

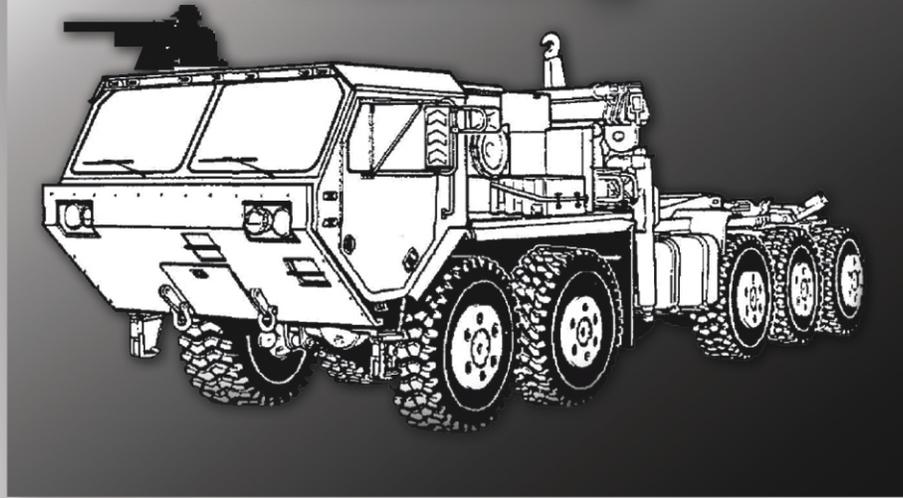


HANDBOOK

No. 03-33

Nov 03

Convoy Leader Training



Tactics, Techniques, and Procedures

Center for Army Lessons Learned (CALL)
U.S. Army Training and Doctrine Command (TRADOC)
Fort Leavenworth, KS 66027-1350

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FOREWORD

The purpose of this handbook is to provide a quick-reference TTP guide for convoy commanders and their subordinates on how to train for and conduct tactical convoy operations on the asymmetric battlefield in support of Operation IRAQI FREEDOM.

The Center for Army Lessons Learned (CALL) and the Director, Operational Test and Evaluation (DOT&E), Joint Survivability (JSURV) Quick Reaction Test (QRT), Joint Test and Evaluation (JT&E), in coordination with the United States Central Command (USCENTCOM) Combined Forces Land Component Command (CFLCC), collected convoy operations lessons learned and tactics, techniques, and procedures (TTP) to aid in the reduction of the U.S. casualty rate during stability operations and support operations in Iraq. The result of this effort is the Convoy Leader Training Handbook.

A handwritten signature in black ink that reads 'Lawrence H. Saul'.

LAWRENCE H. SAUL
COL, FA
Director, Center for Army Lessons Learned

CONVOY LEADER TRAINING HANDBOOK

TABLE OF CONTENTS

CHAPTER 1: CONVOY OPERATIONS	
Section I: Convoy Operations Troop-Leading Procedures	1
Section II: Planning Considerations for Convoy Formations	9
Section III: CFLCC Rules of Engagement	12
Section IV: Weapon Engagement Skills	14
Section V: Gun Truck Employment	15
Section VI: Improvised Explosive Devices (IED)	17
Section VII: Convoy Risk Management	18
CHAPTER 2: BATTLE DRILLS	
Section I: Individual/Crew Battle Drills	21
Section II: Unit Battle Drills	27
CHAPTER 3: TRAINING FOR TACTICAL CONVOYS	
Section I: Close Quarters Marksmanship	41
Section II: Crew-Served Weapons Training	47
Section III: Gun Truck Training Objectives	48
Section IV: 4-Day Training Program	52
CHAPTER 4: CONVOY FORMS AND FORMATS	
Section I: Convoy Warning Order Format	57
Section II: Time Schedule	59
Section III: Pre-Combat Checks and Pre-Combat Inspections	60
Section IV: Convoy Manifest	64
Section V: Convoy Brief Format	65
Section VI: Convoy Execution Matrix	69
Section VII: Risk Reduction Worksheet and Convoy Risk Management Card	71
Section VIII: Unit Coordination Checklist	73
CHAPTER 5: ACRONYMS	75
CHAPTER 6: REFERENCES	77

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. Use of funds for printing this publication has been approved by the Commander, U.S. Army Training and Doctrine Command, IAW AR 25-30.

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This handbook is designed for your use and dissemination. If your unit has identified other relevant lessons or information on convoy operations, please share them with the Army by contacting CALL at DSN 552-2255 or 3035, commercial (913) 684-3035, or FAX DSN 552-9564. Our e-mail address is call@leavenworth.army.mil, and our WWW homepage is <http://call.army.mil>.

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

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CHAPTER 1

CONVOY OPERATIONS

Section I

Convoy Operations Troop-Leading Procedures

1. **Troop-Leading Procedures (TLPs).** Troop-leading procedures are used by leaders to prepare their unit for a mission. Many of the things that need to be done, such as pre-combat checks (PCCs) and pre-combat inspections (PCIs), may already be in unit SOPs since they are fairly standard from mission to mission. In situations where the missions conducted are similar to each other, such as tactical convoy operations on known routes, much of the planning may be completed beforehand and merely updated for each new mission. The use of SOPs, drills, and pre-mission preparation (e.g., detailed strip maps) will reduce the time required to prepare for a new assignment, particularly when lead times are often short. The TLPs are:

- **Receive the Mission.**
- **Issue the Warning Order.**
- **Make a Tentative Plan.**
- **Initiate Movement.**
- **Conduct Reconnaissance.**
- **Complete the Plan.**
- **Issue the Operations Order.**
- **Supervise Execution.**

a. *Receive the Mission.*

(1) Battalion warning order (WO)/transportation movement release (TMR) issued.

(a) Do you understand all aspects of the mission?

(b) See yourself and look for show stoppers.

(c) Issue WO 1 to key personnel.

1. Provide lead time for subordinate preparation.

2. Provide all information from higher.

3. Develop initial manifest (see Chapter 4, Section VII, of this handbook).

4. Assign tasks to subordinate leaders.

5. Provide initial timeline.

6. Provide initial PCC/PCI guidance.

7. Provide initial guidance regarding individual/specialty teams/crew rehearsals.

(2) Battalion operations order (OPORD)/TMR issued. Commander needs to provide higher headquarters with current unit capabilities, mission show stoppers, and assurance that he understands the mission and commander's intent.

(3) Commander/leader develops a detailed timeline.

(a) 1/3-2/3 rule is the guide. Leaders take one-third of the time available between mission receipt and execution to prepare and issue their OPORD. (Example: Leader receives the mission at 1200 for execution at 0600 the following day. There are 18 hours available to plan and prepare for the mission. Using the 1/3-2/3 rule, the leader needs to have his order prepared and issued within six hours or by 1800. This leaves 12 hours for the leader at the next level.)

(b) The backward planning process is used to prepare the timeline. Begin with mission execution time — such as start point (SP) time — and work backwards through the things that must be accomplished to plan and prepare. Do not forget sleep and chow — especially for leaders. To save time, develop a standard list of these tasks and have it on a card. Simply add in the times, and the timeline is ready. Some items to include in the timeline are:

1. SP on MSR.
2. SP from staging area.
3. Communications check.
4. Arrive at staging area.
5. Depart SPOD.
6. Check loads.
7. Load.
8. Arrive SPOD.
9. Depart base.
10. Communications check.
11. PCI.
12. Unit rehearsals.
13. Convoy briefing.

14. Personal hygiene/chow.
15. Wake up.
16. Sleep.
17. Individual/specialty team/crew rehearsals.
18. PCC.
19. Backbriefs.
20. PMCS.

b. *Issue Warning Order 2* (if required).

- (1) Provide refined information from higher.
- (2) Refine initial manifest (see Chapter 4, Section VII, of this handbook).
- (3) Identify any additional tasks that need to be accomplished and who is responsible.
- (4) Obtain feedback from initial PCCs/PCIs.
- (5) Coordinate for support.
 - (a) Internal coordination within the unit for:
 1. Intelligence on the mission.
 2. Recovery assets.
 3. Maintenance contact team.
 4. Internal gun trucks/security.
 5. Supplies (replenish individual and vehicle combat loads):
 - a. CL I.
 - b. CL III.
 - c. CL V.

d. CL VIII.

e. CL IX.

(b) External coordination outside the unit for:

1. Gun trucks/MP escort.

2. Attached unit personnel and/or vehicles.

3. Supporting unit (pickup and delivery of loads).

4. Support available during mission/locations.

5. Quick reaction force (QRF) and medical support available (location/reaction time).

c. *Make a Tentative Plan.*

(1) Analyze the mission.

(a) See yourself and your unit.

(b) Identify critical shortfalls and remedy.

(2) METT-TC analysis.

(a) Mission.

(b) Enemy.

(c) Terrain (route) and weather (effects).

(d) Troops and equipment (risk management).

(e) Time available.

(f) Civilians on the battlefield (rules of engagement).

(3) Based on your analysis, put the initial plan together and consider the following:

(a) Identify support available to the mission.

(b) Finalize task organization (manifest).

(c) Review current SOPs and implement any changes due to unique aspects of the mission or modifications in enemy TTPs.

d. ***Initiate Movement.*** There may be an occasion where it is necessary to relocate some or all of personnel and equipment to meet mission times while planning the mission. Should this be the case, issue instructions to a subordinate leader to make the move while continuing to develop the plan.

e. ***Conduct Reconnaissance.*** There are several methods for conducting reconnaissance of a route. The key factor in determining which method will be used is time. Identify key locations and determine their effects on your mission.

(1) Map/strip map: A review of products available to identify critical aspects of the terrain.

(2) On the ground: Drive the route to identify and record key aspects of the terrain.

(3) S2 or engineer imagery: These products provide more up-to-date and detailed information than most standard maps.

(4) Discuss the route with others who have traveled it recently.

f. ***Complete the Plan.***

(1) Prepare and rehearse the convoy brief.

(2) Develop, refine, and reproduce strip maps for all vehicles.

(3) Develop visual aids (manifest, timeline, map/strip map).

(4) Prepare rehearsal area.

(5) Develop execution matrix (FRAGO) for phases of route.

(6) Review risk management to ensure control measures are implemented.

g. ***Issue the Operations Order.***

(1) Assemble all personnel.

(2) Orient personnel to products.

(3) Conduct convoy brief and answer questions when completed.

