and set up an incident control point (ICP) for follow-up agencies. b. Conduct 5- and 25-meter checks around the ICP.
5. Control the area:
a. Only permit access to authorized personnel. b. EOD will conduct analysis/diagnostics. c. Remote reconnaissance/disruption by EOD.
6. If mission allows, interview the local populace to gain intelligence on enemy activity.

U.S. UNCLASSIFIED
REL NATO, GCTF, ISAF, MCFI, ABCA
For Official Use Only

React to Possible Suicide Vehicle-Borne Improvised Explosive Device (SVBIED) Approaching Unit Perimeter
1. Confirm the presence of the suspected SVBIED:
a. Alert unit of the possible approaching SVBIED. Immediately focus outward and look for a triggerman, cameraman, or observer. b. Signal the approaching vehicle to stop as it passes clearly marked trigger lines by using signs, flares, green lasers, spotlights, or other clearly visible means. c. If vehicle does not stop, employ audible escalation of force (EOF) measures (air horns, sirens, traffic whistles, vehicle horns, or other clearly audible means). d. If vehicle does not stop, point your weapon at the vehicle and demonstrate intent to use it. e. If vehicle does not stop, fire aimed warning shots into predesignated area with an appropriate weapon system while taking into consideration possible ricochet or skipping rounds. f. If vehicle does not stop, fire aimed shots at engine block and then the driver (in accordance with laws of war) until the vehicle stops. g. Look for signs of enemy activity, such as an impending ambush, triggerman, cameraman, or sniper.
2. Clear the area:
a. Immediately establish a secure perimeter. Remain mindful of a possible secondary SVBIED/impending ambush/sniper attack. b. Minimum safe distance for exposed personnel is 450 meters. c. Clear the area of all civilians and Soldiers, airspace included. d. Request local MP/IP support.

3. Call higher headquarters:
a. Do not use radio communications equipment within 300 meters of suspected IED. b. Gather as much information as possible: (1) What does the object look like? (2) Where is the device? (3) Who first identified the object? Let him tell his story. c. Inform higher headquarters using the IED/UXO report. d. Notify EOD.
4. Cordon the area:
a. Cordon the 300-meter danger area and set up an ICP for follow-up agencies. b. Conduct 5- and 25-meter checks around the ICP.
5. Control the area:
a. Only permit access to authorized personnel. b. EOD will conduct analysis/diagnostics.
6. If mission allows, interview the local populace to gain intelligence on enemy activity.
Always remember—EOF reaction time depends upon the speed of the approaching vehicle. Soldiers must be ready to skip through the steps in the EOF measures by immediately opening fire on the vehicle or driver if the situation requires.
Remember—always contact EOD. Do not attempt to disarm an IED yourself.

U.S. UNCLASSIFIED
REL NATO, GCTF, ISAF, MCFI, ABCA
For Official Use Only

Search, Detain, and Tactical Questioning

This section outlines patrol requirements for searching, detaining, and tactically questioning Iraqi civilians and suspected insurgents. It defines minimum requirements for detention and the use of detainee-processing equipment. It also describes the procedures for patrol planning and preparation and the execution of tactical questioning.

Prior to patrol:

- Brief the operations order (OPORD).
- Rehearse.

Search:

- Prior to searching area:
    - Ensure that site is secured and cleared of explosive hazards.
    - Patrol leader conducts hasty reconnaissance of site.
    - Draw a hasty sketch of search area
        - Control search and clear rooms.
        - Document where evidence is found.
    - Ensure that evidence collection kits are on hand.
    - Pair off Soldiers for search.
- Search techniques:
    - Photograph each area/room before starting search.
    - Start at the doorway and work counterclockwise, high, low, and three dimensions.
    - Record evidence as it is found (location, condition, and proximity to other evidence, etc.).
    - Consolidate evidence collected near the doorway out of the search area.
    - When searching a home, solicit the assistance of the owner/elder male.

- Where to check:
  - Door fittings and door handles
  - Room fittings
  - Furniture, suitcases, strollers, and toys
  - Walls and air vents/air inlets
  - Windows and sashes, outside window ledges
  - Fireplace and chimney
  - Ceilings (height and texture—look for false ceilings)
  - Floor coverings and floorboards/floor tiles
  - Stair treads and under staircases
  - Light fixtures and fittings
  - Drains and sewers
  - Water tanks/heaters
  - Large appliances and bathtubs
  - Electronic components (televisions, stereos, radios)
  - Storage bins, boxes, closets, and pantries
  - Electrical panels

Detain:

- Prior to detention, use HIIDE to separate positively identified persons from other detainees.
- Execute:
  - Search
  - Silence
  - Segregate
  - Speed
- Complete documentation.

U.S. UNCLASSIFIED
REL NATO, GCTF, ISAF, MCFI, ABCA
For Official Use Only

- Report detention.
- Detainee injuries:
    - Report
    - Photograph
    - Procure sworn statements
- Turn in storyboard information:
    - Photographs
    - Site sketch
- Collect evidence in accordance with the tactical standing operating procedure on evidence collection; ensure the evidence can be sorted out at the FOB.

Photos:

- Multiple photos of the detainee
- Photos of the evidence collected
- Evidence and detainee photographed together at the point of capture

Processing kit per vehicle:

- Paperwork (DD Form 2745 [Enemy Prisoner of War Capture Tag], DA Form 4137 [Evidence/Property Custody Document], and DA Form 2823 [Sworn Statement])
- HIIDE device
- Digital camera
- Evidence-collection items
- Detainee restraints
- OPSEC items:
    - Cravats
    - Darkened sand, wind, and dust goggles
    - Earmuffs, earplugs, etc.

Tactical questioning:

- Follow J-U-M-P-S 100 percent:
    - **J**ob
    - **U**nit
    - **M**ission
    - **P**riority
    - **S**upporting information
- Use basic questions to answer:
    - Who?
    - What?
    - When?
    - Where?
    - Why?
    - How?
- Ask open-ended questions.
- Use unit-specific PIRs that cannot be answered with a simple “yes” or “no.”
- Consider means to verify/validate information gained through tactical questioning.

U.S. UNCLASSIFIED
REL NATO, GCTF, ISAF, MCFI, ABCA
For Official Use Only

Evidence-Collection Procedures (5 MAR 2007)

Whenever insurgent is detained: 1. Apprehending unit must prepare at least two eyewitness statements (explained below). 2. Unit must verify or enroll insurgent with HIIDE. 3. Unit must take digital photographs of the weapons, detainees, and scene (explained below). **Photos are critical.** 4. Unit must prepare at least one diagram of the scene (explained below). 5. Unit must submit copy of any residue test. 6. Unit must submit translations of any statements by detainee. 7. All evidence will be tagged with a DA Form 4002 (Evidence/Property Tag). 8. Evidence will be documented on a DA Form 4137 (Evidence/Property Custody Document).	**If outdoor cache, include:** 1. Who owns land/home/animals/business? 2. Whether weapons were oiled and/or in working order. 3. Pictures of cache before digging it out. 4. Pictures of weapons after digging cache out. 5. Pictures of detainees at cache. 6. Enrollment of detainee with HIIDE device. 7. Pictures of path (if worn) from house to cache. 8. Pictures of cache in relation to house. 9. Diagram of scene (include buildings and distances).
All statements must be written by first-hand witness and contain: 1. Who, what, when, where, and why. 2. Total number of detainees. 3. Battalion staff judge advocate and S2 contact information. 4. Witness's complete unit name (i.e., not just "3/1") 5. Witness's e-mail address. 6. Witness's redeploy date. 7. Description of each weapon seized. 8. IP/Iraqi Army statements and contact information, if any.	**If weapons in car, include:** 1. Where in car the weapons were found. 2. Where detainees sat in relation to weapons. 3. Who was the driver/owner? 4. Pictures of detainees, weapons, and car. 5. Enrollment of all individuals present with HIIDE.
If seizing weapons/munitions in house, include: 1. Who was present. 2. Enrollment of all individuals present with HIIDE. 3. Which rooms contained contraband. 4. Who owns the house. 5. Whether the weapons were oiled and/or in working order. 6. A diagram of the house indicating the location of weapons. 7. Pictures of weapons with detainees at arrest site.	**If IED, include:** 1. Verification and enrollment of all detainees with HIIDE. 2. Pictures of detainees at IED site. 3. Pictures of IED material. 4. A statement that connects detainees to IED site. 5. A diagram of the area with distances. 6. A complete DA Form 4137. Individual in custody of evidence will assume responsibility for evidence by signing the appropriate DA Form 4137.

Tactical Site Exploitation Card (5 MAR 2007)

1. Always carry Ziploc bags and boxes to search the site, along with magic markers. It is important to always keep items found in different rooms and from different detainees separate and labeled as much as possible. The search should be deliberate and methodical. Each item should be in its own box or bag.

2. It is equally important to photograph all of the evidence in the room it is taken from prior to preparing the material for movement for exploitation. Photograph detainee with all associated tactical site exploitation (TSE) items (weapons, phones, documents, etc.). Before disassembling an item, take a picture of it.

3. For weapons, photograph the weapon both in its entirety (long shot) and a close-up (showing the serial number or data plate).

4. Photograph the detainee with identification card visible next to face. Verify/enroll detainee with HIIDE; segregate detainees who come up "positive" on the HIIDE from other detainees.

5. Consider organizing a permanent 4- or 5-Soldier TSE team to conduct the search. Each Soldier should be trained on a set of standard collections tasks.

6. Label all items with date and time taken, building number and room, and person (if known) it was taken from. Do not mark the object directly. Mark the bag or box.

7. After the cordon is set and all personnel in the compound are controlled and in custody, take your time and do a detailed search.

8. Make a complete and descriptive inventory, identifying each item and annotating where it was found and to whom it belongs.

9. Have the oldest member of the house lead you through the house. Use him to search the house for you.

10. Segregate women and children and keep one male, preferably second oldest, in the room with them. Enroll/verify adult females with HIIDE.

11. Ensure all "women" are actually women and not men in female clothing. Have one of the family members unveil them.

12. Have a breaching charge prepared, regardless of whether you think you will need it.

13. Do not remove batteries from cell phones. If the phone is on, leave it on. If off, leave it off.

14. Keep TSE evidence and detainee together, especially when transferred. Do not forget to pass on photos taken.

15. Look in prayer room—between the stacks of blankets and behind the blankets.

16. Look in any bag of rice, whether it is inside the home or located outside near the actual home. Weapons and munitions have been found there.

U.S. UNCLASSIFIED
REL NATO, GCTF, ISAF, MCFI, ABCA
For Official Use Only

17. Look underneath all carpets in every room for hidden or covered holes.

18. Look between any mattresses.

19. Inspect the walls for any holes or any freshly cemented area.

20. Look behind any refrigerators or freezers in the house.

21. Look very carefully in the "attic." Most personal weapons are found there.

22. Look inside any ovens or stoves in the house.

23. Look for furniture with bottom pieces that pull away to reveal weapons in the space between the furniture and the floor.

24. Open locked cabinets or spaces for which the owners say no key exists.

25. Bring more zip ties, Ziploc bags, and sandbags than you think you will need. It is possible that on-the-spot intelligence will lead you to another compound.

Items to take from the search site		
Passports and identification cards	DVDs	MP3 players with cables
Cell and satellite telephones	Floppy disks	PDAs
Cordless phones and base stations (if digital)	Zip disks	Digital camera
Thuraya (satellite phone) boxes	Thumb drives	Xboxes
Software, storage media	Smart/SIM cards	PlayStations
Personal phonebooks	Handheld radios	GameCubes
Recent photos	Digital secure media	Dongles
Pocket litter (attributed)	Any notes or manuals	Tape backups
Phone cards	Modems	Tape drives
Computers (CPUs)	CD writers	All software, all cables, miscellaneous hardware
Any USB peripherals	Routers	Power supplies for cell phones, computers
CDs	External disk drives	

What NOT to take from the search site	Key questions
30-year-old shot records	Who is the head male of the household?
Monitors	Who is the head female of the household?
Keyboards	What family members reside in the house on a constant basis?
Scanners	What visitors are or were present on target?
Fax machines	What is your full name and tribal affiliation?
30-year-old phonebooks	What weapons are in the house?
30-year-old family photos	Who? What? When? Where? Why? How?
	Remember—Do not tip your hand as to why the operation was conducted until the time is right.

Specific circumstances on collection
Where were materials collected?
Were the materials hidden?
Were the materials on the person of detainee?
Did detainee look like he was packing items in order to flee?
Were items being used (bomb-making materials, tools, forging equipment, etc.)?
Where were materials located on objective?
What type of structure is it?
How many people live or work there?
In what room was object found (boy's bedroom, girl's bedroom, parents' bedroom, kitchen, living room)?
If the computer is on, take note of what programs are running.
What peripherals were attached?
Photograph the scene, to include the back of the computer before anything is unplugged.
Take note of any notes that are near the computer, as they may have passwords on them.
Look for notes under tables, desks, keyboards, or drawers near the computer.

U.S. UNCLASSIFIED
REL NATO, GCTF, ISAF, MCFI, ABCA
For Official Use Only

Tactical Questioning and Handling of Enemy Prisoners of War/Detainees (5 MAR 2007)

- The first step in handling enemy prisoners of war (EPWs)/detainees is to implement the "5 S's."The following "5 S's" imply the legal obligation each Soldier has to treat humanely any individual in the custody of or under the protection of U.S. Soldiers:
    - **Search**. This indicates a thorough search of the person for weapons and documents. You must search and record the person's equipment and documents separately. Record the description of weapons, special equipment, documents, identification cards, and personal effects on the capture tag.
    - **Silence**. Do not allow detainees to communicate with one another, either verbally or with gestures. Keep an eye open for potential troublemakers and be prepared to separate them.
    - **Segregate**. Keep civilians and military separate and then further divide them by rank, gender, nationality, ethnicity, and religion. Segregate HIIDE-positive detainees from other detainees.
    - **Safeguard**. Provide physical security for EPWs/detainees and protect them direct and indirect fires. Get EPWs/detainees out of immediate danger and, if they have them, allow them to keep their personal chemical protective gear and identification cards.
    - **Speed**. Information is time sensitive. It is very important to move EPWs/detainees to the rear as quickly as possible. Another thing to consider is that resistance grows with time; as the initial shock of being captured wears off, EPWs/detainees will begin to think of escape.
- Enroll/verify all subjects of tactical questioning with HIIDE.
- Soldiers who are not trained interrogators will use only direct questioning techniques. Do not use tricks, mind games, threats, or other means of extracting information beyond direct questions.
- If you are the first U.S. Soldier to question the EPW/detainee, you must complete a DD Form 2745 (Enemy Prisoner of War Capture Tag).

Tactical questioning

Your ability to gather initial information that facilitates further detailed questioning by military intelligence personnel is extremely important. The acronym JUMPS provides a guide for the types of questions you need to ask. JUMPS questions can be used with any person being questioned (civilian or military). Simply modify the questions to fit the situation.

- **Job**. What is your job? What do you do? If military, also ask for the individual's rank.

- **Unit**. What is the name of the unit/company you work for? Ask about the chain of command/command structure. Who is your boss/supervisor? If a civilian, ask the name of the business and employer.

- **Mission**. What is your job within your unit/company? What is the mission of your unit/company? What is the mission of your next higher unit/element? What mission/job were you performing when you were captured/detained? What is the current mission of your unit? What is the future mission of your unit?

- **Priority intelligence requirements**. Ask questions based on your small unit's tasking (which is based on the battalion and brigade PIRs) as briefed before your patrol, traffic control point (TCP), roadblock, etc. Ensure that you ask the questions during natural conversation so you do not give away your mission or the purpose of these questions.

- **Supporting information**. Any information that does not fit in the categories above is placed here. This provides a catchall and an initial quality-control check.

The following is a basic list of questions to ask the local population, both noncombatants and EPWs/detainees. Remember, these questions can be modified to fit the situation.

- What is your name? (Verify this with identification papers, etc., and check the detain/of interest/protect lists.)

- What is your home address? (Former residence if a displaced person.)

- What is your occupation?

- Where were you going? (Get specifics.)

- Why are you going there? (Get specifics.)

- What route did you travel to arrive here?

- What obstacles (or hardships) did you encounter on your way here?

- What unusual activity did you notice on your way here?

- What route will you take to get to your final destination?

- Do you (personally) know anyone who actively opposes the U.S. (or coalition)? What are their names? Follow this up with "is there anyone else?" If they know of anyone, ask what anti-U.S. (coalition) activities they know of, where they happened, etc.

- Why do you believe we (U.S./coalition) are here?

- What do you think of our (U.S./coalition) presence here?

Ask only basic questions as outlined in this handbook and move noncombatants and EPWs/detainees to a detention facility as quickly as possible.

U.S. UNCLASSIFIED
REL NATO, GCTF, ISAF, MCFI, ABCA
For Official Use Only

When tactically questioning noncombatants:

- Do not attempt to force or scare information out of detainees; you must comply with the Geneva Conventions.
- Do not attempt to recruit someone to go seek out information.
- Do not pay money or compensate for information.
- Do not visit the same person or people more than once to ask questions—that is against regulations.
- Do not ask questions of noncombatants in an area where the questioning puts noncombatants in danger.
- Do not ask leading questions. Leading questions are constructed to require a "yes" or "no" answer rather than a narrative answer. Leading questions allow the individual to answer with a response he or she thinks you want to hear, not necessarily the facts. For example, "Is group XYZ responsible?"
- Do not ask negative questions. Negative questions contain a negative word in the question itself such as "Didn't you go to the warehouse?" (These questions are confusing in English—imagine what they sound like when translated.)
- Do not ask compound questions. Compound questions consist of two questions asked at the same time; for example, "Where were you going after work and whom were you to meet there?"
- Do not ask vague questions. Vague questions do not have enough information for the person to understand exactly what you are asking. They may be incomplete, general, or otherwise nonspecific and create doubt in the source's mind.
- Do not ask questions that make your unit's mission or intelligence requirements obvious.
- Do not give comfort items (items beyond necessities) to EPWs/detainees. They are not your guests.

Reporting information obtained from tactical questioning

- All activities and information are reported through your chain of command to your unit S2.
- The S2 is responsible for transmitting the information to the appropriate military intelligence elements.
- Download HIIDE data at the first opportunity to assist in identifying high-value EPWs/detainees.

SALUTE (size, activity, location, unit, time, equipment) report

The SALUTE report is the most common format to accurately document information gathered from tactical questioning. Below is a sample SALUTE report.

To: Unit you are reporting to	**DTG (Date-time group):** Time report is submitted
From: Your unit	**Report Number:** Self-explanatory
Size (Who). Describe as civilian or group of civilians, company/troop/battery/battalion/brigade, etc. Be specific if the details are available.	
Activity (What). Clearly indicate what has transpired and the PIRs being answered (i.e., Iraqi border crossing, unusual/suspicious activity which may threaten force protection, pending hostilities, rallies, etc.).	
Location (Where). Give an 8-digit grid coordinate whenever possible. Spell town names, followed by a 4-digit grid of town center mass. If a civilian, gather information such as name of business, residence, and any other data that will help a tactical human intelligence team (THT) contact the individual.	
Unit (Who). Unit designation from lowest to highest echelon known (e.g., 2nd Platoon, Headquarters Company, 5th Light Infantry Battalion, 22nd Light Infantry Brigade).	
Time (When). DTG + time zone (Zulu, Greenwich Mean Time, etc.); record either the time you received the information or the actual time of the activity.	
Equipment (How). Clearly indicate quantity and military nomenclature or types of major equipment directly related to the activity, if appropriate. If an IED is involved, describe what the device looks like (e.g., plastic bag with explosive device inside). Additionally, you may list important documents and information gathered on routes or activities in this block as they apply to the information gathered. **Note:** Separate multiple entries for equipment.	
Remarks. Include any comments that are relevant to the activity that do not fit neatly into the SALUTE lines.	

U.S. UNCLASSIFIED
REL NATO, GCTF, ISAF, MCFI, ABCA
For Official Use Only

Personnel responsibilities

Squad/section/patrol; TCP/roadblock; and convoy leader:

- Train and integrate specific tactical questioning in the planning, preparation, and execution of patrols, TCPs, roadblocks, convoys, etc., based on unit tasking and guidance.
- Fully prepare for and participate in the unit S2's debriefing program (if necessary, demand the debriefing) after all patrols, TCPs, roadblocks, convoys, etc.
- Report information based on visual observations and tactical questioning conducted either in preparation for the debriefing or for immediate reporting of information of critical tactical value.
- Carefully conduct both EPW/detainee and document handling during patrols, TCPs, roadblocks, convoys, etc.
- Download HIIDE information as soon as the situation permits.

Platoon leader:

- Provide tasking and guidance to all personnel (patrol, TCP, roadblock, and convoy) on topic areas for tactical questioning based on unit tasking and guidance.
- Fully support the unit S2's debriefing program and make sure it is mandatory that all patrol, TCP, roadblock, and convoy Soldiers participate in the debriefing.
- Reinforce the importance of the procedures for immediate reporting of information of critical tactical value.

Company/troop/battery commander:

- Provide tasking and guidance to platoon leaders on topic areas for tactical questioning based on unit tasking and guidance.
- Review intelligence preparation of the battlefield products (especially those specific to the environment) for the battalion S2 and/or brigade S2 sections to improve their knowledge of the environment and the threat.
- Fully support the unit S2's debriefing program and make sure it is mandatory that all patrol, TCP, roadblock, and convoy Soldiers participate in the debriefing.
- Reinforce the importance of the procedures for immediate reporting of information of critical tactical value.

Battalion S2 and S3 sections:

- Provide tasking and guidance to company/troop/battery commanders on topic areas for tactical questioning based on unit PIRs.
- Provide intelligence and information (including open-source information) focused on the company/troop/battery to help Soldiers improve their cultural knowledge and situational awareness. This will help Soldiers conduct more effective tactical questioning.
- Establish a program to debrief all patrol, TCP, roadblock, and convoy personnel to doctrinal standards.
- Establish procedures for immediate reporting of information of critical tactical value.
- Coordinate THTs and other intelligence support as appropriate.

Document handling

Sometimes a document can give more information than a person being questioned. There are ways to handle captured enemy documents (CEDs) so they can be sent forward for document exploitation (DOCEX). A CED is any piece of recorded information obtained from the enemy. CEDs can also be U.S. or allied documents that were in the hands of the enemy. CEDs can be found almost anywhere; some locations include abandoned training sites, old enemy command posts, deceased persons, cafes, town squares, or in the possession of EPWs/detainees. The media for CEDs can be written or typed material, drawings, plaques, audio and/or video recordings, computer disks, and reproductions of those media. CEDs can provide crucial information related to answering the commander's PIRs. Mishandling a document could result in the loss of valuable information.

There are three types of CEDs:

- **Official**. Items of governmental or military origin (overlays, field orders, maps, field manuals, reports, etc.).
- **Identity**. Personal items such as cards, books, passports, and drivers' licenses.
- **Personal**. Documents of a private or commercial origin (letters, diaries, photographs, flyers posted in cities and towns, etc.).

Every confiscated or impounded CED must be tagged and logged before being transferred through the appropriate channels to an exploitation element.

The capturing unit is responsible for the CED tags. It is very important that a complete and accurate tag is attached to the CED. CED tags are invaluable in the event missing documents must be traced or if a DOCEX facility needs to contact the capturing unit.

Although the information required is formatted, any piece of paper can be used as a CED tag. Make sure the tag is complete and attached to the CED it represents.

U.S. UNCLASSIFIED
REL NATO, GCTF, ISAF, MCFI, ABCA
For Official Use Only

The following information, at a minimum, should be recorded on a CED tag:

- **Nationality**. Spell out the country of origin of the unit that captured the CED.
- **Date-time group**. DTG of capture.
- **Place**. Include a 6- to 8-digit grid coordinate with a description of the location of capture.
- **Identity**. Where the CED came from, its owner, etc.
- **Circumstances**. Indicate how the CED was obtained.
- **Description**. Include a brief description of the CED. Enough information should be annotated for quick recognition.

Aviation Support Check-In Procedures

This section outlines actions patrols take upon the receipt of attack aviation assets from the company/battalion. The patrol leader should be prepared to relay the following types of information to the aviation element on-scene commander:

- Enemy situation:
    - Approximate size of anti-Iraqi force (AIF) element
    - AIF activity taking place
    - Grid of enemy
    - Location, distance, and cardinal direction from unit's location
    - Types of weapons used
- Friendly situation:
    - Composition of patrol
    - 8-digit grid for location of patrol
    - Activity of patrol at time of check in
    - Location of other friendly patrols in immediate area of operations
- Clear task/purpose:
    - Explain what you want the aircraft to do and why.
    - Refine and clarify aviation task/purpose as situation develops.
- Raven status: Know location and activity of any tactical unmanned aerial systems in the immediate vicinity.

Casualty Treatment

The purpose of this section is to outline patrol standards for planning, rehearsing, and executing casualty treatment and evacuation.

The patrol has a medic/combat lifesaver (CLS) and a medic set/CLS bags. Patrol Soldiers have rehearsed:

- Air evacuation
- Primary and alternate teams
- Treatment:
    - Evacuation
    - Landing zone (LZ) marking
    - Security teams

Air evacuation plan:

- Mark projected LZs throughout sector on graphics.
- Determine travel times from major patrol routes to likely LZs.
- Understand impact of air status on MEDEVAC.

Ground evacuation plan:

- Post strip maps to combat support hospital (CSH)
- Casualty evacuation equipment:
    - Warrior Aid and Litter Kit
    - Fire blanket
    - LZ marking material
- Identify vehicle evacuation capabilities (i.e., number of litters vehicles are able to transport).
- Conduct distance planning from major areas in sector to CSH locations.

After casualty occurs:

- Secure evacuation site.
- Render buddy aid:
    - CLS/medic stabilizes and treats casualty.
    - Apply tourniquet if needed.

U.S. UNCLASSIFIED
REL NATO, GCTF, ISAF, MCFI, ABCA
For Official Use Only

- Organize casualty collection point.
- Execute prompt, organized evacuation of casualties:
    - Mark the LZ.
    - Correctly execute 9-line request.
    - Secure casualty's weapons and sensitive items.
    - Complete treatment record and attach to patient.

Chapter 4

Recovery

When the patrol has returned to base, it has not completed its mission. The leader must ensure that all the intelligence and evidence information collected during the patrol is turned over to the appropriate staff section for evaluation. Additionally, all patrol members must be debriefed to collect any information not already identified. The patrol must also conduct an after-action review of the entire mission from start to finish. The patrol must record what operations were executed correctly and what could have been done better. This information must be passed on so that others can learn from the operation. Finally, patrol members must account for and clean their equipment in order to be ready for the next operation.