(4) Provide time hack and take questions.

(5) Conduct backbriefs to ensure understanding.

h. *Supervise.*

(1) Observe subordinates as they prepare their portions of the mission.

(a) Mentor or coach.

(b) Ensure understanding.

(2) Continue to refine the plan.

(3) Continually check with higher headquarters for updates to current mission or situation.

2. Conduct Rehearsals (SOPs). (NOTE: All can be done with or without troops.)

a. Talk-through.

b. Chalk board.

c. Sand table.

d. Walk-through.

e. Mounted.

3. Leader Inspections (PCIs).

a. Based on PCCs.

b. Conducted by leaders.

c. Identify critical items to be checked.

d. Discuss key aspects of mission with soldiers during PCIs to ensure understanding.

e. Observe rehearsals of subordinate elements.

4. Standard Operating Procedures (SOP) Development for common events.

Convoy Formation Organization

a. Leaders.

(1) Positioning.

- (2) Visibility of the battlefield and convoy.
- (3) Chain of command and responsibilities.
- b. Communications.
 - (1) System placement.
 - (2) COMSEC.
 - (3) Location within convoy.
 - (4) Frequencies and call signs.
 - (5) Communications test at short-/long-range and internal/external.
- c. Recovery Assets.
 - (1) Wrecker.
 - (2) Hasty recovery procedures.
- d. Weapons Systems.
 - (1) Individual weapons.
 - (2) Automatic weapons.
 - (3) Crew-served weapons.
 - (4) Gun trucks.
 - (5) Escort unit.
- e. Specialty Teams.
 - (1) Combat lifesavers/medics.
 - (2) Obstacle reduction team.
 - (3) Landing zone team.
 - (4) Aid and litter team.
 - (5) Recovery team.

(6) Maintenance team.

(7) Redundancy.

f. Individual/Crew Drills.

(1) Readiness posture/alertness.

(2) Scanning.

(a) Driver scans from 9 to 1 o'clock and uses mirrors to observe sides and rear.

(b) Truck commander (TC)/assistant driver (AD) scans 11 to 3 o'clock.

(3) Sector of fire.

(a) Driver: 9 to 11 o'clock.

(b) TC/AD: 1 to 3 o'clock (driver and TC/AD should adjust mirrors to provide additional sector of fire).

(4) Acquisition.

(a) Soldiers scan designated sector.

(b) Look for things out of place or clearly hostile.

(5) Signals.

(a) Radio.

(b) Turn signals.

1. Left signal – contact left.

2. Right signal – contact right.

(c) Pyrotechnics.

1. Flares.

2. Smoke grenades.

(6) Body positioning.

(7) Point of aim.

- (a) Driver aims to left and low, firing in semiautomatic.
 - (b) TC/AD aims to right and low using three-round burst.
- (8) Procedures to enter and exit vehicle under fire.
- (9) Battle drills are organized in two basic categories and should be rehearsed prior to mission.

(a) Individual/crew battle drills.

1. Driver Engagement Battle Drill.
2. TC/AD Engagement Battle Drill.
3. Exit/Enter Vehicle Drill.

(b) Unit battle drills.

1. React to Attack (Moving).
2. React to Attack (Convoy Forced to Stop).
3. Break Contact.
4. Rally Points (Floating).
5. Recovery/CASEVAC Operations.
6. Consolidation and Reorganization.
7. Gun Trucks Escorting Commercial Convoy.
8. Reports.
9. IED Secure the Site.
10. IED Break Contact.

Section II
Planning Considerations For Tactical Convoy Operations

1. Leaders must be located where they can best command and control the convoy or their portion of it. Generally, a leader should be centrally located in the unit within the order of march, but may need to maneuver to get to a vantage point that will allow him visibility of the

battlefield when required. It is not recommended that leaders be in the lead or trail vehicle. Leaders must maintain situational awareness.

2. Combat lifesavers, medics, and aid and litter teams should be positioned towards the rear and front of the convoy to enable them to easily move forward or rearward if they need to render aid. The aid and litter team should be different than the combat lifesaver or medic. Ensure the designated MEDEVAC vehicle has been configured in a way to rapidly load and transport casualties. All members must know MEDEVAC procedures, and their aid bags need to be checked to ensure they are complete.

3. Communications and signals need to be developed in order to be seen or heard during a tactical convoy operation. Factors of engine noise, gunfire, distance, dust, and other things that interfere must be considered. Always have a primary and alternate method to communicate both within and outside the convoy.

4. Force protection is critical. Consider the following when planning:

a. Harden vehicles with sand bags, steel plating, wire mesh, ballistic blankets, extra fragmentation vests, or any other material that will add protection while not handicapping mobility.

b. Ammunition allocation and location needs to be standardized with both an individual basic load and a vehicle combat load.

(1) ***Individual basic load recommendation:***

M16	210 rounds 1 tracer : 2 ball
M203	40 rounds (mix HE – 30 / Smoke – 10)
M249	1,000 rounds (preferably in drums)
M2	500 rounds 4:1
M240B	1,600 rounds 4:1
MK-19	128 rounds
Hand grenade	4

(2) ***Vehicle combat load:*** Additional basic load as listed above in the vehicle, configured so it can be used while driving and easily taken from the cab if dismount becomes necessary. In addition, the following should be in all vehicles:

HC smoke grenade	2	White star cluster	2
Red smoke grenade	2	Red star cluster	2
Violet smoke grenade	2	Green star cluster	2
Yellow smoke grenade	2	White parachute flare	6
Green smoke grenade	2		

5. Intelligence is often the weak link in the mission planning process. Units need to develop a system of receiving daily intelligence briefs, posting the map in the company operations room,

and making this information available so that leaders at all levels can walk in and study it daily. Key points should also be incorporated on the unit's strip maps. Strip maps should also indicate key points with miles/km from SP. This allows vehicle crews to battle track their progress. Intelligence preparation of the battlefield (IPB) needs to include the following, at a minimum:

a. Terrain (Route):

- Road conditions.
- Overpasses.
- Bridges.
- Drainage ditches.
- Built-up areas.
- Defiles.
- Hills/dunes.

b. Weather:

- Obtain from battalion S2.
- Analyze effects on mission, personnel, and equipment.

c. Enemy:

- Historical data – What has the enemy been doing and where?
- Tactics, techniques and procedures (TTP).
- Consult S2 or company operations situation map.
- Analyze trends.
- Determine counters to enemy TTPs.
- Review battle drills and modify, if required.
- Brief everyone.
- Stay current – the enemy learns from his mistakes and changes his TTPs.

6. Recovery and maintenance teams must be capable of functioning en route and under fire. Take a look at your capabilities, rehearse them, and ensure every member of the unit is trained on them. All vehicles should carry commonly used spare parts, with recovery and maintenance teams having more parts and necessary tools and diagnostic equipment. This is a tough requirement to balance – not too little and not too much.

a. Self-recovery:

- Equipment such as chains, cables, and tow bars.
- Train to ensure every soldier knows how to recover their vehicle safely but quickly.
- Rehearsals must incorporate recovery.

b. Wrecker crew:

- Equipment to include same as for self-recovery.
- Train the crew, and cross-train some members of the unit.
- Rehearsals must also incorporate other personnel using the equipment.

c. Maintenance team:

- Equipment for self-recovery and repair of vehicles based on experience. Do not overload the vehicle.
- Train the team and maximize cross-training for vehicle drivers in the convoy.
- Rehearse to perform commonly expected repairs at a rally point, and then supervise vehicle crews doing the same repair tasks.

d. The obstacle reduction team may be needed if a road is blocked. The preferred method, assuming bypassing is not possible, is to simply push through an obstacle with a truck that is best capable of moving the obstacle out of the way. Use caution since a blocked road is a trap for another type of attack: You are in the kill zone and need to get out of it. If you cannot proceed or bypass, then you need to go to a rear rally point. Should this not be possible, go into the box formation and prepare to defend yourself until help arrives.

(1) Equipment needs to be carried based on the types of obstacles encountered to date.

(2) Train the team and maximize cross-training for others in the convoy to use the equipment and reduce obstacles.

(3) Conduct rehearsals for the team and for others within the convoy to practice overcoming obstacles.

(4) Hardened road blocks, mine fields, and other such obstacles may be difficult or impossible for the transportation unit to eliminate. The convoy commander must know whom to contact to get EOD or engineer support if required.

Section III
CFLCC ROE Card

1. On order, enemy military and paramilitary forces are declared hostile and may be attacked 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 a decision.

b. Do not engage anyone who has surrendered or is out of the battle due to sickness or wounds.

c. Do not target or strike any of the following except in self-defense to protect yourself, your unit, friendly forces, and designated persons or property under your control:

- Civilians.
- Hospitals, mosques, churches, shrines, schools, museums, national monuments, and any other historical or cultural sites.

d. Do not fire into civilian populated areas or buildings unless the enemy is using them for military purposes or if necessary for your self-defense. Minimize collateral damage.

e. Do not target enemy 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 to engage a hostile force, disable and disrupt but avoid destruction of these objects, if possible.

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

- Yourself, your unit, and friendly forces.
- Enemy prisoners of war.
- Civilians from crimes that are likely to cause death or serious bodily harm, such as murder or rape.
- Designated civilians and/or property, such as personnel of the Red Cross/Crescent, UN, and US/UN supported organizations.

3. Treat all civilians and their property with respect and dignity. Do not seize civilian property, including vehicles, unless you have the permission of a company-level commander and you give a receipt to the property's owner.

4. Detain civilians if they interfere with mission accomplishment or if required for self-defense.

5. CENTCOM General Order No. 1A remains in effect. Looting and the taking of war trophies are prohibited.

REMEMBER:

- Attack enemy forces and military targets.
- Spare civilians and civilian property, if possible.
- Conduct yourself with dignity and honor.
- Comply with the Law of War. If you see a violation, report it.

These ROE will remain in effect until your commander orders you to transition to post-hostilities ROE.

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Section IV Weapon Engagement Skills

1. Weapon engagement skills require planning and preparation. You need to evaluate your unit and determine what training is required. Chapter 3 of this handbook, Training for Tactical Convoys, discusses training in general and has sections on both individual and crew-served weapons training.

2. There is no doctrine on how to engage the enemy from a moving vehicle such as a truck or HMMWV. Trial and error, coupled with a great deal of weapons and marksmanship experience, has shown the following techniques to be best.

a. The lead burst technique is used when the firer is moving and the target is stationary.