Conduct Internal Patrol Debriefing

Timeline:

- Submit report to the company within 2 hours.
- Report received by the battalion S2 within 4 hours.
- Submit sworn statements/administrative requirements within 24 hours.
- Download Handheld Interagency Identity Detection Equipment data into the Biometrics Automated Toolset.

The patrol debrief includes:

- Specifics on “5 W’s” (who, what, when, where, why, and how).
- Photos or sketches.
- Answers to priority intelligence requirements (PIRs)/information requirements.
- Actionable intelligence.
- Recap of route.
- Reports of enemy contact.
- Engagements conducted:
    - Who engaged the enemy?
    - Any concerns?
    - Any U.S. promises made as a result of the engagement?
- Tips or actionable intelligence.
- Noteworthy observations (propaganda, graffiti, etc.).

- Changes in atmospherics. Atmospherics comprise an assessment tool used by leaders to gain a greater understanding of the overall dynamics of the community. Elements of atmospherics include changes detected in the following:
    - People's attitudes toward coalition forces
    - Local infrastructure
    - Civil leadership
    - Local organization
    - Civil institutions
- Potential informant and tactical human intelligence team sources.

Events frequently occur during a patrol that will require more documentation than may be submitted in a simple post-patrol report. Such documents may include award recommendations (e.g., potential Combat Action Badges and Purple Hearts); detailed explanations of combat actions that may have occurred (i.e., storyboard information to be submitted to battalion in accordance with standing operating procedure [SOP]); and reports of violations of regulations or the laws of war (Article 15-6 issues) with accompanying sworn statements. The post-patrol report should contain, at a minimum, a list of those events and the documentation requirements, serving as a reminder to both patrol leaders and staff sections of pending administrative actions.

Example of a Combat Patrol Debrief Format

1. Administrative information		
Unit:	**Town/Checkpoint:**	**Grid:**
Mission leader: (Rank, last name, first name)		
Mission start/stop date-time group (DTG): (dd hhhh mmm yyyy to dd hhhh mmm yyyy) (Example: 01 1045 Jul 2004 to 01 2245 Jul 2004)		
Mission task: (Put task defined in your mission order packet in this space.)		
Attitude toward patrol (select one): Favorable/Unfavorable/Neutral (If unfavorable, describe why.)		
DTG of debrief:		
Patrolling unit:		
Name of patrol leader:		

U.S. UNCLASSIFIED
REL NATO, GCTF, ISAF, MCFI, ABCA
For Official Use Only

2. Did any of the following events occur? (If yes, describe in block 3.)					
	Sniper or precision small-arms fire		**Unknown explosion**		**Attack on Iraqi Police or Iraqi Army**
	Shoulder-fired anti-tank missile ambush		**Anti-U.S. graffiti**		**Local national violence**
	Improvised explosive device (IED) or mine detonation		**Evidence of indirect fire**		**Possible surveillance**
	Unexploded ordnance or fake IED found		**Demonstration or protest**		**Cache point**
	Positive gesturing		**Negative gesturing**		**Other**
3. Describe the events of the patrol. (Include route taken, named area of interest/targeted area of interest observed, specific locations and times of events, and answers to next-higher commander PIRs. Draw sketches on back of paper in order to describe specific events. Use back side for continuation sheet. Bring digital photos taken during patrol to S2 shop.)					

4. Can you answer any of the PIRs below? (If yes, fill in the PIR answer; if no, fill in any PIR-related information you discovered during your mission.)
PIR #1: Provide information on people or groups upsetting the security environment.
PIR #2: Provide information on events with potential to upset the security environment.
PIR #3: Provide information on people or groups who might harm coalition forces.
PIR #4: Provide information on violations of Iraqi law.

U.S. UNCLASSIFIED
REL NATO, GCTF, ISAF, MCFI, ABCA
For Official Use Only

5. List any photos taken during the mission. (Include a simple description of the subject).	
1.	**6.**
2.	**7.**
3.	**8.**
4.	**9.**
5.	**10.**
(Example: Subject is a man named Bashar al Zarwi and the camera-assigned photo number is M30015. Your entry should be: al Zarwi – M30015.)	

6. List people contacted or key people identified during the mission.		
Name	**Ethnicity**	**Remarks**
1.	Sunni/Shi'a/Kurd/Other	
2.	Sunni/Shi'a/Kurd/Other	
3.	Sunni/Shi'a/Kurd/Other	
4.	Sunni/Shi'a/Kurd/Other	
(In remarks, include political party, address, phone number, and photo number, if taken.)		

7. List suspicious vehicles encountered during the mission.		
Owner (LAST, First, MI)	**Ethnicity**	**Remarks**
1.	Sunni/Shi'a/Kurd/Other	
2.	Sunni/Shi'a/Kurd/Other	
3.	Sunni/Shi'a/Kurd/Other	
4.	Sunni/Shi'a/Kurd/Other	
5.	Sunni/Shi'a/Kurd/Other	
(In remarks, include significance of vehicle, vehicle identification number, make/model/tag number, and color photo of license plate number, if taken.)		

8. Did you see any of the following during your mission?	
Vandalism: Yes or No (If yes, fill in the information below.)	
What was vandalized?	
Who owns the object vandalized?	**Was a photo taken?**
What is the owner's ethnicity? (Sunni/Shi'a/Kurd/Other)	
Describe the vandalism.	
Graffiti: Yes or No (If yes, fill in the information below.)	
What was the graffiti on?	
Who owns the object with graffiti on it?	**Was a photo taken?**
What is the owner's ethnicity? (Sunni/Shi'a/Kurd/Other)	
Describe the graffiti.	
Posters/flyers: Yes or No (If yes, fill in the information below.)	
What was the poster/flyer on?	
Who owns the object with the poster on it?	**Was a photo taken?**
What is the owner's ethnicity? (Sunni/Shi'a/Kurd/Other)	
Describe the poster/flyer.	

U.S. UNCLASSIFIED
REL NATO, GCTF, ISAF, MCFI, ABCA
For Official Use Only

Gangs/hangouts: Yes or No (If yes, fill in the information below.)	
Where is the hangout? (place name, grid coordinates)	
Who owns the place of the hangout?	**Was a photo taken?**
What is the gang's ethnicity? (Sunni/Shi'a/Kurd/Other)	
Describe approximately how many are in the gang and the activities of the gang.	
9. Upcoming events in the area: Yes or No (If yes, fill in the information below.)	
What is the upcoming event?	**Where will it be?**
What is the ethnicity? (Sunni/Shi'a/Kurd/Other)	**When will it be?**
Describe the plan for the event and approximately how many people will attend.	
10. Use this space for any other significant patrol activities not already described.	

Refit

This section outlines patrol requirements upon its return to base. These actions, which prepare the patrol for future missions, are completed prior to releasing Soldiers:

- After-action review:
    - Review mission statement.
    - Review patrol plan and scheme of maneuver.
    - Summarize key events that occurred during patrol (in chronological order).
    - Discuss key issues that arose during the patrol.
    - Identify "sustains and improves."
    - Plan course of action to redress shortfalls.
- Equipment:
    - Preventive maintenance checks and services (DA Form 2404 or DA Form 5988-E [Equipment Maintenance and Inspection Worksheet]) completed for:
        - Vehicle
        - Weapons and sights
        - Communications/Army Battle Command System
    - Deadlines:
        - Deficiencies identified
        - Parts installed
        - Parts on order
        - Commander-approved Circle X (if needed)
    - Non-deadline deficiencies:
        - Deficiencies identified
        - Parts installed
    - Re-establish load plan.
    - Remove trash.

U.S. UNCLASSIFIED
REL NATO, GCTF, ISAF, MCFI, ABCA
For Official Use Only

- Inventory:
  - Safety equipment
  - Basic issue items
  - Soldier personal protective equipment and TA-50
  - Shortages identified
  - Shortages replaced
- Replenish classes of supply:
  - Class I
  - Class III
  - Class V
  - Combat lifesaver bag
- Counter Radio-Controlled Improvised Explosive Device Electronic Warfare (CREW) system:
  - Download data
  - Electronic warfare officer inspection
- Communication: Long-range communications check with station in sector
- Timeline:
  - Establish an internal refit timeline.
  - Issue warning order for next mission.

Appendix A

Every Soldier an Ambassador

This appendix contains three sections, designed to give Soldiers basic knowledge on Arabic spoken language; body language, gestures, and greetings; and cultural customs. Although mastery of this information will not make your Soldiers Arab cultural experts, familiarity with it may soften their approach to Iraqi civilians and prevent inadvertent cultural misunderstandings.

Arabic Language Basics (5 MAR 2007)

Pronunciation Key		
= emphasizes the stress on the syllables		
a = a in father	**q = similar to k sound**	**o = o in okay**
aa = a in cat	**k = k in kite**	**th = th in this**
e = e in bed	**oo = oo in food**	**ch = ch in teacher**
ee = ee in beet	**u = u in cup**	**kh = ch in loch**
i = i in kitten		

Friendly Polite Phrases	
Hello (“peace be with you”)	**es-salaam a-lay-kum**
Hello (response to above: “peace be with you, too”)	**wa alay-kum es-salaam**
Hello	**mar-haba**
Nice to meet you/Welcome.	**ah-lan wa sah-lan**
Goodbye	**ma es-salaama**
Please	**bala zah-me** OR **min fahd-lek**
Thank you**.**	**Shookran**
You’re welcome**.**	**Af-wan**
How are you?	**shlo-nak?**
I am fine.	**zain**
What is your name?	**shinoo ismak?**
My name is …	**ismee …**
I am sorry.	**ana assef**
Excuse me/I need your attention.	**lo sa-mah-t**

Family Life	
Yes	**naam**
No	**laa**
Do you live here?	**inta tus-koon hinana?**
Is this your house/apartment?	**ha-tha baytek/shu-qak?**
Do you have children?	**indak awlad (juhal)?**
How many?	**ish gad?**
Are these your children?	**ha-theni awladak (juhalak)?**
Were you born here?	**inta mawlood hi-nane?**
Are you from this … ?	**inta min hal … ?**
town	**madeena**
village	**qareea**
county	**muhafatha**
Is this your … ?	**ha-tha … ?**
father	**abook**
brother	**akhook**
son	**ibnak**
Is this your (feminine) ... ?	**hathee … ?**
mother	**omak**
sister	**oktak**
daughter	**bintak**
Where is your … ?	**wayin il … maltek?**

Pronouns	
I	**ana**
You	**inta**
We	**ih-na**
He/It	**hoowa**
She	**heeya**
They	**hom**

U.S. UNCLASSIFIED
REL NATO, GCTF, ISAF, MCFI, ABCA
For Official Use Only

Friends	
I am your friend.	**ana sadeeqak**
You are my friend.	**inta sadeeqee**
We are Americans.	**ihna amreekan**
Don't be afraid.	**la ta-khawf**
Where is the bathroom?	**wavin ill hemmom?**
Neighbor	**jar**

Respectful Personal Titles	
(to address) an elderly man	**Haj**
(to address) an elderly woman	**Hajia**
Sir	**Seedy**
Ma'am	**Sit-tee**

Weddings	
Wedding	**ars**
Bride	**a-rees**
Groom	**a-roos**
Gift	**he-dee-ya**

Numbers		
One	**1**	**wahed**
Two	**2**	**ithnain**
Three	**3**	**thalatheh**
Four	**4**	**arbaah**
Five	**5**	**khamsah**
Six	**6**	**sit-tah**
Seven	**7**	**sa-bah**
Eight	**8**	**tha-ma-niah**
Nine	**9**	**ti-saah**
Ten	**10**	**ash-arah**
Eleven	**11**	**ih-dash**

Twelve	**12**	**ith-nash**
Thirteen	**13**	**thalath-tash**
Twenty	**20**	**ishreen**
Twenty-one	**21**	**wahed-wa-eshereen**
Twenty-two	**22**	**ithnain-wa-eshereen**
Thirty	**30**	**thalatheen**
Forty	**40**	**arbeen**
Fifty	**50**	**khamseen**
Sixty	**60**	**sit-teen**
Seventy	**70**	**sabeen**
Eighty	**80**	**thmaneen**
Ninety	**90**	**tiseen**
One hundred	**100**	**meeyah**
One thousand	**1,000**	**alf**
More than	>	**akthar min**
Less than	<	**aqal min**
Note: To express numbers 13–19 the pattern is: the number plus the ten, expressed as "tash" (e.g., "13" is "thalath-tash"). For numbers above 20, use the pattern of 1-and-20 (e.g., wahed-wa-ashereen, ithanain-wa-ashereen, etc.).		

Weather	
Yesterday	**el-barha**
Today	**el-yom**
Tomorrow	**book-ra**
Sunny	**me-sha-mess**
Cloudy	**mekh-yem**
Rain	**ma-ter**
Windy	**reeh**
How is the weather?	**kayf al-jow?**

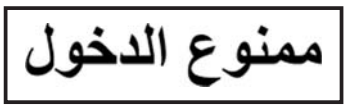
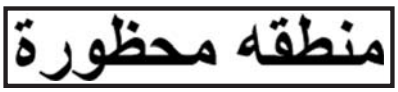
U.S. UNCLASSIFIED
REL NATO, GCTF, ISAF, MCFI, ABCA
For Official Use Only

Medical Phrases	
How old are you?	**chem om-rak?**
Are you sick?	**anta ma-ree-da?**
Where do you hurt?	**wayin tit-e-lem?**
What's the matter?	**ish beek?**
I need a doctor.	**eh-taj dek-tor**
Medicine	**Da-wa**
Help me.	**sa idnee**

Geographical Directions	
Can you show me?	**rawnee?**
Which direction did they go?	**la wayin rahao?**
North	**shmal**
South	**janoob**
East	**shark**
West	**gharb**
Left	**shmal/yi-sar**
Right	**yemeen**
Is it far?	**hu baeed?**
How many kilometers to … ?	**chem kilometer ila … ?**
Where do you come from?	**inta min wayin?**
Show me where you found that.	**raw-nee wayin alga ha-tha**

Basic Questions	
Do you speak English?	**teh-chee englizi?**
Do you understand?	**da tif-ti-him?**
I don't understand.	**ani ma da af-ti-him**
What?	**shi-noo?**
What color is it?	**shi-noo loan-ha?**
Who?	**minoo?**
Who is in charge?	**minoo al mas-ool?**
Where?	**wayin?**

Where is the … ?	**wayin el … ?**
How?	**kayf?**
How much is … ?	**sh-gad il … ?**
How many are there?	**kam ako?** OR **ish gad?**
Why?	**lesh?**
Do you have?	**endak?**
Do you need … ?	**tih-taj … ?**
Can you help me find … ?	**tigdar tsa ednee alga … ?**
Can you get me a … ?	**tigdar t-he-asil lee … ?**
At what time/when?	**shwakit?**

Recognition of Arabic Signs		
Stop	**geff**	
Danger	**kha-ter**	
Do not enter	**mem-new-a da-khool**	
Restricted area	**men-te-ga mah-thoo-ra**	

Helpful Words	
Good	**zain**
Bad	**mu zain**
Food	**a-kel**
Water	**my**
Hot	**har**
Cold	**bar-rid**
Coffee	**qa-ha-wa**
Curfew	**maamnoowa it-tijawal**

U.S. UNCLASSIFIED
REL NATO, GCTF, ISAF, MCFI, ABCA
For Official Use Only

Tea	**shay**
Very much	**huwayeh**
A lot	**chitheer**
A little	**shwaiyee**
Slowly	**shwaiyee, shwaiyee/a la keyfak**
This/that	**hatha/ak**

Force Protection	
Did you see what happened?	**inta sheft shinoo sar?**
Do they have any of these?	**maahoom shee min hathenni?**
Show me where you found that.	**rawnee wayin legait ha-thak**

Weapons	
Handgun	**mu-sad-das**
Rifle	**bun-doo-qeea**
Machine gun	**rash-ash**
Hand grenade	**romana/qumbula**
Bomb	**qum-bu-la**
Mine	**loghum**
Ammunition	**thakheera**
Missile	**sarookh**
RPG	**ar-pee-jay**

Identifying People	
How many were there?	**shugad a-dad-hum?**
Can you identify them?	**tigdar titaraf alayhum?**
Height	**it-tool**
Weight	**il-wazin**
Does he wear glasses?	**hu yelbas manatheer?**
Who is the mokhtar?	**mee-inoo el-mokhtar?**

Commands	
Stop!	**Aw-ga-foo!**
Don't move!	**la ti-ta-har-ra-koo!**
Lower your hands.	**naz-lu ed-ai-kum**
Turn around.	**doo-roo li wara**
Drop your weapons**.**	**the-boo slah-kum**
Move	**tha-ra-koo**
Hands up.	**ir-fawu ed-ai-kum**
Move slowly.	**itharakoo ala kaifkum**
Come here.	**taal huna-heh**
No talking.	**la tehchi/titkalam**
Walk forward.	**it-gad-amoo**
Surrender	**salem naf-sak**
Come with me.	**taaloo wu-ya-ya**
Calm down.	**ala kay-fak**
Don't resist.	**la tu-ga-wem**
Form a line.	**aw-ga-foo bes-saf**
Stay where you are.	**ib-goo ma-kan-kum**
One at a time.	**wahed wahed**

Vehicle/Personnel Search	
Please step out of the car.	**in-zel min as sayarah**
Do you have any weapons?	**wuyak see-lah**
Stand over there.	**Aw-gaf hi-nak**
Put your hands over your head.	**edayk foug ra-sek**
Open all the doors, trunk.	**eftah al-aboab, wel dabeh**
You must be searched.	**lazem in fatshak**
Can he/she please search you?	**mumken howa/heeya itfat-shak**
Arms out!	**slahkum libara!**
Please put your arms out.	**idaykum libara**
Legs apart.	**baid rijlak an baeed**
Remove your headgear.	**inza an-rasak**
Move your car.	**harek sayartek**

U.S. UNCLASSIFIED
REL NATO, GCTF, ISAF, MCFI, ABCA
For Official Use Only

Building Search	
May we enter your house?	**mumkin nidkhul baytak?**
We are conducting a search.	**da nifatish elemara**
We need to search the apartment.	**lazim nifatish al-shaqa bala zah-me**
Can she search the bedroom?	**mumkin heeya tifatish ghurfit-in-nom?**
Can you show me these drawers?	**mumkin trawneey shinoo bil-jaroor?**
One weapon per household.	**masmooh bas seelah wahed feel bayt**

Example Polite Conversation
Q: Hello. **(es-sa-laam a-lay-kum)** **A:** Hello. **(a-lay-kum es-salaam)**
Q: How are you? **(shlonak?)** **A:** I am fine, thank you. **(al-ham-du lil-lah, shookran)**
Q: My name is … **(ismee ...)** **A:** Nice to meet you, my name is … **(ah-lan wa sah-lan, wana ismee ...)**
Q: Nice to meet you too. **(ah-lan wa sah-lan)**

Example Conversation During Vehicle Search
Q: Sir we must search your car. **(seedy lazim nifatish sayartek)** **A:** Why, what for? **(laish, shaku)**
Q: It's the rule sir, do you understand? **(hatha ganoon seedy, da tif-ti-him?)** **A:** Yes. **(zain)**
Q: Please step out of the car. **(in-zel men al-sa-yarah, itha samah-t)** **A:** Fine, no problem. **(zain, ma yukha-lef)**
Q: Please open the doors and the trunk. **(eftah al aboab, wel dabeh i-tha samah-t)** **A:** Okay. **(zain)**
Q: Thank you, you can go. **(shookran, tigdar timshee)**

Example Conversation During Building Search
Q: Hello. **(essalam alaikum)** **A:** Hello. **(alaykum essalam)**
Q: May we enter your house? We are conducting a building search. **(mumkin nidkhul baitek, da nifatish al emara)** **A:** Why? **(aish?)**
Q: Is there a criminal in the area? **(akoo muj-rem fel mantiga?)** **A:** There is no criminal here. **(maku muj-rimeen hunane)**
Q: Please, we need to search the apartment. **(lazim nu-fa-tish al shu-ga bala zah-me)** **A:** Wait a minute. **(intather dageega)**
Q: Can she search the bedroom please? **(mumkin heya tfatish ghurfit in-nom min fadlak?)** **A:** Yes, go ahead. **(zain itfa-daloo)**
Q: Can you show me what is in the drawers? **(mumken traweeny shinu bil-jaroor min fadlak)** **A:** Okay, sure. **(zain, akeed)**
Q: Are these yours? **(hatheni maltek?)** **A:** This one is mine; that one is my brother's. **(ha-thee maltee, hatheech mallet akhooya)**
Q: Where is he now? **(hu waynooh?)** **A:** I don't know. **(ani ma da-aarif)**
Q: Do you have any more weapons? **(andak seelah thanee)** **A:** No, that's all. **(laa, hatha kulish)**
Q: I am sorry, one weapon per household. **(assef, masmooh bas seelah wahed feelbait)**
Q: Here is a receipt for your brother's weapon. **(hatha wasel ala mood seelah akhook)**

U.S. UNCLASSIFIED
REL NATO, GCTF, ISAF, MCFI, ABCA
For Official Use Only

Days of the Week	
Sunday	**el-a-head**
Monday	**el-ithnain**
Tuesday	**el-the-la-the**
Wednesday	**el-ar-baya**
Thursday	**el-kha-mees**
Friday	**el-jooma**
Saturday	**el-sabt**

Months of the Year	
January	**ye-nay-ar**
February	**fib-ra-yer**
March	**marss**
April	**abreel**
May	**ma-yo**
June	**yoo-niyoo**
July	**yool-ya**
August	**augus-tus**
September	**seb-tem-ber**
October	**ek-to-ber**
November	**no-fem-ber**
December	**dee-sem-ber**

Body Language, Gestures, and Greetings (5 MAR 2007)

1. Body language takes on extra significance in Arab culture. The body language in Arab culture is distinctly different from Western culture. It must be learned to effectively reinforce the intended message and, perhaps more importantly, to not give unintended insults.

A. Shake hands with the right hand only and at the beginning and end of any visit. Shake hands longer but less firmly than in the West. Left hand grasps elbow.

B. Close friends or colleagues hug and kiss both cheeks upon greeting. A quick kiss on the lips is also a sign of friendship. During the *Hajj* (pilgrimage), people may kiss only on the shoulders as a gesture of friendship and greeting.

C. Touching noses together three times when greeting is a Bedouin gesture of friendship and respect.

D. Placing a hand on your heart along with a slight bow is a sign of respect. This is usually done during greeting.

E. U.S. Soldiers should limit physical contact to a handshake.

2. Body language/gestures with specific meaning:

"To tie an Arab's hands while he is speaking is tantamount to tying his tongue."

— Robert A. Barakat

A. "It's my obligation"—The gesture of placing the right hand or right forefinger on the tip of the nose, on the right lower eyelid, on top of the head, on the mustache, or on the beard has the meaning of "It's in front of me," "I see it," or "It's on my head to accomplish."

B. "Come here"—Right hand out, palm down, with fingers brought toward oneself repeatedly in a clawing motion, is the sign for calling someone to come.

C. "I'm thinking"—Grasping the chin with the thumb side of the right fist is a sign of wisdom or maturity.

D. "Slow down"—Holding the fingers in a pear-shaped configuration with the tips pointing up at about waist level and moving the hand slightly up and down signals "wait a little bit" or "be careful." This gesture can be observed extensively when driving in the crowded streets of the Arab cities. In such a locale, it may be accompanied by curses from an anxious taxi driver or a pedestrian trying to cross the street.

E. "Speed up"—By first touching the tip of the right forefinger on the tongue and then placing it on the tip of the nose, an Arab gives a sign for a person to hurry.

F. "Thank you"—Placing the palm of the right hand on the chest, bowing the head a little, and closing one's eyes connotes "Thank you" (in the name of Allah).

G. "No"—A quick snap of the head upwards with an accompanying click of the tongue connotes: "No," "Unlikely," or "What you say is false."

3. Body language and gestures/conventions:

A. In the Middle East, social interaction and conversation among Arabs occur at a much closer distance than normal in the Western world and well within the "personal space" defined by the West.

B. Long handshakes, grasped elbows, and even walking hand in hand by two males are common occurrences in the Arab world.

U.S. UNCLASSIFIED
REL NATO, GCTF, ISAF, MCFI, ABCA
For Official Use Only

C. A considerable number of Arabs touch more between the same genders. They hold hands, hug each other, and kiss if close friends.

D. As Arab society condones the outward display of affection between male friends, it is normal to see Arab men, even officials and military officers, holding hands as they walk together or otherwise converse with one another. If an individual Arab does not touch you, he does not like you—or he may be trying to restrain himself because you are not used to being touched.

E. A full-body embrace, accompanied with hugging, should not be initiated until you are sure that the Arab is a close friend. If the Arab initiates it, participate and consider yourself honored and/or accepted.

F. Contact between the opposite gender in public is considered close to obscene. Eye contact during discussions—often long and direct—is important. Staring is not necessarily rude (except gazing at women).

4. Body language and gestures/insults:

A. "I wish evil upon you"—Biting the right forefinger, which has been placed sideways in the mouth, may be a threat or an expression of regret. In Western culture, the "A-OK" sign is a positive gesture. However, in the Arab world, if the gesture is shaken at another person, it symbolizes the sign of the evil eye. An Arab may use the sign in conjunction with verbal curses.

B. "I wish you harm"—Hitting the right fist into the open palm of the left hand indicates an obscenity or sign of contempt.

C. "You're lying"—Placing a half-closed hand in front of the stomach, and then turning it slightly connotes that the person to whom the gesture is made is a liar.

D. "I insult you"—Placing the tips of the left fingers and thumb together so that the hand faces right, then placing the tip of the right forefinger directly on the left fingertips indicates an obscenity or insult directed at one's birth or parentage.

E. "You are unimportant"—Showing soles while sitting is considered rude, and is symbolic of "you being beneath my feet." Sit instead with soles toward or on the ground to be polite. Also maintain eye contact; lack of eye contact strongly conveys "you are unimportant" as well.

Warning

Gestures indicating obscenities or insults should not be used by non-Arabs. Arab gestures of this type have varying degrees of intensity, depending upon the circumstances and country. Their use could lead to serious personal offenses and cause diplomatic incidents.

5. Communications. The Arab strives to be an eloquent man—he loves to communicate, and is stimulated by discussion. In accordance with Islam, much of everyday speech contains praise to Allah and his prophets and acknowledgment of His will.

A. Verbal:

1) The love of talk stems from the rich nomadic oral tradition of greeting travelers and exchanging information.