(1) Right-side firers take a point of aim to the right and low of the target. A general visual reference is to aim two target widths right and two widths low. M16s should be fired in burst and automatic weapons in 6 to 9 round bursts.

(2) Left-side firers take a point of aim to the left and low of the target. A general visual reference is to aim two target widths left and two widths low. M16s should be fired in semi-automatic (single shot) only; SAWs or M203s should not be used by a driver.

b. If both the firer and target are moving:

(1) Right-side firers take a point of aim on line and low of the target.

(2) Left-side firers also take a point of aim on line and low of the target.

c. If the firer is stationary and the target is moving:

(1) Targets moving from left to right require firers to take a point of aim on line and right of the target to apply lead based on the speed of the target.

(2) Targets moving from right to left require firers to take a point of aim on line and left of the target to apply lead based on the speed of the target.

d. Ammunition load. M16 and, if used, SAW magazines should be loaded with a ball and tracer mix. Ideally, this would be one tracer for every two balls to ensure you get a tracer with every burst when firing in burst mode. The mix should not be less than one in five. Heavy tracer load in the bottom of the magazine can also assist the firer in identifying a need to change magazines.

e. Sectors of fire need to be followed to ensure continuous fires are placed on the enemy.

(1) TC and AD (right side) sector is 1 to 3 o'clock.

(2) Driver (left side) sector is 9 to 11 o'clock.

f. Acquisition of enemy personnel may be difficult. Once acquired by one vehicle, personnel in the vehicles following should be able to observe the tracers and turn signals of the vehicle in front to determine where the threat is located. Keeping focus within your sector of scan is critical to the success of this technique.

Section V Gun Truck Employment

1. The employment of gun trucks is the responsibility of the convoy commander. Personnel working on gun trucks need to be kept up to date on threat TTPs to ensure they are prepared and capable of meeting the current threat. Proper use will improve the unit's ability to provide and sustain heavy, long-range direct-fire support when reacting to enemy contact. Gun trucks can also be used as a rat patrol or forward security element (FSE). Rat patrols and FSEs will precede the convoy by one to three kilometers to clear the route, identify IEDs, check chokepoints and other danger areas, and provide a show of force.

2. Gun truck crews should be trained on the following:

- All weapons systems to be employed.
- TLPs, SOPs, reporting requirements, and the importance of cross training.
- All battle drills.
- How to identify, discriminate, and quickly engage to suppress threat targets.
- Convoy control and movement techniques.
- Safety and risk assessment to increase survivability.
- CFLCC ROE.

3. The following techniques are used in employing gun trucks:

a. For planning, the gun truck section leader:

(1) Receives the convoy brief from his commander.

(2) Issues WARNO 1.

(3) Receives the convoy brief from the convoy commander.

(4) Issues WARNO 2.

(5) Coordinates support details using the unit coordination checklist found in Chapter 4, Convoy Forms and Formats, of this handbook.

b. During the preparation phase, the gun truck section leader:

(1) Organizes the unit and issues an OPORD to the gun truck section.

(2) Specifies route, order of march, speed, interval, actions at halt, actions at vehicle breakdown, actions on contact, chain of command, communications and signal information, vehicle load, and soldier's load.

(3) Conducts PCCs and PCIs.

(4) Conducts section rehearsals and participates in convoy rehearsals.

c. During the execution phase, the gun truck section leader:

(1) SPs on time and maintains position in convoy, to include interval and speed.

(2) Controls the gun trucks based on orders from the convoy commander.

(3) Positions trucks, normally at the rear, front, and center of the convoy, in that priority.

(4) Maintains discipline and adheres to all convoy SOPs while OPCON.

(5) Ensures his section is alert and in ready position from the SP.

(6) Is prepared to respond to threats aggressively.

(7) Identifies the threat and returns fire immediately, engaging the most dangerous threat first.

(8) If under indirect fire, gun trucks will try to identify and fire on the observer.

(9) Ensures drivers follow convoy SOPs for contact alerts, signaling, and reporting.

(10) Quickly assesses the situation and reports to the convoy commander requesting guidance.

(11) If the convoy commander cannot be contacted, reacts aggressively in accordance with SOPs and the situation.

(12) Maintains convoy security throughout movement.

(13) Has the forward gun truck function as the FSE to recon and clear overpasses and other danger areas, and provide early IED detection at least 1,000 meters forward of the first convoy vehicle.

(14) May position forward gun truck in overwatch of a danger area if directed by the convoy commander. If so, the rear gun truck will bound forward to the front of the convoy and assume forward security. The gun truck in overwatch will maintain security until all convoy vehicles have passed and then pick up rear security.

(15) Provide 360-degree observation, close-in protection from small enemy elements, and act as air guards if necessary.

(16) Orients weapons as directed.

(17) Engages enemy and reports.

(18) When convoy is halted:

(a) Selects positions that ensure convoy security.

(b) Conducts consolidation and reorganization operations.

(c) Checks condition of troops and equipment and reports to convoy commander.

(d) Submits final SITREP with ACE considerations to convoy commander.

4. The role of gun trucks in combat battle drills is contained within the drills themselves.

Section VI Improvised Explosive Devices (IED)

1. U.S. Army transporters have been successful attriting the enemy by returning fires when the enemy attacks with direct-fire weapons systems. Enemy forces are now using IEDs as the preferred method of attack, as this allows the enemy a standoff capability to initiate an attack and then quickly escape the area. Currently, 40 to 60 percent of all attacks begin with an IED. Some of these attacks include direct- fire attacks immediately following the detonation of the device. However, more and more IEDs are being used as a standalone means to engage a convoy. There is a three-tiered approach emerging to react to the enemy's increased reliance on IEDs:

- MP patrols are increasing and focusing more on clearing routes prior to convoy movements.
- Units are building and preparing gun truck advance teams to help look for this type of threat as part of their mission.
- Convoys are conducting awareness training to better understand what to look for and what actions to take when encountering IEDs.

2. When conducting a tactical convoy, soldiers need to:

- Quickly identify potential ambush sites that may coincide with locations of IED and avoid the area.
- Quickly move away from the IED and/or ambush kill zone.
- Keep a standoff distance of at least 300 meters (radio or cell phone transmission within 300 meters may cause detonation).
- Look for potential secondary devices in what may seem like the best possible location to occupy or along an alternate route.

- Secure the site and be alert for a possible ambush.
- Determine the IED location and report the situation immediately (Sheriff).
- Block all traffic in vicinity of the IED until cleared by EOD or relieved by MPs.

3. The CFLCC has issued guidance on what a unit should do when it encounters an IED. The intent of the battle drills included in this handbook is to safeguard the convoy while securing the IED site. This is a situation where leaders will have to make some hard decisions based on METT-T and take appropriate actions quickly. Rehearsing these drills provides leaders and soldiers the tools to make a more informed decision when encountering IEDs. The enemy will normally initiate the device, and then rapidly escape. If possible, transportation units will attempt to engage the responsible individuals if they can be positively identified.

4. The enemy has used the following TTPs when employing IEDs:

- Using command-detonated devices, both hardwired and radio controlled.
- Using mortar rounds, artillery projectiles, and other explosive-filled ordnance as the explosive device.
- Using locally purchased battery-powered doorbell devices to remotely initiate IEDs.
- Using speaker and similar type wiring to connect the explosive device to the hide position.
- Using hide positions that most likely have line of sight to the kill zone (whether a building or abandoned vehicle) and an easy escape route.
- Camouflaging IEDs in bags of various types to resemble garbage along roadways, burying these devices in the roadbed or median, placing them under the paving stones on walkways along the road, and covering them with rocks.
- Using decoy devices (“bait devices”) out in the open to slow or stop convoys in the kill zone of the actual device that is hidden along the route of travel.
- Throwing devices from the road side or from overpasses. Devices are swung down on ropes measured to ensure they strike the vehicle’s windshield.
- Personnel seen throwing IEDs have been males of all ages.
- Using the carcasses of dead animals have been used to hide IEDs.
- Placing the devices during darkness and detonating them between 0600 and 1200.

5. The bottom line is to protect the convoy. All personnel must remain constantly vigilant and look for these devices or places where they may be hidden. Varying routes and times, switching lanes at random, entering overpasses on one side and exiting the other, training weapons on overpasses as you pass under them, and avoiding chokepoints if possible, will reduce the risk from these devices

Section VII

Convoy Risk Management

1. Risk management is and always will be a leader responsibility. Leaders at all levels must:

- Take a look at each mission to determine the risks.
- Develop control measures and implement to mitigate the risks.

2. Risk management is the process of identifying and implementing controls for hazards to conserve combat power and resources. The five steps of risk management are:

Step 1: Identify hazards.

Step 2: Assess hazards to determine risks.

Step 3: Develop controls and make risk decisions.

Step 4: Implement controls.

Step 5: Supervise and evaluate.

3. This five-step process is integrated into the military decision-making process. **FM 3-90, *Tactics*** (formerly FM 100-40), provides insight into the context in which the risk management process is applied. Areas of particular interest in FM 3-90 include:

- Solving tactical problems.
- The science and art of tactics.
- Hasty versus deliberate operations.
- The plan-prepare-execute cycle.
- Basic tactical control measures.
- The factors of METT-TC.

4. Chapter 4 of this handbook has both a Convoy Tactical Risk Reduction Worksheet and a Convoy Risk Management Card you can use to assess the mission.

CHAPTER 2

BATTLE DRILLS

Section I

Individual/Crew Battle Drills

The procedures and crew drills below and on the following pages are recommended for firing from a moving vehicle. These procedures and drills must be practiced regularly to be safely executed. Some shooting techniques to keep in mind while executing the procedures are as follows:

1. The driver's weapon must be placed where the TC can get to it with minimal effort.
2. M249s travel with the bolts in the forward position.
3. If the driver is assigned an M203 or M249 as a personal weapon, he will never carry that weapon during convoy operations.
4. If the TC is already in contact when the driver announces "**Contact,**" the TC must decide whether or not to break contact and give the driver his weapon.
5. The driver wears a seat belt at all times. The TC does not wear a seat belt during engagements and when giving or replacing the driver's weapon.
6. Drivers need to be aware of hot brass that may bounce back on them from the windshield when they fire their weapon. Brass deflectors will minimize this problem.