2) Low literacy rates increase the importance of verbal communication.

3) Arabs love poetry and creative speech. They are fond of bestowing flowery blessings and colorful swearing.

4) When speaking with Arabs, keep in mind that they believe words have power. Arabs shun speaking about unpleasantness out of fear that negative speech compels negative results. Also, Arabs will use euphemisms when discussing the plight of others (e.g., if a mutual acquaintance is ill and near death and you inquire about the acquaintance's condition an Arab will likely respond, "He is well, but a little tired."). In an operational situation, check the facts after being briefed by an Arab soldier because he may be sugarcoating a bitter pill.

B. Written:

1) Muslims, particularly Arab Muslims, consider the Arabic language holy, as the Qur'an is written in Arabic. The written word has special meaning to them and is respected by the literate and the illiterate alike.

2) Arabs consider advanced education a remarkable achievement and greatly respect scholars and learned men and women.

3) Avoid using newspapers in "unclean" ways, as many Arabic newspapers usually have some reference to Allah and some Arabs could be insulted in how the printed name of Allah is treated.

U.S. UNCLASSIFIED
REL NATO, GCTF, ISAF, MCFI, ABCA
For Official Use Only

U.S. Army Forces Command Arab Fact Sheet

Arab customs:

- Shame and honor:
    - Admitting "I don't know" is distasteful to an Arab.
    - Constructive criticism can be taken as an insult. Be careful not to insult.
    - Women wear headscarves as a show of respect, even if wearing Western clothing.
- Family:
    - Family is the center of honor, loyalty, and reputation for Arabs. Males are always the head of the Arab family.
- Socialization and trust:
    - When conducting business, it is customary to first shake the hands of the males present, taking care not to grip too firmly.
    - Allocate ample time for refreshment before attempting to engage in business. It is important to first establish respect and trust.
- Arab concept of revenge:
    - The Arab concept of revenge is a strong cultural force.
    - The Old Testament and Qur'an passages that advocate "an eye for an eye" dominate Arab culture.
    - The conflict continues even after the belligerents have killed each other off, because previously uninvolved family and/or tribal members expand the fight seeking revenge.
    - The ancient tribal custom of *Fasil* compensation, mentioned within the Qur'an as *Diya*, and advocated by Islam, presents a way to defuse the revenge-perpetuated cycle of continued conflict:
        - *Diya* is an obligatory, non-negotiable payment of blood money rendered in cases of accidental killings.
        - *Fasil* is an Iraqi term for a negotiated settlement that is paid even after intentional killings.
        - *Fasil* does not have to be financial. The perpetrator can agree to be exiled from a neighborhood, village, or region.

- Arab concept of authority:
    - Throughout the Arab world, authority is generally related to age and gender.
    - Arabs tend to associate age with experience and wisdom.
    - The head of the family or clan is normally the oldest male. When he dies or becomes incapacitated, his place will likely be taken by his oldest son or one of his brothers.
    - When a son succeeds his father as family head, he thereby gains authority over his mother.
    - Arab society is dominated by males—at least in public.
- Arab world view:
    - An Arab world view is based upon six concepts: atomism, faith, wishes versus reality, justice and equality, importance of family over self, and paranoia:
        - Atomism: Arabs tend to see the world and events as isolated incidents, snapshots, and particular moments in time. Westerners tend to look for unifying concepts, whereas Arabs focus on parts rather than the whole.
        - Faith: Arabs usually believe that many, if not all, things in life are controlled by the will of Allah (fate) rather than by human beings.
        - Wishes versus reality: Arabs, much more than Westerners, express emotion in a forceful and animated fashion. Their desire for modernity is contradicted by a desire for tradition (especially Islamic tradition).
        - Justice and equality: Arabs value justice and equality among Muslims and, to a lesser degree, to others. All actions taken by non-Arabs will be weighed in comparison to tradition and religious standards.
        - Importance of family over self: Arabic communities are tightknit groups made up of even tighter family groups. Family pride and honor are more important than individual honor.
        - Paranoia: Arabs may seem paranoid by Western standards. Many are suspicious of any Western interest or intent in their land.

U.S. UNCLASSIFIED
REL NATO, GCTF, ISAF, MCFI, ABCA
For Official Use Only

- Arab perspective versus Western perspective:
    - Arab perspective:
        - Family—Center of everything. (Father has first and last word.)
        - Friends—Peripheral; courteous to all.
        - Honor —Very important to Arabs. Honor will be protected and defended at all costs.
        - Shame (especially against family)—Avoided at all costs; insults and criticism are taken very seriously.
        - Time—Less rigid. Approach to time is much more relaxed and slower than in Western cultures.
        - Religion—Central to all things.
        - Society—Family/tribe is most important.
        - Government—Most governments are secular. However, they still emphasize religion.
        - Age and wisdom are honored.
        - Wealth is honored in both Arab and Western cultures.
    - Western perspective:
        - Family—Important, but not as central to the individual.
        - Friends—Core to some; less important to most.
        - Honor—Typically not as important as in Arab culture.
        - Shame—Typically not as important as in Arab culture.
        - Time—Very structured; deadlines must be met.
        - Religion—Varies by individual; very personal, not discussed in polite conversation.
        - Society—Individual rights are important.
        - Government—Purpose is to protect rights and improve standard of living.
        - Youth and beauty are celebrated.
        - Wealth is honored in both Arab and Western cultures.

- Sunni perspective versus Shi'a perspective:
    - Sunni perspective:
        - Sunni are the vast, dominant majority of Islam.
        - Strong supporters of Islamic (*sharia*) law
        - Sunni Islam puts far more importance into the *Hajj* (pilgrimage) to Mecca than does Shi'a Islam.
        - Accepting of secular political leadership.
        - Worship is more conservative or orthodox than Shi'a.
        - Sunni clergy form *Ulama*, which are deciding bodies of religious scholars who decide policy for Islam. These scholars issue *fatwahs* (religious edicts) and declare *Jihad* (struggle).
        - Sunni Islam reveres Ali, the Prophet Muhammad's son-in-law and cousin, although not to the extent that Shi'a does. The term Shi'a actually means "supporter," as in the supporters of Ali.
    - Shi'a perspective:
        - About 10 percent of all Muslims are Shi'a. They are in the majority in Iran, Iraq, and Bahrain.
        - Shi'a have more formal hierarchy and authority for their religious leaders than in Sunni Islam. Grand Ayatollah is the top ranking.
        - Shi'a Muslims believe that Ali was the first of the 12 imams appointed by Allah to succeed Muhammad as leader of the Muslim community.
        - *Ashura* is the 10th day of *Muharram*, which is the first month of the Islamic year. Remembrance of the deaths of Ali and his son Hussayn on *Ashura* culminates in dramatic reenactments and bloody self-flagellation. Hussayn and Ali are symbols of martyrdom for Shi'a Muslims. Their shrines at Najaf and Karbala are the destinations of many Shi'a pilgrims.
        - Iran (a non-Arab nation) has the largest Shi'a population.

U.S. UNCLASSIFIED
REL NATO, GCTF, ISAF, MCFI, ABCA
For Official Use Only

- Islam's five pillars of faith:
    - *Shahadah*—Declaration of faith. The significance of this declaration is the belief that the only purpose of life is to serve and obey Allah, and this is achieved through the teachings and practices of the last prophet, Muhammad.
    - *Saleh*—Prayer. *Saleh* is the name for the obligatory prayers that are performed five times a day, and are a direct link between the worshiper and Allah.
    - *Zakah*—Alms. An important principle of Islam is that everything belongs to Allah, and that wealth is therefore held by human beings in trust. The word *Zakah* means purification. Possessions are purified by setting aside a portion for those in need and for the society in general.
    - *Sawm*—Fasting. Every year in the month Ramadan, all Muslims fast from dawn until sundown, abstaining from food, drink, and sexual relations with their spouses.
    - *Hajj*—Pilgrimage. The pilgrimage to Mecca is an obligation only for those who are physically and financially able to do so. More than 2 million people go to Mecca each year from every corner of the globe, providing a unique opportunity for those of different nations to meet each other.
- The Qur'an:
    - Means "recitation"
    - Honorable to memorize
    - Allah's infallible word
    - 114 chapters arranged by length:
        - Longest to shortest
        - Size of the Gospels
    - Handling the Qur'an:
        - Muslims keep their Qur'an on the highest bookcase shelf.
        - Prior to reading the Qur'an, Muslims will often recite the following, "I seek refuge in Allah from Satan, the rejected enemy (of mankind)."
        - When reading while sitting on the floor, Muslims place the text on a book rest or holder. If no holder is available, hold the Qur'an above the lap or waist.

        - Anyone who touches the Qur'an must have clean hands.
        - Keep the Qur'an out of latrines.
        - Keep the Qur'an off the floor.
        - Use a cloth or plastic dust cover for the Qur'an when not in use.
        - Place nothing on top of the Qur'an.

- Arab dress, men:
    - Arab dress for men ranges from the traditional flowing robes to blue jeans, T-shirts, and Western business suits. The robes allow for maximum circulation of air around the body to keep it cool, and the headdress provides protection from the sun. At times, Arabs mix the traditional garb with Western clothes.
    - Headdress pattern might be an indicator of which tribe, clan, or family the wearer comes from. However, this is not always the case. While in one village, a tribe or clan might have a unique headdress; in the next town over, an unrelated tribe or clan might wear the same headdress.
        - Checkered headdresses relate to country of origin, type of rule, and participation in the *Hajj*.
            - Red-and-white checkered headdress: Generally of Jordanian origin. Wearer has made *Hajj* and comes from a country with a monarch.
            - Black-and-white checkered headdress: Historically of Palestinian origin. Black and gray represent presidential rule and completion of the *Hajj*.
        - Black turbans are associated with Shi'a clergy, who are somehow connected to the Prophet Muhammad or Ali Ibn Abi Talib, the cousin of the Prophet, who was the fourth Khalif of Islam and leader of the Shi'a sect. Those who wear white turbans are associated with the lower echelons of the Shi'a hierarchy.

- Arab dress, women:
    - Adherence to traditional dress varies across societies. (More traditional in Saudi Arabia; less traditional in Egypt.)
    - Traditional Arab dress features the full-length body cover (*abayah*, *jilbob*, or *chador*) and veil (*hijab* or *chador*).
    - Concerns of modesty are the reasons for the traditional dress.

U.S. UNCLASSIFIED
REL NATO, GCTF, ISAF, MCFI, ABCA
For Official Use Only

- The most devoted women cover their faces as well as their bodies in veils and robes.
- Rural women, who typically work in the fields, may wear less restrictive garments that are lighter in color and weight.

- Women in Arab societies:
  - Arab women are typically subordinate to men in their societies. The extent varies by country. The most restrictive conditions exist on the Arabian Peninsula. The most relaxed conditions exist in the urban areas of Egypt, Syria, and Lebanon.
  - Things to do:
    - Respect the privacy and protected role of women in Arab societies.
    - Respect the different living areas for men and women. Do not expect women to eat or socialize in the same room as men.
    - Men stand when women enter a room.
  - Things not to do:
    - Do not shake hands with an Arab woman unless she offers her hand first, or if you are a woman. Do not flirt, hit on, touch, hug, or talk in private with a woman. It could endanger her safety.
    - Do not talk in public to professional Arab women unless the conversation is business related.
    - Do not try to engage a woman in conversation unless you have been formally introduced.
    - Do not stare at a woman or maintain eye contact.
    - Do not ask an Arab questions about his wife or other female members of his family.
- Arab children:
  - Family is the foundation of Arab society. Fathers are the authority figures. Mothers have power over the house and the children.
  - Young children are treasured, adored, and indulged.
  - Arabs tend to have a preference for male offspring.
  - Older boys are allowed to attend the gatherings of men.

- Older girls are carefully protected.
- Children are taught to conform to norms and conventional Arab society.
- Children are not encouraged to seek individuality as much as they are in the West.
- Children seldom leave home until they marry. It is expected that everyone will marry.
- Honor and dignity are tied to the good repute of one's family.
- Children belong to their father's family. In the case of divorce, the father is automatically awarded custody of boys at least 9 years old and girls at least 12 years old. Younger children remain with their mother.

- Family:
  - The family is the key social unit to an Arab. Loyalty to the family influences all aspects of an Arab's life.
  - Arabs honor and respect their family. They highly value friendships. Family and kin's honor are the most important.
  - Patriarchal and hierarchal: Fathers/elders dominate.
  - Larger the better: Large families provide for possible economic benefits, particularly for the possibility that a son will care for his parents in their elderly years. Large families provide the father with the prestige of virility.
  - In terms of loyalty, clan and then tribe follow family as a social unit, although most contemporary Arabs express a national identity as well.
  - Children: Male offspring are favored because a son is expected to care for his parents in their advanced age, whereas a daughter becomes part of the son-in-law's family. Also, a son can bring a family honor, whereas a daughter can only bring a family shame.
  - Women typically have a private area in the household separate from men, especially in rural areas.

- Eating and etiquette:
  - Arabs are restricted from eating pork, most carnivorous animals, and unscaled fish. Alcohol is forbidden.
  - Meat must be butchered in accordance with Qur'anic law.
  - The staple of the Arab diet is dark pita bread.

U.S. UNCLASSIFIED
REL NATO, GCTF, ISAF, MCFI, ABCA
For Official Use Only

- Lamb is the most common meat.
- Always offer snack foods to visitors and accept what is offered to you as a guest, but only after modestly refusing the first offer.
- It is assumed that guests will accept at least a small quantity of drink (usually tea, but sometimes coffee) offered as an expression of friendship or esteem. It is considered rude to decline the offer to drink.
- When served a beverage, accept with the right hand only. When eating, drinking, offering, or passing, use the right hand only.
- When eating with Arabs, especially when taking food from communal dishes, the left hand must never be used; it is considered unclean.
- Not eating everything on one's plate is considered a compliment. It is a sign of wealth when an Arab can afford to leave food behind. If invited to an Arab's home, leave shortly after dinner. The dinner is the climax of conversation and entertainment. Over dinner or tea, avoid discussions on political issues (national and international), religion, alcohol, and male-female relations.

Appendix B

The Satellite Movement Technique

Brian P. Kornett, Soldier Battle Laboratory, Fort Benning, Georgia

Introduction

The most recent Multi-National Force-Iraq (MNF-I) counterinsurgency (COIN) guidance, dated 14 June 2007, instructs Soldiers to "move mounted and work dismounted." Dismounted patrolling benefits units conducting COIN operations by:

- Allowing for more interaction with the local populace, which leads to better situational awareness and increased actionable intelligence within an area of operations (AO).
- Increasing the number of routes friendly forces can travel and limiting the enemy's ability to predict friendly movement.
- Denying the enemy sanctuary in terrain not traveled by mounted patrols.

The British military developed the satellite movement technique to deceive enemy forces with regard to direction of movement and size of the patrolling element. This technique disperses a dismounted unit and reduces the enemy's ability to observe and engage it. U.S. Marines have successfully used this technique in combat to counter enemy snipers and to lessen improvised explosive device (IED) attacks and ambushes on their dismounted forces. See CD enclosed inside the back cover of this handbook for a video demonstration of the satellite movement technique.

Concept

The satellite movement technique separates a unit into three dismounted elements: one command element and two supporting elements. Each dismounted element patrols a random, multidirectional route through the unit's AO (see Figure B-1).

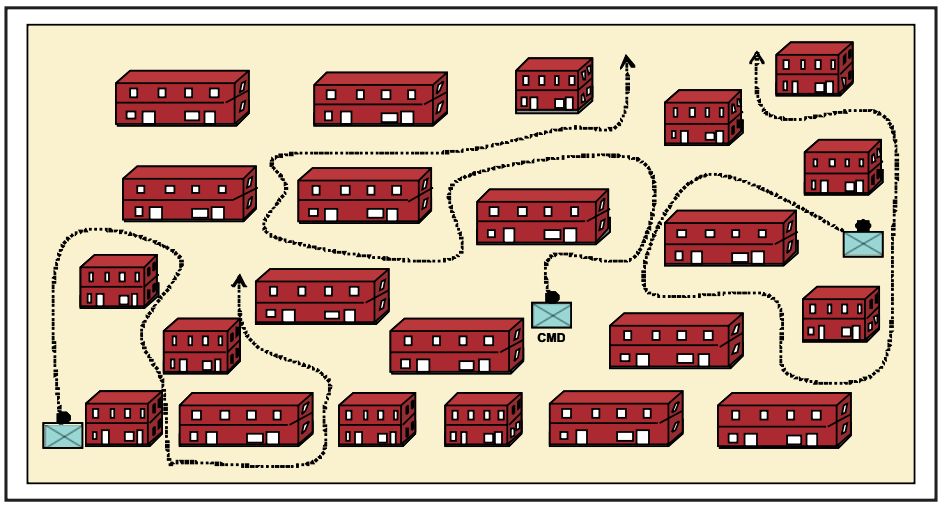


Figure B-1. Satellite movement technique

The following describes each patrolling element's responsibilities when using the satellite movement technique:

- Command element:
    - Contains the patrol leader.
    - Retains overall command and control of the unit.
    - Patrols a random route, determined by the patrol leader, between the two supporting elements.
    - Tracks the location of all elements to ensure timely support if enemy contact is made.
    - Establishes the support-by-fire (SBF) position upon contact with the enemy or serves as one-half of the assault force if a supporting element makes enemy contact.
    - Coordinates the maneuver of all elements when in contact with the enemy.
- Supporting elements:
    - Patrol random routes, at the squad leader's discretion, around the command element.
    - Send periodic situation reports (SITREPs) to the command element regarding location and activity.
    - Maneuver at the direction of the patrol leader upon contact with the enemy; the supporting element who makes contact establishes the SBF position as the other two elements act as the assault force.
- Mounted element (This is optional. When available, a mounted element may be incorporated into the patrol at the discretion of the patrol leader.):
    - Supports the dismounted force at the direction of the patrol leader.
    - One vehicle commander, designated by patrol leader, controls the mounted force while patrol leader is dismounted.
    - Maintains contact with higher headquarters and the patrol leader.

Planning Considerations

The factors mission, enemy, terrain and weather, troops available, time available, and civil considerations (METT-TC) are used to decide when the satellite movement technique is appropriate.

U.S. UNCLASSIFIED
REL NATO, GCTF, ISAF, MCFI, ABCA
For Official Use Only

Mission:

- Leaders determine if the satellite movement technique is appropriate for their assigned mission. Although it is appropriate for conducting presence patrols, civil engagements, and other operations allowing for flexible movement timelines, the satellite movement technique is not appropriate for use during offensive operations that require deliberate movement to an objective.

- The patrol leader analyzes his mission and assigns specific tasks and purposes to each element. This is the basis for allocating resources and establishing a timeline for each element.

Enemy: Threat assessment is an important step in deciding whether or not to use the satellite movement technique. The element establishing contact with the enemy must be prepared to sustain the fight as the other elements maneuver to an assault position. Using the satellite movement technique in an area known for organized enemy forces attacking in large numbers is dangerous and not recommended.

Terrain and weather:

- Terrain analysis of an operational area is necessary to ensure effective use of the satellite movement technique. Consider the following when conducting terrain analysis:

    - Choose a concealed release point (RP) to prevent enemy forces from observing the true size of the patrolling element.

    - Ensure terrain allows for rapid movement to the location of any element in contact. Although most urban terrain allows for this, mountainous terrain and areas containing canals and swamps may not.

    - When operating with a mounted element, consider measures to increase its security. Vehicles remaining stationary for long periods in an urban environment are vulnerable to enemy attack. Staging vehicles at a nearby patrol base or police checkpoint, within communications range of dismounted elements, will reduce the chances of an attack on the minimally manned vehicles.

    - To facilitate situational awareness, coordinate movement, control fires, and increase the amount of maneuver control measures placed on maps and imagery. Figures B-2 through B-8 show a way to use checkpoints (CPs), phase lines (PLs), and limits of advance (LOAs) in this manner.

Troops and support available:

- Leaders must determine if the number of troops available is sufficient to patrol using the satellite movement technique. Leaders may decide to patrol with three squad (-) dismounted elements but only after considering the platoon's ability, confidence, and experience.

- Our enemy is adaptive and capable of learning to combat our tactics. The most dangerous enemy course of action is an area ambush on the patrolling unit (i.e., three simultaneous point ambushes on separate elements). Anticipate this and plan for available combat multipliers to prevent enemy success. Some example uses are:
    - Know when rotary-wing aircraft are scheduled to fly in/through your AO and establish contact with them at the earliest opportunity. While on station, these aircraft may divert enemy observation away from the patrolling element; serve as a rapid reactionary force if the patrol makes enemy contact; or, in the event of an overwhelming enemy attack, provide suppressive fires to allow friendly forces to disengage.
    - Unmanned aerial systems (UAS) may effectively deceive enemy forces by flying away from the patrolling unit. UAS also can provide real-time reconnaissance throughout the AO. During reconnaissance missions, UAS should select random routes to keep friendly movement unpredictable.
    - Dismounted Counter Radio-Controlled IED Electronic Warfare (CREW) systems placed with each element further reduce the patrol's risk to radio-controlled IEDs.
- Communication is critical. Each dismounted element requires at least one radio. Otherwise, coordinating movement and actions on contact will not be possible. Also, ensure a plan is established for actions on communications loss.
- To prevent fratricide, each element must remain aware of the others' locations. Random routes lessen the enemy's ability to observe and engage friendly forces. However, random routes increase the difficulty of fire control and distribution.
- Commanders should assess the training level and ability of their subordinate units to determine if they are prepared to patrol using the satellite movement technique.

Time available: Using the satellite movement technique to patrol an area will drastically increase the amount of time needed. Generally, Soldiers will walk approximately four miles while patrolling forward a distance of one mile. Allocate additional time when patrolling in extreme heat, as Soldiers will require more frequent rest periods.

Civil considerations: Civilian events that produce large crowds, such as weddings and holiday celebrations, can create obstacles that may prevent elements of a patrol from supporting each other during enemy contact.

U.S. UNCLASSIFIED
REL NATO, GCTF, ISAF, MCFI, ABCA
For Official Use Only

Execution

Figures B-2 through B-6 depict a mechanized infantry platoon conducting a patrol using the satellite movement technique. The objective of this patrol is to engage with local civilians in order to obtain actionable intelligence on a high-value target thought to be in the area. The platoon leader is the patrol leader and moves with his third squad, designating it the command element. Prior to the mission, the patrol leader established CPs and PLs to track the movement and location of his squads. The platoon conducts its patrol in three phases: deploy, patrol, and consolidate.

- Deploy: The mounted element moves the platoon to the RP and the three squads dismount. Once the Soldiers dismount, the Bradleys move to an adjacent unit's patrol base and assume the role of a quick-reaction force in support of the dismounted platoon. The dismounted squads move from the RP, at intervals designated by the patrol leader, along different routes to begin patrolling. During this phase, the main focus of the patrol leader is to keep the true organization of his element hidden from enemy observation. (See Figure B-2.)

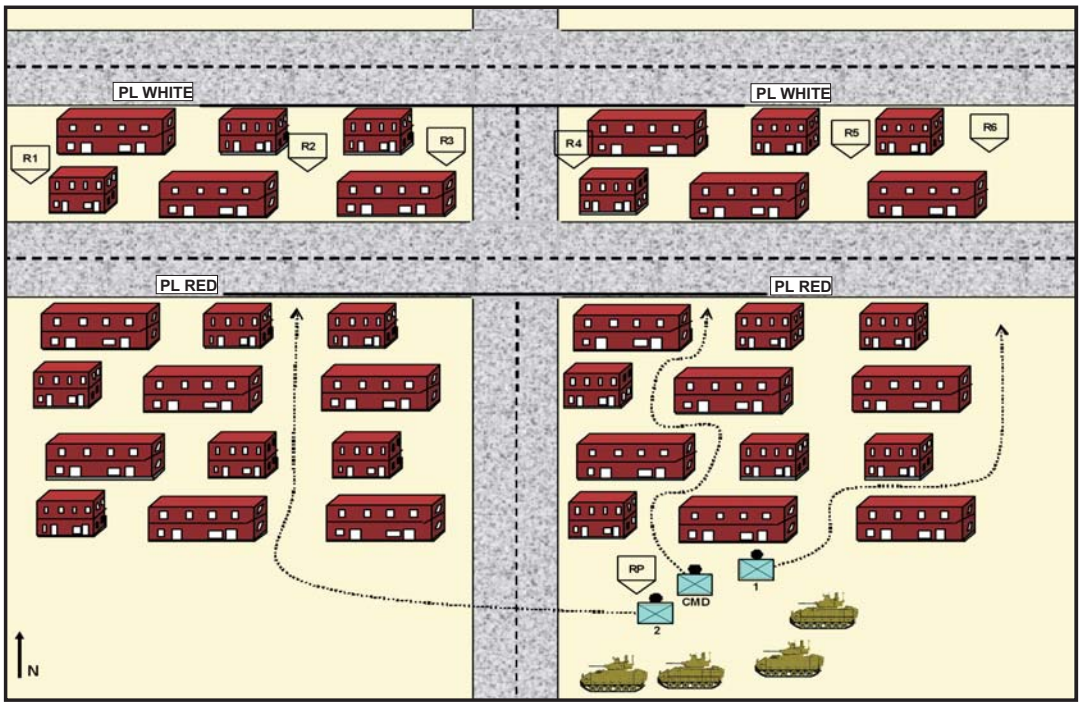


Figure B-2. Platoon deploys to conduct a patrol.

- Patrol: With the mounted element set at a nearby patrol base, the dismounted elements patrol the platoon's AO at the direction of their respective squad leaders. As the patrol leader receives SITREPs from his squads, he directs speed and/or route adjustments to ensure squads remain able to quickly support each other on enemy contact. Figures B-3 through B-5 show the platoon at different stages of its patrol.