Battle Drill 1: Driver's Combat Battle Drill

1. Drivers must continuously be alert for possible threats from the enemy within their sector of scan (9 to 1 clock position).

2. If enemy is identified, driver will place suppressive fire on the enemy within their sector of fire (9 to 11 clock position), using weapon engagement techniques and the following crew drill (modified as required for vehicle and crew):

Contact Crew Drill:

a. Driver will announce, "**Weapon.**"

b. TC will place driver's weapon (grasping it by pistol grip and on hand guard just forward of ring) into crook of driver's left arm, with barrel extending over driver's arm and magazine up against crook in the arm.

c. TC will announce, "**Weapon.**"

d. Driver will grasp weapon with right hand by the pistol grip and announce, "**Got it.**"

e. TC will release weapon.

3. Driver will scan target area for two seconds and then back to vehicle front for two seconds. This will continue until threat is eliminated or vehicle has passed through engagement area.

4. Method of engagement will be instinctive fire as taught during CQM; weapon is pointed and not aimed.

5. Weapon will be handled like a pistol with a long butt stock. Firing hand is controlling weapon — moving, elevating, and placement in the arm. Rapid trigger squeeze on semi-automatic will be used because firing on burst will cause weapon's muzzle to rise up.

6. Out Of Ammo or Weapon Jam:

a. Driver will announce, "**Out of ammo or jam.**"

b. TC will place his weapon on safe and then place it between driver's weapon and driver's body, maintaining two-hand control and announcing, "**Weapon.**"

c. TC will place his right hand on butt stock of driver's weapon, behind charging handle, and announce, "**Switch.**"

d. Driver will then remove his hand from pistol grip of his weapon and grasp pistol grip of new weapon and announce, "**Got it.**"

e. TC will then remove driver's old weapon, using two-hand control, return to his seat, and either replace magazine or fix jam.

7. Contact Complete:

- a. Once contact has ended or driver needs to place the weapon on safe.
- b. Announce, "**Secure weapon.**"
- c. TC will grasp driver's weapon with both hands and announce, "**Weapon secure.**"
- d. Driver will then place his firing hand back on steering wheel.

Battle Drill 2: TC/AD Combat Battle Drill

1. TCs must continuously be alert for possible threats from the enemy within sector of scan (11 to 3 clock position).
2. If enemy is identified, TC will place suppressive fire on the enemy within their sector of fire (1 to 3 clock position) using weapon engagement techniques.
3. If possible, vehicles will proceed through contact zone, increasing speed and interval and taking caution not to bunch up.
4. Personnel on vehicles forced to stop will provide suppressive fire, dismount on non-contact side, assume covered positions, and provide initial bases of fire. Smoke may be used to obscure position while personnel dismount.
5. If receiving fire from TC side of vehicle, TC will suppress while driver exits vehicle. Once driver has exited vehicle and is returning fire, TC will exit vehicle on non-contact side, assume a covered position, and engage enemy.
6. When personnel exit vehicle, they will take ammunition, CLS bag (if applicable), and any other items they may require on the ground. M16s should be on semi-automatic to conserve ammunition.
7. When given order to remount vehicle, personnel will mount vehicle on safe side. Driver will provide security until TC is in vehicle and is prepared to engage possible enemy threats. Driver will then remount vehicle.
8. Upon breaking contact, vehicles will proceed to rally point.
9. Upon arrival at rally point, personnel will exit vehicle on safe side (on inside of the box formation) and establish security.

Battle Drill 3: Entering and Exiting the Vehicle Combat Battle Drill

1. Personnel will exit/enter vehicle on “safe side” (side away from enemy threat). If there is contact on both sides, recommend establishing a box formation to allow exit/entry to inside of the box.

2. Exiting vehicle (contact right – TC/AD side of vehicle):

- a. TC/AD continues to engage enemy from vehicle.
- b. Driver places weapon on safe.
- c. Driver exits vehicle via driver’s door, maintaining low profile, and moves to front of vehicle.
- d. Driver assumes prone firing position, places weapon on semi-automatic, and begins to engage enemy while shouting to TC/AD that he is in position.
- e. TC/AD places weapon on safe.
- f. TC/AD exits vehicle via driver’s door and moves to rear of vehicle.
- g. TC/AD assumes prone firing position, places weapon on semi-automatic, and begins to engage enemy while shouting to driver that he is in position.

(NOTE: If danger is on left side of vehicle, procedures are same with exception of order. In this case, TC/AD exits first, followed by driver.)

3. Entering vehicle (contact right – TC/AD side of vehicle):

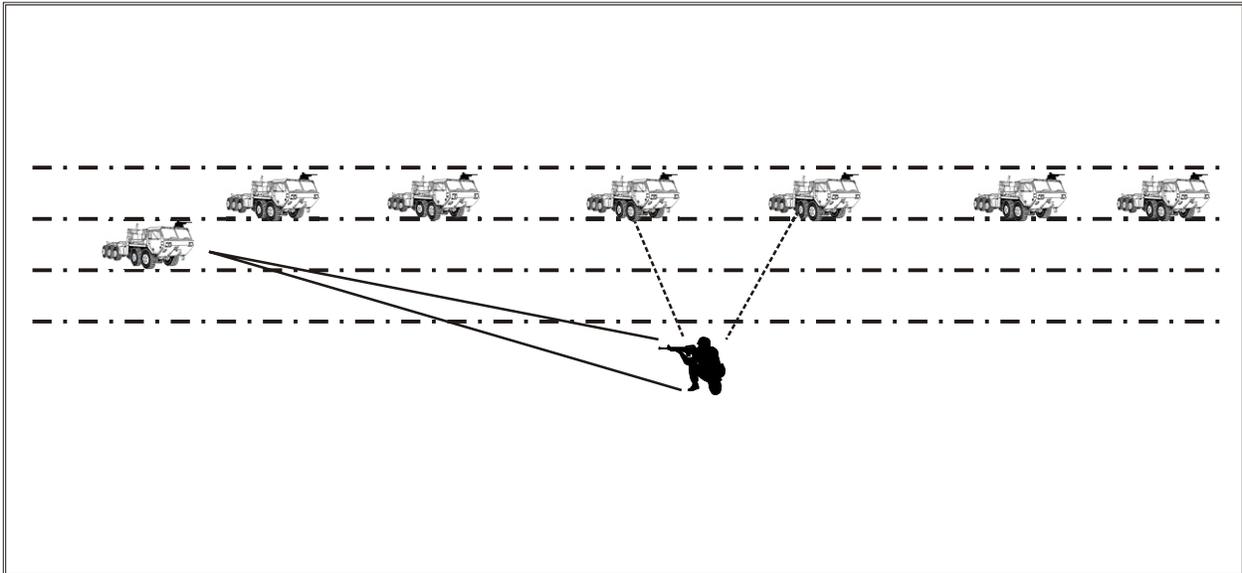
- a. Driver continues to engage enemy from prone position.
- b. TC/AD places weapon on safe.
- c. TC/AD enters vehicle via driver’s door, maintaining low profile, and moves to his side of vehicle.
- d. TC/AD assumes good firing position, places weapon on burst, and begins to engage enemy while shouting to driver that he is in position.
- e. Driver places weapon on safe.
- f. Driver enters vehicle via driver’s door and prepares to depart location while maintaining his sector of scan.
- g. Driver leaves weapon on safe and drives vehicle away as convoy moves out.

(NOTE: If danger is on left side of the vehicle, procedures are same with exception of order. In this case, driver enters first, followed by TC/AD.)

Section II Unit Battle Drills

Battle Drill 4: React To Attack

(Convoy continues to move while receiving weapons fire, RPG, IED and/or indirect fires)



1. Continuously observe sectors of scan (driver: 9 to 1 clock position; TC: 11 to 3 clock position).
2. Place suppressive fire on enemy using weapon engagement techniques and proceed through contact zone, increasing speed and interval, and taking caution not to bunch up.
3. Activate vehicle turn signal to indicate direction of contact (primary).
4. Report contact on internal communications, identifying truck number, type of contact, and clock direction (alternate).
5. Gun trucks continue to maintain front and rear security of convoy as convoy continues movement through kill zone. Gun trucks will not maneuver to support-by-fire position if convoy is continuing movement through kill zone. Fire on the move and maintain forward momentum. Gun trucks take care to alternate reloading procedures and use supporting weapons in order to not have a lull in suppressive fires. They will shift fires to engage additional targets and maintain communications with convoy commander throughout contact. Gun truck repositions to rear as convoy passes through contact zone.
6. PL/CC/SC submits SALUTE report to higher.
7. Convoy will proceed to rally point “forward.”

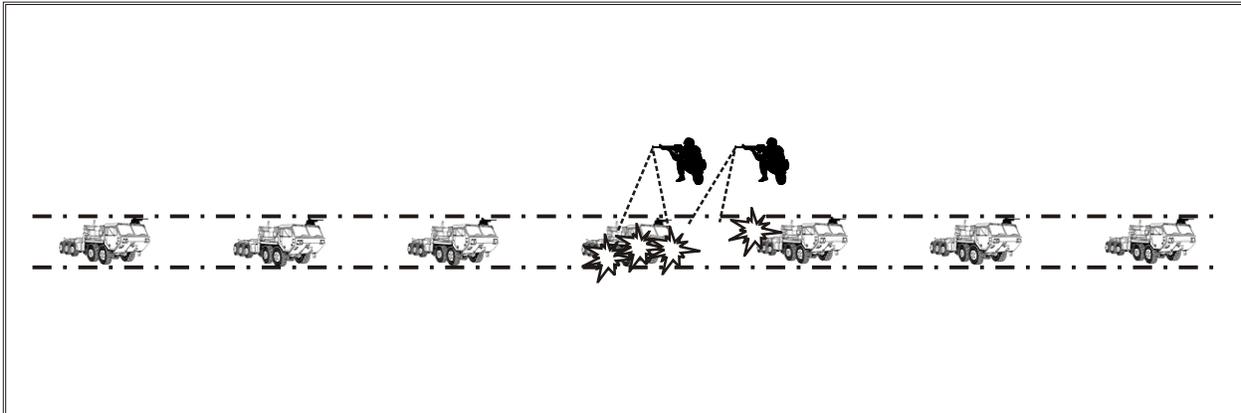
a. ***Indirect Fire Concerns:*** Use an alternate route if it is determined that an MSR is under enemy observation.

b. ***Casualty Concerns:*** In event of a casualty, vehicle with casualty will:

- (1) Continue to move to rally point.
- (2) Signal using four-way flashers.
- (3) Report via communication, if possible.

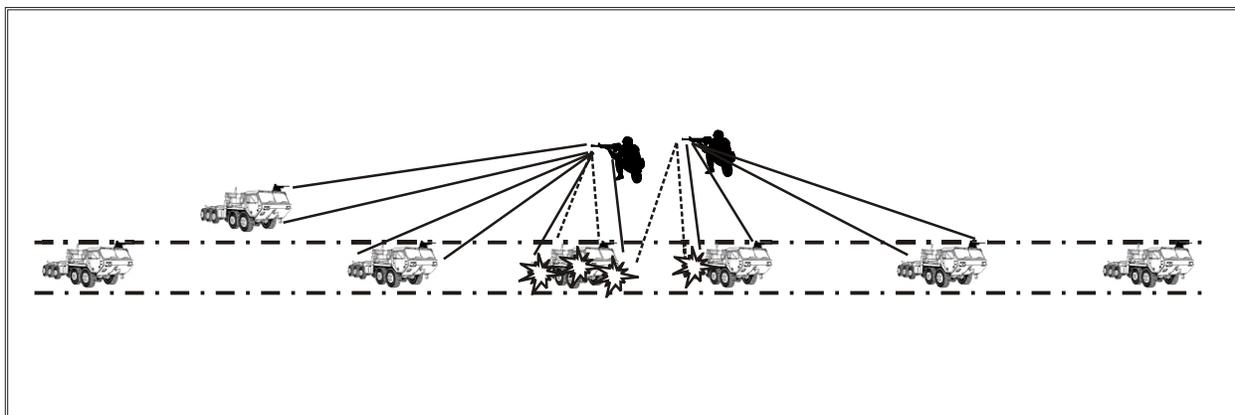
Battle Drill 5: Convoy Forced To Stop

(Convoy continues to move while receiving weapons fire, RPG, IED, and/or indirect fires)



1. Vehicles forced to stop. Activate vehicle turn signal to indicate direction of contact.
2. Vehicles/personnel not in direct contact report on internal communication, identifying truck number, type of contact, and clock direction.
3. Personnel on vehicles forced to stop dismount on non-contact side, assume covered positions, and provide initial bases of fire.
4. Entire convoy halts. Personnel will dismount vehicles on non-contact side and provide additional bases of fire on enemy if in range. Vehicles not in contact will be repositioned to provide additional bases of fire or used to provide convoy 360-degree security. M16s should be on semi-automatic to conserve ammunition.
5. PL/CC/SC will move to better assess situation and position gun trucks to best suppress enemy while remaining outside effective range of enemy weapons.
6. Gun trucks will take the following actions when a threat is identified:
 - a. Gun truck section leader assists convoy commander in assessing convoy's ability to gain fire superiority.
 - b. Gun trucks must be prepared to conduct attack by fire based on convoy commander's assessment.
 - c. Convoy commander will make decision to attack by fire if fire superiority can be gained. If fire superiority cannot be gained, decision will be made to break contact.
 - d. Gun truck nearest the threat immediately maneuvers to a support-by-fire position and suppresses enemy.

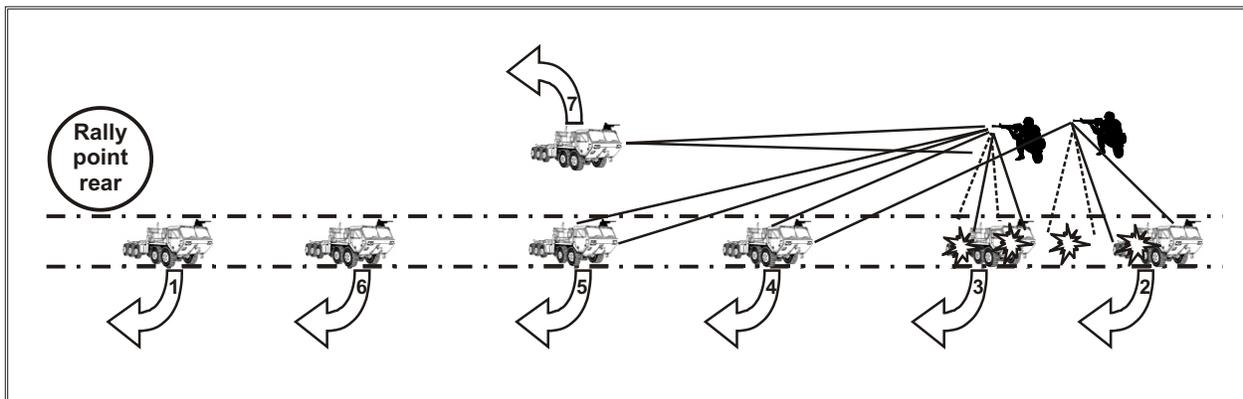
- e. Gun trucks position inside standoff range only if attacked when inside standoff range.
- f. If attacked inside standoff range, gun trucks will return fire while repositioning.
- g. Second gun truck maneuvers through or around convoy and takes up support-by-fire position that allows massing of its weapons systems.
- h. Gun trucks coordinate their efforts.



- 7. Once PL/CC/SC determines convoy has either gained fire superiority or defeated enemy contact, recovery/CASEVAC operations (Battle Drill 5) will begin. Recovery operations are conducted, if possible. Pre-determined destruction criteria should be established during planning to expedite operations when recovery is not possible.
- 8. If PL/CC/SC determines convoy cannot gain fire superiority, leader will then conduct break contact procedures (Battle Drill 6).

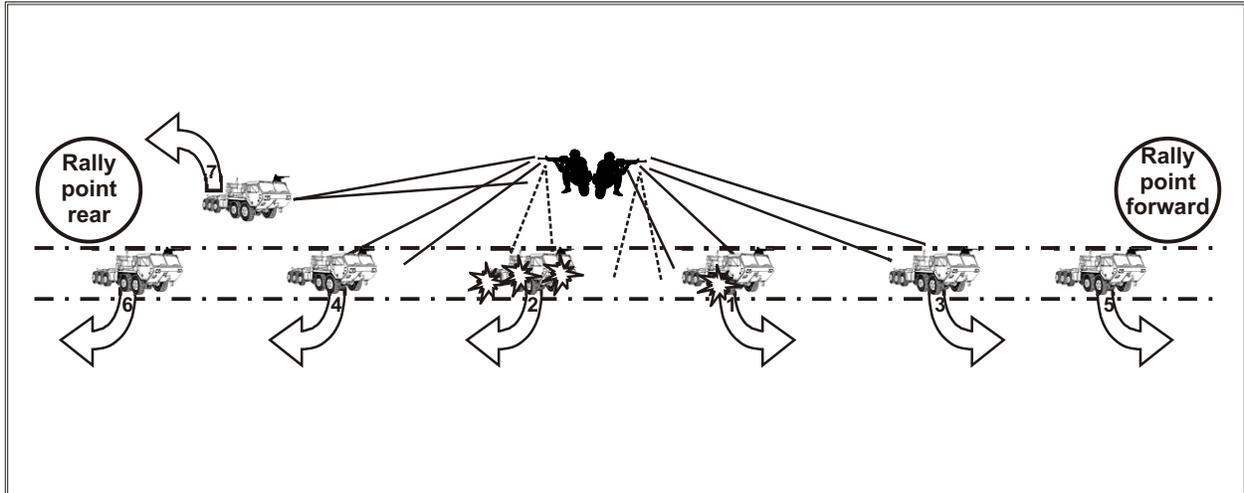
Battle Drill 6: Break Contact

1. PL/CC/SC determines convoy cannot gain fire superiority, and decision has been made to break contact.
2. PL/CC/SC designates that either rally point “rear” or “forward” will be used. If necessary, both rally points may be used. Communication systems and appropriate pyrotechnic signals will be used to communicate “**Break Contact**” and “**Rally Point.**”
3. Gun trucks will take the following actions to support breaking contact:
 - a. Gun truck section leader assists convoy commander in assessing convoy’s ability to gain fire superiority.
 - b. Gun truck nearest the threat immediately maneuvers to support-by-fire position and suppresses enemy.
 - c. Gun trucks position inside standoff range only if attacked when inside standoff range.
 - d. If attacked inside standoff range, gun trucks will return fire while repositioning.
 - e. Second gun truck maneuvers through or around convoy and takes up support-by-fire position that allows massing of its weapons systems.
 - f. Gun trucks will continue to engage enemy until last vehicle in convoy has departed and will maneuver as necessary.
 - g. Gun trucks coordinate their efforts to ensure they are mutually supporting.
4. Personnel will deploy obscuration measures if available. Using cover and concealment, aid and litter teams will evacuate all casualties under support of gun truck and other protective fires.
5. Personnel maintain position and suppression in contact zone and assist aid and litter teams.
6. Disabled vehicles will be abandoned or destroyed as directed by leaders.



7. Vehicles will displace either backwards or forward through convoy lines under control of leaders. Most forward vehicle in contact zone moves first; next most forward vehicle moves second. Vehicles will continue to displace.

8. As vehicles displace, gun truck repositions as necessary at a standoff distance, if possible, until contact is broken.

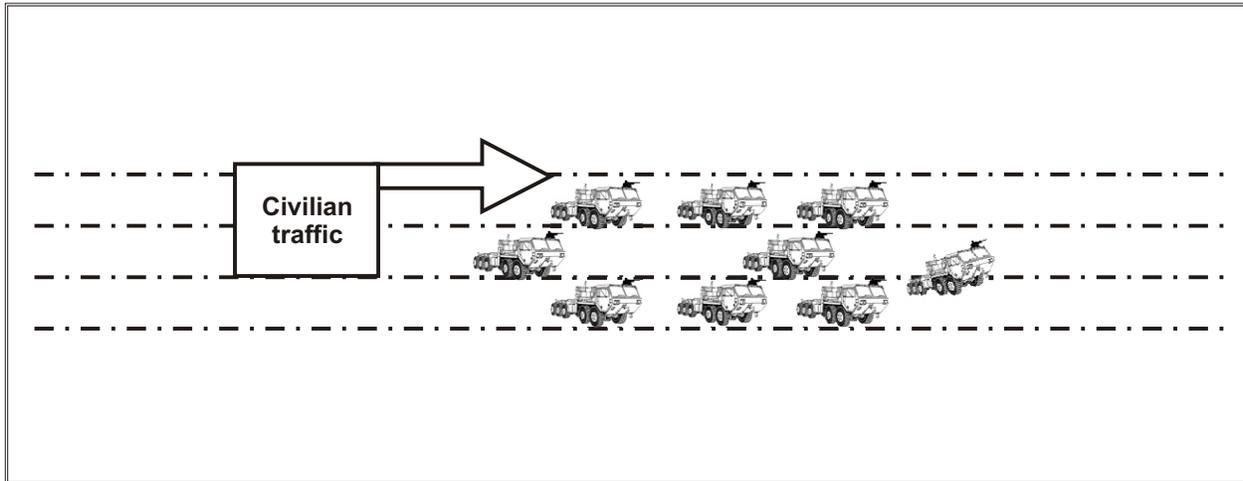


9. If break contact occurs with vehicles on both sides of kill zone, displacement of vehicles will occur using an alternating displacement technique.