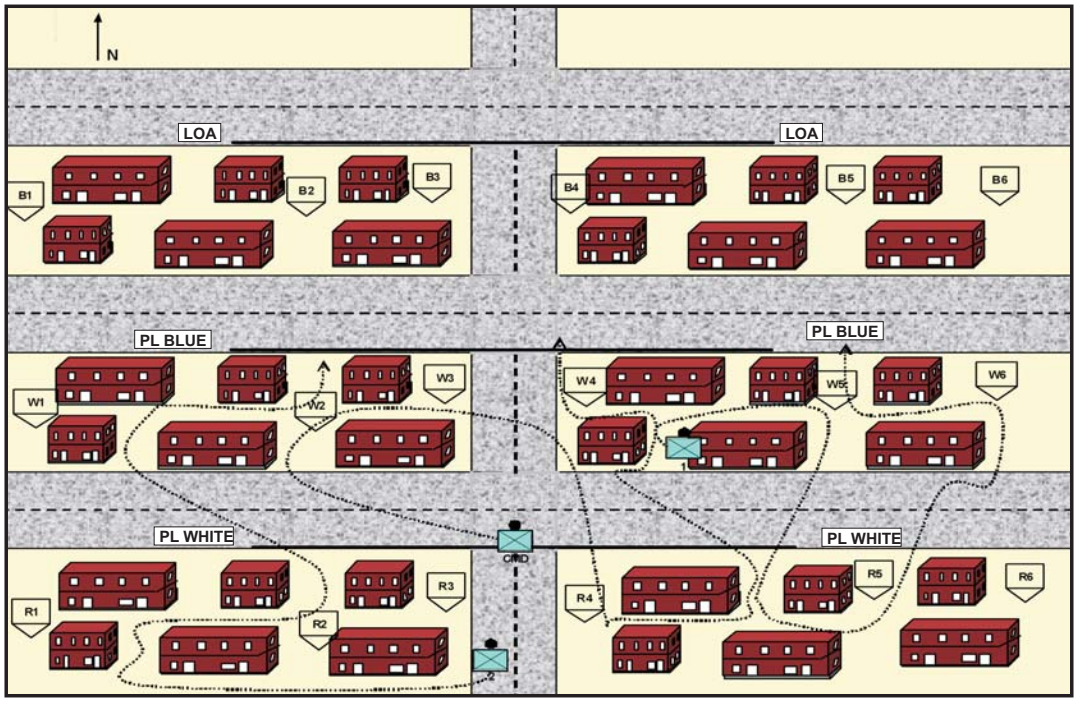


Figure B-3. Platoon conducts a patrol.

U.S. UNCLASSIFIED
REL NATO, GCTF, ISAF, MCFI, ABCA
For Official Use Only

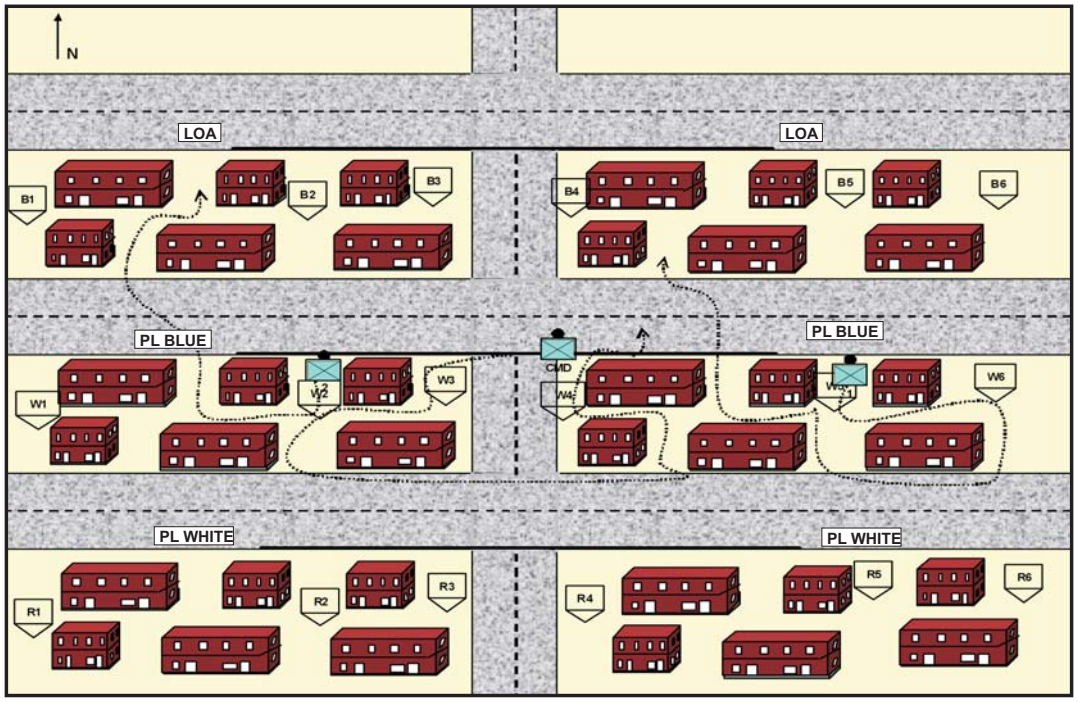


Figure B-4. Platoon advances through its AO.

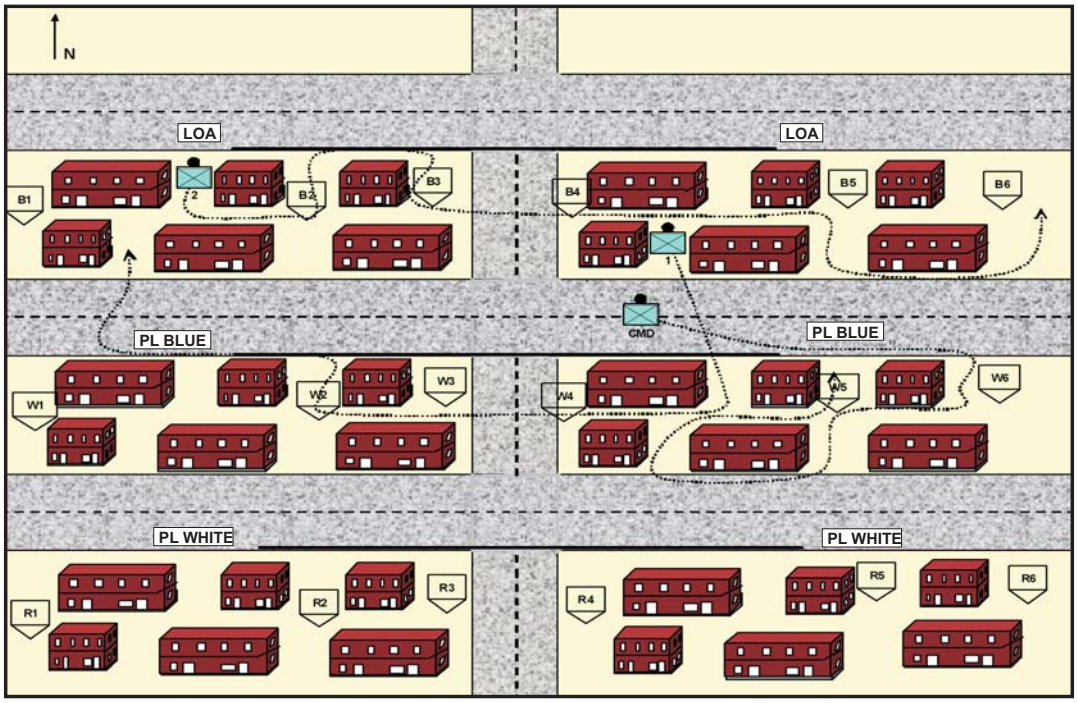


Figure B-5. Platoon nears the end of its patrol.

- Consolidate: As the patrol nears completion, the platoon leader directs the mounted element to set at the LOA and provide security as the dismounted squads move forward. Because second squad is the closest element to the LOA, it bounds forward and mounts the vehicles first. The other squads continue to patrol and wait for second squad to report that it has mounted the vehicles. This process is repeated until the last squad has mounted the vehicles (see Figure B-6).

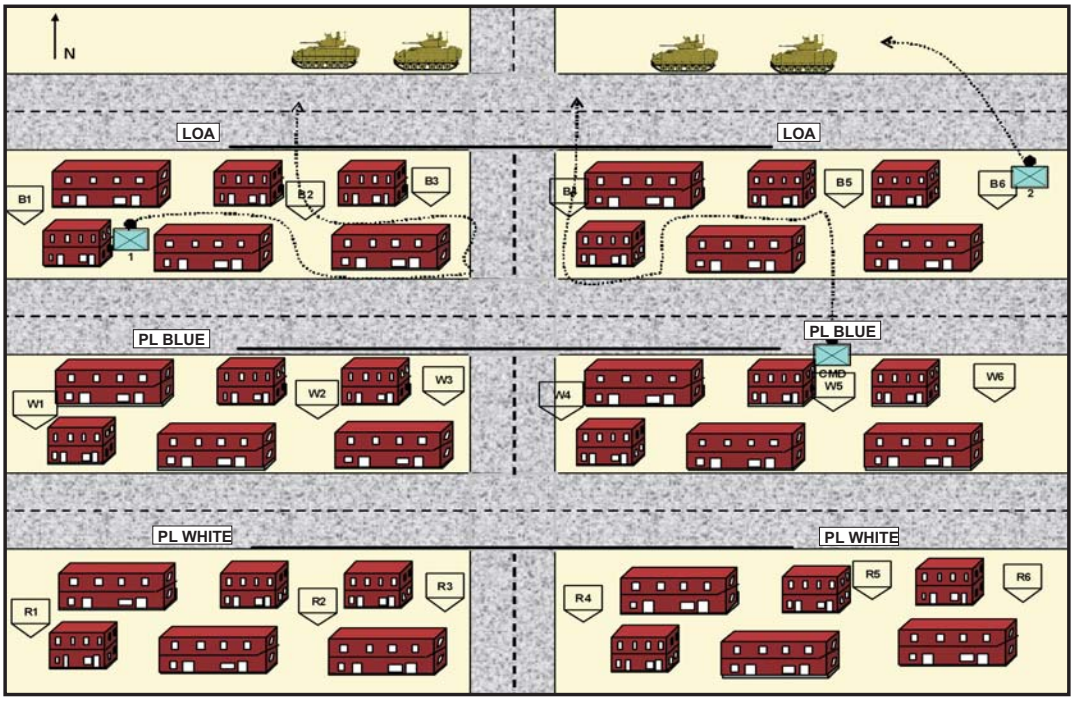


Figure B-6. Platoon consolidates after a patrol.

Actions on Contact

The satellite movement technique ends on contact. If the technique has been performed correctly, the unit is arranged to combat the enemy force's hit-and-run tactic by fixing the enemy with a base of fire and quickly maneuvering to block their egress routes. Upon direct fire or visual contact with the enemy, the unit reacts in the following manner:

- The element in contact immediately seeks a covered position, returns fire, and reports the contact. This element establishes a SBF position to fix the enemy as the other two elements move to cordon and clear the area. If a mounted force is available, using it as the QRF enables a faster cordon of a larger area and allows more Soldiers for the assault force.

- In Figure B-7, the command element receives fire from a sniper to the northeast of its position, between CPs B4 and B6. The command element is unsure of the sniper's exact location, so it immediately establishes a SBF position and attempts to regain contact. Upon hearing the contact report, the mounted element cordons the area and the squads begin their movement to support the command element. The patrol leader directs the

U.S. UNCLASSIFIED
REL NATO, GCTF, ISAF, MCFI, ABCA
For Official Use Only

squads to link up with him vicinity CP W4 to coordinate a clearing operation.

- Once all elements are set, the assault force clears the area where the contact originated.
- In Figure B-8, the patrol leader directs the assault force to move from W4 and clear the area, beginning at B4 and ending at B6.

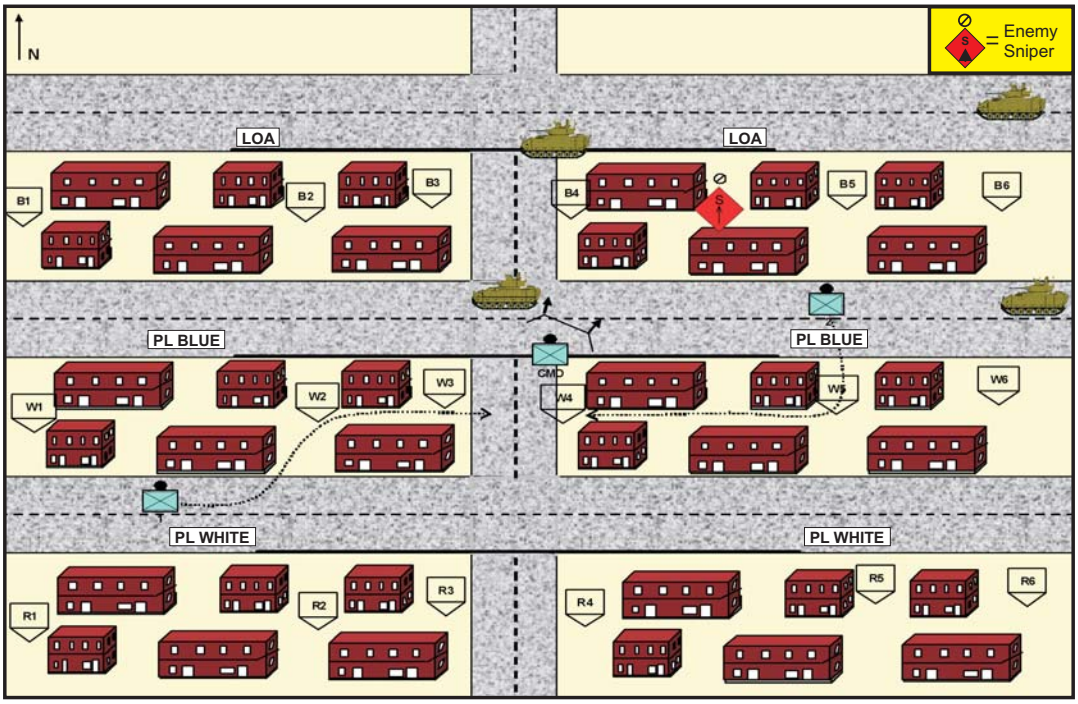


Figure B-7. Platoon sets a SBF position and cordon.