10. Upon occupation of rally point, leaders will immediately position vehicles and security and conduct consolidation and reorganization.

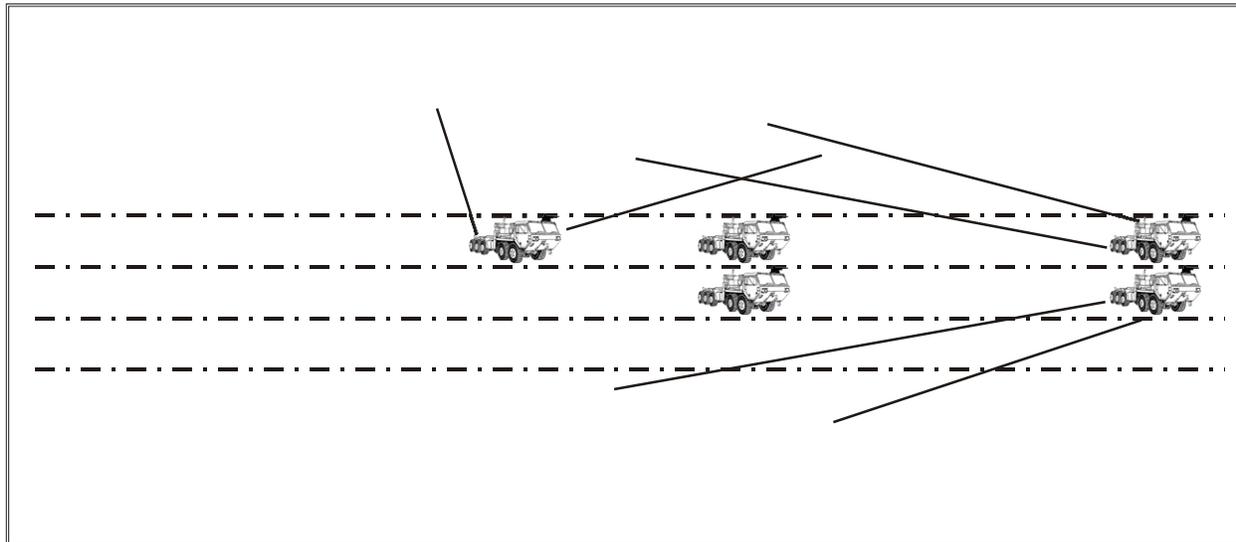
11. If convoy vehicles get separated when not in contact with enemy, personnel and vehicles stay together and move to closest rally point or checkpoint.

Battle Drill 7: Rally Points



1. Occupation of rally point is necessary to conduct consolidation and reorganization. It is critical that convoy be secured and tasks conducted as quickly as possible. Rally points will always be conducted following contact unless directed otherwise.
2. Primary signal is communication; alternate signal is hand-held smoke (day) and star cluster (night). Colors will be specified in convoy brief based on available pyrotechnics.
3. Rally point “forward” will be located two miles in direction of movement; rally point “rear” will be located two miles to rear of movement or as METT-T dictates. Rally point should be in an open area with maximum observation in all directions and not located near built-up areas.
4. Vehicles will position in a box formation. If possible, side of the road will be used if conditions are appropriate and safe for all vehicles. A command and control vehicle will be positioned inside safe area.
5. Gun trucks will immediately position themselves to see beyond the range of enemy small arms and RPGs and establish convoy security. Gun trucks will position themselves at 12 and 6 o’clock in convoy box formation. In restricted terrain, gun trucks will conduct roving patrols to assist in maintaining security. Gun trucks’ actions must be mutually supporting with convoy elements.
6. Drivers and passengers dismount and establish perimeter security using safe side of vehicles for cover.
7. If mileage places rally point in a built-up area, convoy will continue in direction of movement until beyond built-up area.
8. Once security is established, leaders will immediately conduct casualty treatment and consolidation and reorganization.

Battle Drill 8: Recovery/CASEVAC Operations



1. Once leader determines that area in vicinity of disabled vehicles is secure and positions the gun truck in a good overwatch position (remaining at a standoff distance if possible), recovery/CASEVAC operations will begin.

2. CASEVAC:

a. Aid and litter team will position on safe side of vehicle and extract casualties and personnel.

b. Treatment of casualties, except for emergency treatment to prevent loss of life, will occur once casualties are safely removed from kill zone.

3. Vehicle recovery procedures:

a. Recovery team will position on safe side of disabled vehicle.

b. TC will dismount and assess disabled vehicle.

c. If determined vehicle can be safely recovered, TC will guide recovery vehicle into position and conduct a hasty hook-up. TC will operate disabled vehicle, if necessary.

d. Upon exiting contact area, complete and correct hook-up procedures will occur.

e. If assessment results in outside support necessary for recovery, leader will contact higher for guidance.

4. Once recovery operations are complete, team will displace and conduct link-up with convoy at rally point.

Battle Drill 9: Consolidation And Reorganization

1. Upon breaking contact, all vehicles, to include gun trucks, will proceed to rally point and conduct consolidation and reorganization actions.
2. Once in position and stopped, personnel will dismount their vehicle on safe side (inside) of the box and establish security.
3. Consolidation and reorganization begin when rally point is secured. This includes repositioning of weapon systems, if necessary.
4. Ammunition status/redistribution:
 - a. Personnel will report their ammunition status to first-line leaders.
 - b. Ammunition report will show how many full magazines are available (average number remaining in team, squad, or platoon).
 - c. Leaders will immediately redistribute ammunition at their level and report number of magazines to next leader.
5. Casualty treatment/evacuation:
 - a. Casualty treatment will begin upon pulling into rally point. TC/driver will begin buddy-aid until relieved by combat lifesaver (CLS) or patient is stabilized.
 - b. CLSs will immediately dismount and scan vehicles in search of casualties (four-way flashers). Upon encountering a casualty, the CLS will evaluate buddy-aid and, if adequate, continue search. It is important to not delay the CLS reaching a more serious casualty.
 - c. Aid and litter teams will transport casualties (using litters/cots and body bags/improvised litters) to the CCP (designated by the PL/CC/SC) without causing further injuries.
 - d. CLSs should focus on treatment of casualties and not be a part of the aid and litter team.
 - e. PL/CC/SC will direct MEDEVAC requests.
 - f. Secure sensitive items/documents/weapons.
 - g. Aid and litter team will continue to assist with evacuation of casualties.
 - h. Landing zone (LZ) team:
 - (1) Select and secure landing zone (always downwind of unit box formation).
 - (2) Clear objects from landing zone site.

- (3) Prepare to display appropriate LZ signals/markings.
 - (4) Assist with loading of casualties.
6. Equipment inspections
- a. Drivers will inspect vehicles/cargo and report status.
 - b. Recovery teams will ensure proper hook-up procedures are conducted.
 - c. PL/CC/SC will request recovery support or guidance if unable to conduct unit recovery.
 - d. Leaders will conduct weapon, communication, and sensitive item inspections and update PL/CC/SC.
7. PL/CC/SC will also conduct the following, if required:
- a. Direct priority of cross leveling of cargo/loads.
 - b. Establish new chain of command.
 - c. Submit final SITREP to higher.
8. Continue mission.

Battle Drill 10: Reports

Report information organized into one of the following formats to assist PL/CC/SC submitting SITREPS to higher headquarters. Leaders organize information into SPOT report and SALUTE report format to send SITREP to higher.

ACE Report: ACE reports are used within the convoy to complete CIR for the PL/CC/SC to submit SITREPS to higher, usually after contact.

- Ammunition:** Basic load remaining per individual/crew-served weapon system after contact.
- Casualties:** Number and type sustained after contact.
- Equipment:** Damage or losses sustained as result of contact.

SPOT Report: The SPOT report is used to send a quick report on an event either during the occurrence or after the convoy is out of danger.

- Size:** Number of personnel/equipment.
- Position:** Observer's position, call sign, and location.
- Observer's Actions:** Actions observed/taken.
- Time:** Time action/observation took place.
- Observer's Actions:** Outlines activities, actions, or recommendations.

(NOTE: The observer updates the SPOT report as the situation changes.)

SALUTE Report: The SALUTE report is used in the same manner as a SPOT report – it simply contains more details.

- Size:** Number of personnel and equipment.
- Activity:** What the enemy is doing.
- Location:** Grid coordinates or orientation to local buildings.
- Unit:** Uniforms/patches/clothing.
- Time:** When the activity was observed.
- Equipment:** Description or identification of all equipment.

MEDEVAC Request:

Line 1: Location of P/U site

Line 2: Frequency and call sign at P/U site of dust off

Line 3: Number of patients by procedures (Urgent <2 hours; Priority >2 hours)

Line 4: Special equipment needed

Line 5: Number of patients by type (litter or ambulatory)

Line 6: Type of injuries

Line 7: Security at P/U site

Line 8: Method of marking P/U site

Line 9: Patient's nationality

Line 10: NBC contamination

Line 11: Name/rank/SSN/unit of requestor

Battle Drill 11: IED Secure the Site Battle Drill

The IED has not been initiated and you are passing the IED:

1. Report IED to convoy. Use visual signals to alert follow-on vehicles, and mark location with smoke.
2. Drivers that cannot brake quickly enough to stop outside 100 meters should speed up and move through danger area/kill zone as quickly as possible.
3. Drivers that can stop prior to entering kill zone should immediately back away from IED as much as possible (300 meters recommended).
4. Immediately begin looking for a potential secondary device and other potential ambush sites.
5. Secure site and report.
6. Block all traffic in vicinity of IED until cleared by EOD or relieved by MPs.
7. Vehicles forward of IED will either move to forward rally point or consolidate at least 300 meters forward of IED and block all oncoming traffic.

Battle Drill 12: IED/Enemy Fire Break Contact Battle Drill

Upon detonation of an IED, which is then followed by enemy direct fire:

1. Establish suppressive fires on enemy location (gun truck or designated team).
2. Move convoy to safest rally point after necessary casualty evacuation.
3. Begin to comply with CFLCC guidance as soon as tactical situation allows.

CHAPTER 3

TRAINING FOR TACTICAL CONVOYS

Section I

Close Quarters Marksmanship

1. The purpose of close quarters marksmanship (CQM) training is to ensure all leaders and soldiers are familiar with and confident in the use of assigned weapons and crew-served weapons within their unit. CQM has the following goals:

a. Have all personnel trained and capable of placing all weapons into operation, and properly engaging the enemy from a stationary position or moving vehicle.

b. Make the individual soldier more capable and confident in their individual weapon system.

c. Develop soldiers' confidence in their peers and leadership.

d. Develop the "warrior" mentality in the individual soldier.

e. Provide a near "real-world" training environment devoid of the overcautious "range mentality" found in many units and locations.

2. These goals are accomplished by utilizing the following training techniques:

a. Training on wearing individual equipment. Leaders and soldiers are instructed on how their equipment should be worn (streamlined; nothing on the firing side shoulder to prevent weapons from being tightly seated into the shoulder socket). All their fighting gear is either on the front of their vest or on the sides and rear.

b. Marksmanship training. Leaders and soldiers are given instruction on the following eight fundamentals of marksmanship and how they apply to CQM.

(1) **Stance** - a fighter's stance, with the non-firing foot slightly forward of the firing foot, feet shoulder-width apart, knees slightly bent, and the shoulders slightly forward.

(2) **Grip** - the weapon is gripped high on the pistol grip, the firing finger on the outside of the trigger guard, thumb on the selector lever, non-firing hand on the hand guard applying rearward pressure, and elbows tucked in.

(3) **Trigger squeeze** - affects shot placement left and right. Most targets are smaller left to right; therefore, a smooth trigger squeeze is critical.

(4) **Breathing** - affects shot placement up and down. Most targets are larger up and down; therefore, breathing is not as critical as trigger squeeze. However, the individuals must control their breathing during the stress of an engagement in order to take an accurate shot.

(5) **Sight alignment** - center the front sight post in the rear sight aperture; the larger aperture is used during CQM for faster target acquisition.

(6) **Sight picture** - area on the target where the shooter aims. Due to the limited range of CQM, the bullets will strike lower than aimed. In order to compensate for this, individuals are taught to aim slightly higher for an incapacitating shot.

(7) **Recovery** - involves the techniques applied by the individual to minimize muzzle climb and the effects of recoil.

(8) **Follow through** - begins at the end of recovery and involves the techniques applied to take the next shot.

c. The four methods of target engagement:

(1) **Slow-aimed fire** - This method is used when accuracy is more important than speed. It involves seeking perfect sight alignment and sight picture. It is very accurate, but too slow for the purposes of CQM (<300m).

(2) **Rapid-aimed fire** - This method involves imperfect sight alignment and emphasis on windage, not elevation, for sight picture. It is slightly faster and less accurate than slow-aimed fire (< 100m).

(3) **Aimed quick kill** - This method involves placing the top of the front sight post even with the top of the rear sight aperture; emphasis is placed on windage, not elevation, for sight picture. This method is much faster and less accurate than slow-aimed fire (< 25m).

(4) **Instinctive fire** - In this method the sights are not used; the individual looks at the target and relies on muscle memory for shot placement. This method is very fast but inaccurate (< 15m). The current allocation of time and ammunition does permit the development of the muscle required to use this method of engagement; emphasis is placed on rapid-aimed fire and aimed quick kill.

d. CQM on the range:

(1) **Dry Practical Exercise** - Individuals are shown the firing positions to include stationary; target front, left, right, and rear; then walking forward, left, right, away; and running towards while moving.

(2) **CQM Live Fire** - All targets are engaged with a controlled pair. This technique involves three sight pictures — one for each shot and a third to emphasize firing until the threat is eliminated.

e. Crew-served weapons training. Soldiers and leaders must be instructed on the proper and safe procedures for using both their individual weapon and the crew-served weapons assigned to the unit (M249, M2 .50 cal, and the MK-19). Training includes clearing, loading,

unloading, firing, reducing stoppages, maintenance, assembly, and disassembly. Soldiers will also conduct a “hands on” talk-through and walk-through certification to ensure the procedures are met. After the mechanical training, soldiers conduct a test fire of their assigned weapons, followed by a “mini” convoy LFX to allow them to fire from a moving vehicle. The major firing tasks for the M249, M2 .50 cal, and MK-19 will be (1) zero and test fire from a stationary (ground) supported position, (2) fire from a stationary vehicle, and (3) fire from a moving vehicle. Throughout all of this instruction and firing, safety will be paramount. Safe handling of weapons, manipulation of weapons’ safeties, reacting to fire commands, and muzzle awareness will be reinforced.

f. The following weapon engagement skills are integrated throughout all phases of CQM:

(1) Weapon engagement planning and preparation concerns.

(a) Planning and training.

1. Employment skills with practice.
2. SOPs.
3. Weapon safety/handling procedures.

(b) Preparation.

1. Rehearsals.
2. Uniform and equipment.
3. Load plans.
4. Weapon system maintenance/lubrication.

(c) Test fire.

1. Ammunition allocated.
2. Test fire as we expect to engage.
3. Repair time/test fire again.

(d) Intelligence.

1. System positioning (formation).
2. Readiness levels.

- (2) Crew and individual systems.
 - (a) Mounted systems.
 - 1. Serviceability and correct set-up.
 - 2. Ammunition.
 - 3. Location.
 - 4. Tracer mix.
 - (b) Personnel protection.
 - 1. Uniform.
 - 2. Hardening.
 - 3. Name tag level with ability to effectively engage.
 - (c) Individual systems.
 - 1. Ammunition location and tracer mix.
 - 2. Driver and TC weapon locations.
 - 3. Load plans.
- (3) Employment tactics, techniques, and procedures.
 - (a) Readiness level.
 - 1. Ride and scanning (observation).
 - 2. Weapons at the ready.
 - (b) Scanning and sector of fire.
 - 1. Driver.
 - a. Sector of scan is 9 to 1 clock position.
 - b. Observation with mirrors.
 - c. Sector of fire is 9 to 11 clock position.

2. TC/AD.
 - a. Sector of scan is 11 to 3 clock position.
 - b. Sector of fire is 1 to 3 clock position.
 - c. Other systems are based off vehicle type and load.
 3. Target ID: Communicate and signal.
 4. Body positioning.
 - a. Engage as you train (right- or left-handed firing).
 - b. Firing side shoulder down.
 - c. Maintain body position.
 - d. Weapon to head.
 5. Rules of engagement concerns – employ appropriate system based on threat.
 6. Rate of fire.
 - a. Burst mode (from TC side only).
 - b. Steady suppression (ROE).
 7. Magazine awareness.
 - a. Serviceability and maintenance.
 - b. Tracer mix.
 - c. Magazine storage and placement.
 8. Mounted - reload when time is available (replenish individual basic load from vehicle combat load).
 9. Dismounted, seek cover prior to the need to reload.
3. Recommended POI:

DAY 1, LEADER DAY: All unit leaders, company commander, 1SG, XO, PLs, PSGs, squad leaders, and M249 gunners will be present for training. Leaders are split into two groups, with

one group doing CQM and the other doing a round robin of the other three weapons. M249 gunners will only do the CQM portion on leader's day.

Leaders:

- 0500-0515: Leaders are taught how their equipment should be worn, how to prep their equipment, and how to construct combat slings.
- 0515-0530: Weapons handling.
- 0530-0600: Eight fundamentals of marksmanship (stance, grip, sight picture, sight alignment, breathing, trigger squeeze, follow through, and recovery) and the four methods of firing (slow aim, rapid aim, aimed quick kill, and instinctive).
- 0600-0700: Dry fire (stationary; left turn, right turn; walk and shoot; run, stop and shoot; lateral left, lateral right; walk, stop and turn 180 degrees).
- 0700-0800: Familiarization fire.
- 0800-0900: M249 CQM.

Weapons:

- 0500-0800: Round robin of the weapon systems with instruction on weapons clearing, loading, unloading, assembly, disassembly, reducing stoppage, and firing.
- 0800-1100: Change groups and repeat same instruction (M249s will be complete during first CQM instruction).
- 1100-1300: Test fire of the three weapons. All leaders will shoot all three weapons.

DAY 2, SOLDIER DAY: All soldiers from the unit will be present for training with their assigned weapon. Leaders will function as assistant instructors (AIs) on the weapons/CQM range to assist the instructors, with one AI per three soldiers for weapons and one AI per five soldiers for CQM (AIs must have attended leader training the day prior).

CQM: (M16 and M4)

- 0500-0530: Personnel will be taught how their equipment should be worn, how to prep their equipment, and how to construct combat slings.
- 0530-0600: Weapons handling.
- 0600-0700: Confirm zero.

- 0700-0800: Eight fundamentals of marksmanship (stance, grip, sight picture, sight alignment, breathing, trigger squeeze, follow through, and recovery) and the four methods of firing (slow aim, rapid aim, aimed quick kill, and instinctive).
- 0800-0900: Dry fire (stationary; left turn, right turn; walk and shoot; run, stop and shoot; lateral left, lateral right; walk, stop and turn 180 degrees).
- 0900-1030: Familiarization fire and mask fire.
- 1030-1100: Discrimination fire.
- 1100-1130: CQMQ.
- 1130-1230: Firing techniques from a stationary vehicle.

Section II Crew-Served Weapons Training

DAY 1:

- 0500-0630: Soldiers will be given instruction on their assigned weapon and must pass a certification on the following tasks (DRY): clearing, loading, unloading, reduce a stoppage, maintenance assembly and disassembly.
- 0630-0800: Soldiers will zero, test fire, and mask fire their assigned weapons and certify on firing and reducing stoppage (LIVE).
- 0800-0830: M249s will fire from the stationary supported position.
MK-19 and .50 cal will fire from vehicle (stationary) at targets.
- 0830-0900: M249s will fire from vehicle (stationary) at targets at various ranges.
MK-19 and .50 cal will prep vehicles for the “mini” convoy LFX.
- 0900-1100: Soldiers will be broken down into small serials and will conduct a “mini” convoy and fire from a moving vehicle at various targets at a slow speed.
- 1100-1200: Displacement drills from a stationary vehicle.
- 1200-1230: Ring mount maintenance.