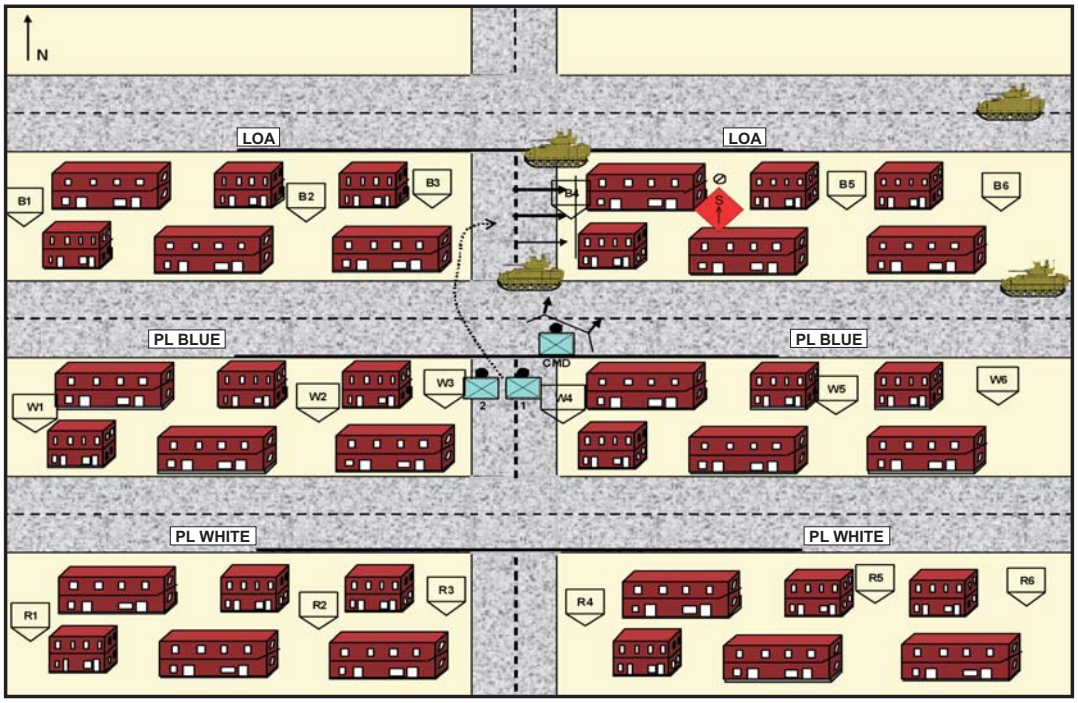


Figure B-8. Platoon conducts clearing operations.

Conclusion

As our Army confronts an enemy who is always watching, remaining unpredictable is paramount. The satellite movement technique is combat proven and has enhanced the security of U.S. Marines in Iraq and Afghanistan. As the Army increases dismounted operations, unit leaders should become familiar with the technique so they can decide if it is viable within their AO.

References:

MNF-I, *MNF-I Summer COIN Guidance*, (14 June 2007). Retrieved 3 June 2007, from <https://www.us.army.mil/suite/doc/9762519>.

Marine Corps Information Publication 3-33.01, *Small Unit Leader's Guide to Counterinsurgency*, July 2006.

CPT Charles E. Anklam III (USMC, Executive Officer, Marine Corps Detachment, U.S. Army Infantry Center), personal interview, August 2007.

Marine Corps Center for Lessons Learned. *Regimental Combat Team 7 (RCT-7) Headquarters Operations, Lessons and Observations, Operation Iraqi Freedom 05-07*. Retrieved 6 June 2007, from <https://www.mccll.usmc.mil>.

U.S. UNCLASSIFIED
REL NATO, GCTF, ISAF, MCFI, ABCA
For Official Use Only

Appendix C

References

Field Manuals

FM 2-22.3, *Human Intelligence Collection Operations*, September 2006.

FM 3-05.201, *Special Forces Unconventional Warfare Operations*, April 2003.

FM 3-05-202, *Special Forces Foreign Internal Defense Operations*, February 2007.

FM 3-06, *Urban Operations*, October 2006.

FM 3-07, *Stability Operations and Support Operations*, February 2003.

FM 3-21.8, *The Infantry Rifle Platoon and Squad*, March 2007.

FM 3-21.20, *The Infantry Battalion*, December 2006.

FM 3-24, *Counterinsurgency*, December 2006.

FM 7-85, *Ranger Unit Operations*, June 1987.

FM 7-92, *The Infantry Reconnaissance Platoon and Squad (Airborne, Air Assault, Light Infantry)*, December 2001.

FM 7-93, *Long-Range Surveillance Unit Operations*, October 1995.

FM 7-98, *Operations in a Low-Intensity Conflict*, October 1992.

FM 23-10, *Sniper Training*, August 1994.

Graphic Training Aids

GTA 24-01-003, *Iraq Culture Smart Card*, May 2006.

GTA 30-02-001, *A Soldier's Guide to Direct Questioning, Reporting and Detainee Operations (ES2)*, July 2006.

GTA 30-03-001, *Biometric Automated Toolset (BAT) Smart Card*, February 2007.

GTA 30-03-002, *HIIDE Smart Card, Handheld Interagency Identity Detection Equipment*, August 2007.

GTA 90-01-001, *Improvised Explosive Device (IED) and Vehicular-Borne Improvised Explosive Device (VBIED) Smart Card*, September 2007.

GTA 90-10-044, *MNC-I Iraq Theater IED & Explosive Hazards Awareness Guide*, February 2005.

GTA 90-10-046, *MNC-I Counter IED Smart Book*, September 2007.

Marine Corps Intelligence Activity (MCIA), MCIA-2630-IRQ-003-04, *Iraq Culture Smart Card, Guide for Communication and Cultural Awareness*, February 2004.

MCIA, *Site Exploitation Smart Card*, no date.

Center for Army Lessons Learned (CALL) Publications

CALL Newsletter 03-04, *Small Unit Leader's Guide to Urban Operations*.

CALL Handbook 04-07, *Interpreter Operations: Multi-Service Reference Manual for Interpreter Operations*.

CALL Handbook 04-16, *Cordon and Search*.

CALL Handbook 04-26, *Tactical Commander's Handbook: Information Operations, Operation Iraqi Freedom*.

CALL Newsletter 05-27, *Company-Level Stability Operations and Support Operations, Vol III: Patrolling, Intelligence, and Information Operations*.

CALL Newsletter 05-28, *Counter IED Operations*.

CALL Newsletter 05-37, *Company-Level Stability Operations and Support Operations, Vol V: React to VBIEDs, Personal Security Detachments, Election Operations, and Detainee Operations*.

CALL Handbook 06-15, *Traffic Control Point Operations, OIF*.

CALL Handbook 06-17, *Detainee Operations at the Point of Capture*.

CALL Handbook 06-18, *Tactical Combat Casualty Care*.

CALL Handbook 06-22, *Security Force*.

CALL Handbook 06-31, *Uparmored HMMWV Rollover Prevention and Egress Training*.

CALL Handbook 06-32, *Route Clearance*.

CALL Newsletter 07-01, *Tactical Intelligence*.

CALL Handbook 07-6, *Southern Afghanistan COIN Operations*.

CALL Handbook 07-15, *The First 100 Days*.

CALL Handbook 07-21, *Escalation of Force Handbook* (revised edition).

CALL Handbook 07-26, *Tactical Site Exploitation and Cache Search Operations*.

Other Publications:

William D. Wunderle, *Through the Lens of Cultural Awareness: A primer for US Armed Forces Deploying to Arab and Middle Eastern Countries*, Combat Studies Institute Special Study, June 2006.

U.S. Army Training and Doctrine Command, Office of Deputy Chief of Staff for Intelligence, *Handbook 2, Arab Culture Awareness: 58 Fact Sheets*, January 2006.

PROVIDE US YOUR INPUT

To help you access information quickly and efficiently, the Center for Army Lessons Learned (CALL) posts all publications, along with numerous other useful products, on the CALL Web site. The CALL Web site is restricted to U.S. Government and allied personnel.

PROVIDE FEEDBACK OR REQUEST INFORMATION

<http://call.army.mil>

If you have any comments, suggestions, or requests for information (RFIs), use the following links on the CALL home page: "Request for Information or a CALL Product" or "Give Us Your Feedback."

PROVIDE TACTICS, TECHNIQUES, AND PROCEDURES (TTP) OR SUBMIT AN AFTER-ACTION REVIEW (AAR)

If your unit has identified lessons learned or TTP or would like to submit an AAR, please contact CALL using the following information:

Telephone: DSN 552-9569/9533; Commercial 913-684-9569/9533

Fax: DSN 552-4387; Commercial 913-684-4387

NIPR E-mail address: call.rfimanager@conus.army.mil

SIPR E-mail address: call.rfiagent@conus.army.smil.mil

Mailing Address: Center for Army Lessons Learned, ATTN: OCC, 10 Meade Ave., Bldg 50, Fort Leavenworth, KS 66027-1350.

TO REQUEST COPIES OF THIS PUBLICATION

If you would like copies of this publication, please submit your request at: <http://call.army.mil>. Use the "Request for Information or a CALL Product" link. Please fill in all the information, including your unit name and official military address. Please include building number and street for military posts.

PRODUCTS AVAILABLE "ONLINE"

CENTER FOR ARMY LESSONS LEARNED (CALL)

Access and download information from CALL's Web site. CALL also offers Web-based access to the CALL Archives. The CALL home page address is:

<http://call.army.mil>

CALL produces the following publications on a variety of subjects:

- **Combat Training Center Bulletins, Newsletters, and Trends**
- **Special Editions**
- ***News From the Front***
- **Training Techniques**
- **Handbooks**
- **Initial Impressions Reports**

You may request these publications by using the "Request for Information or a CALL Product" link on the CALL home page.

COMBINED ARMS CENTER (CAC)
Additional Publications and Resources

The CAC home page address is:

<http://www.leavenworth.army.mil>

Battle Command Knowledge System (BCKS)

BCKS supports the online generation, application, management, and exploitation of Army knowledge to foster collaboration among Soldiers and units in order to share expertise and experience, facilitate leader development and intuitive decision making, and support the development of organizations and teams. Find BCKS at <http://usacac.army.mil/CAC/bcks/index.asp>.

Center for Army Leadership (CAL)

CAL plans and programs leadership instruction, doctrine, and research. CAL integrates and synchronizes the Professional Military Education Systems and Civilian Education System. Find CAL products at <http://usacac.army.mil/CAC/CAL/index.asp>.

Combat Studies Institute (CSI)

CSI is a military history "think tank" that produces timely and relevant military history and contemporary operational history. Find CSI products at <http://usacac.army.mil/CAC/csi/RandP/CSIpubs.asp>.

U.S. UNCLASSIFIED
REL NATO, GCTF, ISAF, MCFI, ABCA
For Official Use Only

Combined Arms Center-Training: **The Road to Deployment**

This site provides brigade combat teams, divisions, and support brigades the latest road to deployment information. This site also includes U.S. Forces Command's latest training guidance and most current Battle Command Training Program COIN seminars. Find The Road to Deployment at <http://rtd.leavenworth.army.smil.mil>.

Combined Arms Doctrine Directorate (CADD)

CADD develops, writes, and updates Army doctrine at the corps and division level. Find the doctrinal publications at either the Army Publishing Directorate (APD) <http://www.usapa.army.mil> or the Reimer Digital Library <http://www.adtdl.army.mil>.

Foreign Military Studies Office (FMSO)

FMSO is a research and analysis center on Fort Leavenworth under the TRADOC G2. FMSO manages and conducts analytical programs focused on emerging and asymmetric threats, regional military and security developments, and other issues that define evolving operational environments around the world. Find FMSO products at <http://fmso.leavenworth.army.mil/recent.htm> or <http://fmso.leavenworth.army.mil/products.htm>.

Military Review (MR)

MR is a refereed journal that provides a forum for original thought and debate on the art and science of land warfare and other issues of current interest to the U.S. Army and the Department of Defense. Find MR at <http://usacac.leavenworth.army.mil/CAC/milreview>.

TRADOC Intelligence Support Activity (TRISA)

TRISA is a field agency of the TRADOC G2 and a tenant organization on Fort Leavenworth. TRISA is responsible for the development of intelligence products to support the policy-making, training, combat development, models, and simulations arenas. Find TRISA Threats at <https://dcsint-threats.leavenworth.army.mil/default.aspx> (requires AKO password and ID).

United States Army Information Operations Proponent (USAIOP)

USAIOP is responsible for developing and documenting all IO requirements for doctrine, organization, training, materiel, leadership and education, personnel, and facilities; managing the eight personnel lifecycles for officers in the IO functional area; and coordinating and teaching the qualification course for information operations officers. Find USAIOP at <http://usacac.army.mil/CAC/usaiop.asp>.

Support CAC in the exchange of information by telling us about your successes so they may be shared and become Army successes.

Center for Army Lessons Learned (CALL)
10 Meade Avenue, Building 50
Fort Leavenworth, KS 66027-1350
Combined Arms Center (CAC) • Ft. Leavenworth, KS

U.S. UNCLASSIFIED
REL NATO, GCTF, ISAF, MCFI, ABCA
For Official Use Only