Section III Gun Truck Training Objectives

1. Personnel manning gun trucks need particular training in addition to that received by transportation units. Firing a weapon from a moving vehicle that does not have a stabilized weapon system is difficult at best. Add to that the extremes of environment and the hazards of combat operations, and you have a demanding mission.
2. Leader selection and training is critical to success. The leader needs to be tactically and technically proficient as both the TC of one or more different vehicles and the weapons that are mounted on them. He must understand not only the tactics of employing the trucks, but must also be an expert on convoy operations in general.
3. Personnel in a gun truck section require a significant amount of weapons training over and above that of other soldiers in their unit. They must become experts on the maintenance, function, stoppage procedures, and use of their weapons. Every soldier needs to be proficient with every weapon on the vehicle, since they should be rotated through the positions during a convoy to prevent exhaustion and to maintain mental alertness.
4. At the end of this section is a recommended POI for the initial training of these units. Marksmanship training should be conducted once per quarter on individual and crew-served weapons in the section. Leadership training should be renewed at least annually.
5. Individual weapon training is covered in detail in the section on CQM, as is the basics of crew-served weapons training. Gun trucks need to train in the vehicles and with the weapons used in the mission. Lane training or situational training exercises are an excellent technique to develop both tactical as well as marksmanship skills. Critical areas for training include:
 - a. Support or attack by fire in support of convoys.
 - b. Maintaining confidence and competence to react to enemy contact while conducting convoy operations.
 - c. The need to always be prepared.
 - d. Target acquisition and identification.
 - e. Maneuver of vehicles with and around convoys.
 - f. Positioning of vehicles within a convoy and to achieve standoff.
 - g. Techniques of massing fires.
 - h. Sectors of scan and fire.
 - i. Engagement techniques with emphasis on the lead burst technique.

- j. Malfunction reduction.
- k. Weapons discipline.
- l. Security operations.
- m. Firing while moving and stationary.
- n. Avoiding the tendency to fire high during hours of limited visibility.
- o. Battle drills:
 - Actions on contact -- moving and stopped.
 - CASEVAC.
 - Vehicle recovery.
 - Reporting.
- p. Troop-leading procedures (RIMSRCIS: Receive the mission, Issue WARNO, Make a tentative plan, Start movement, Recon, Complete the plan, Issue the OPORD, Supervise).
- q. Five-paragraph OPORD or convoy brief.
- r. IPB.
 - (1) Using the most recent intelligence on enemy TTPs.
 - (2) Analysis of the road network.
 - (3) Areas of interest such as overpasses, built-up areas, ditches, berms, previous ambush locations, bridges, chokepoints, and other similar locations.
- s. Time management, to include backwards planning.
- t. How to conduct PCCs and PCIs.
- u. All communications systems currently using or would likely encounter within a convoy (FM/SINCGARS, CVC and handmike, internal radios, pyrotechnics, hand-and-arm signals, and runner).
- v. How to conduct rehearsals:
 - Talk-through.
 - Walk-through.
 - Sand tables.
 - Backbrief.
- w. Reconnaissance techniques by map, imagery, questioning other users, and ground.

- x. Standard operating procedure development and training.
 - y. Reporting:
 - SPOT
 - SALUTE
 - ACE
 - MEDEVAC request
 - z. Medical, to include:
 - (1) Minimum of two CLSs per every gun truck section.
 - (2) Self-, first-, or buddy-aid training on field or pressure dressing use, open chest wound, open abdominal wound, and head wound, at a minimum.
6. Risk assessment
- a. From beginning of planning process to end of mission.
 - b. Reduction of fratricide risk.
 - c. Risk considerations:
 - (1) MEDEVAC requests and procedures.
 - (2) Mission duration and complexity.
 - (3) Knowledge of the enemy situation; availability to conduct operations.
 - (4) Terrain and weather and their impact on tactical convoy operations. Look at visibility conditions, light, dust, smoke, precipitation and effects, heat or cold, natural hazards, broken ground, inclines, and water obstacles.
 - (5) Troop and equipment status, experience of units working together, surface danger areas related to weapons systems, soldier and leader proficiency, soldier and leader rest, acclimatization, new leaders.
 - (6) Time available to conduct TLPs, rehearsals, and PCCs/PCIs.
7. Civilians on the battlefield.
8. ROE.
9. Recommended POI:

DAY 1: WEAPONS INSTRUCTION

- 0500-1500: Integration into leader's CQM and crew-served weapons training.
- 1500-1530: Linkup and in-brief by gun truck OC team.
- 1530-1600: 1 x gun truck mobile dry fire; right and left side.
- 1600-1630: 1 x gun truck mobile wet fire; right and left side.
- 1630-1645: Informal AAR.
- 1645-1715: Move to AA.
- 1715-UTC: Weapons maintenance.

DAY 2: TLPs/SOPS/GUN TRUCK DRY RUNS

- 0500-0700: Instruction on TLPs.
- 0700-0900: Convoy SOPs.
- 0900-1100: Gun truck SOPs and drills.
- 1100-1200: Chow.
- 1200-1400: Gun truck SOPs and drills.
- 1400-1430: Prep for dry runs.
- 1430-1515: Gun truck dry run.
- 1515-1530: Informal AAR.
- 1530-1615: Gun truck wet run.
- 1630-1730: AAR.
- 1730-1830: Chow.

DAY 3: GUN TRUCK LANE/CONVOY INTEGRATION

- 0500-0530: Issue gun truck order.
- 0530-0900: Planning and preparation (TLPs, rehearsals, PCCs/PCIs, maintenance).

1300-1400: Lunch.

Leaders and Soldiers:

1400-UTC: PMCS, PCC, PCI, and leaders' preparation time.

Gun Trucks:

0500 - 1500: Integration into leaders' CQM and weapons familiarization, chow, and training on M249, M240B, M2, MK19 stationary fire.

1500-1530: Linkup and in-brief with V51 team.

1530-1600: 1 x gun truck mobile dry fire at 7A right and left side.

1600-1630: 1 x gun truck mobile wet fire at 7A right and left side.

1630-1645: Informal AAR.

1645-1715: Move to AA.

1715-UTC: Weapons maintenance in tents.

1800-1830: Chow.

DAY 2:

Leaders:

0500-0900: Observe soldier's CQM and preparation for leader's training.

0900-1900: Leader's training on:
TLPs
SOPs
ROE
Rehearsals

1900-UTC: Issue WO.

Soldiers:

0500-1500: CQM and crew-served weapons training followed by vehicle engagement techniques. Ammunition must be broken-down prior to arriving by the following:

M16	5.56	210 rds per soldier
M2HB	.50 Cal	80 rds per gunner

M249	5.56 link	80 rds per gunner
MK 19	40mm HE	64 rds per gunner
M203	40mm HE	30 rds per gunner

1500-1530: Move to AA/lunch.

1530-1900: Battle drills and rehearsals.

Gun Trucks:

0500-1100: TLPs, convoy SOPs, gun truck SOPs, and drills.

1100-1130: Chow.

1130-1400: Rehearsals.

1400-1430: Prep for dry runs.

1430-1515: 1 x gun truck dry run.

1515-1530: Informal AAR.

1530-1615: 1 x gun truck wet run.

1630-1730: AAR.

1730-1830: Chow.

DAY 3:

Leaders:

0500-0800: Leaders' preparation/rehearsals.

0800-1000: Leaders' CLFX.
Requires 3 ea 30 rd magazines for M16 and 100 SAW for the LFX

1000-1100: Leaders' after-action review (AAR).

Soldiers:

0500-1100: Team leaders' time. Soldiers conduct maintenance on weapons, vehicles, and personal equipment.

All:

1400-1430: CO CDR issues OPORD to PLs.

1430-UTC: PL's mission planning.

Gun Trucks:

0500-0530: Issue gun truck "roll, shoot, and maneuver" order.

0530-0930: Plan and prep (TLPs — RIMSRCIS model, rehearsals, PCCs/PCIs, maintenance).

0930-1015: 1 x gun truck day dry fire lane.

1015-1130: 1 x gun truck day wet fire lane.

1130-1200: AAR.

1200: Linkup with convoy units.

DAY 4:

All:

0500: 1st PLT SP on CLFX lane.

0600: 2nd PLT SP on CLFX lane/AAR.

0700: 3rd PLT SP on CLFX lane/AAR.

0800: 4th PLT SP on CLFX lane/AAR.

1300-1800: PLT LDRs plan and rehearse night mission.

1800: 1st PLT SP on CLFX Lane/AAR.

1900: 2nd PLT SP on CLFX Lane/AAR.

2000: 3rd PLT SP on CLFX Lane/AAR.

2100: 4th PLT SP on CLFX Lane/AAR.

CHAPTER 4
CONVOY FORMS AND FORMATS

Section I
Convoy Warning Order Format

1. SITUATION: (A brief statement of the enemy and friendly situation. Who, What, Where)

2. MISSION: (Who, What, When, Where, Why)

3. TASK ORGANIZATION: (Convoy manifest)

4. Initial Time Schedule:

When	What	Where	Who

5. Special Instructions: (PCC/PCI guidance, rehearsals, additional tasks to be accomplished)

6. Service and Support: (Based on SOPs from combat and individual loads)

Class I: (Rations/Water)

Class III: (POL)

Class V: (Ammunition/Pyrotechnics)

Weapon System	Rounds	Type

Pyrotechnic Device	Number	Location

Class VIII: (Medical/CLS/Supplies)

7. Uniform and Equipment Common to All:

Section III
Pre-Combat Checks and Pre-Combat Inspections

Individual Checklist: (per SOP, as designated by unit commander)

- Weapon (cleaned, function tested, and appropriately lubed)
- Ammunition and magazines (magazines serviceable and ammunition loaded correctly)
- Kevlar (chin strap serviceable)
- Flak vest/Body armor (plates properly installed and worn)
- Notebook and writing device
- Issued eye protection goggles (clear lenses installed?)
- LBE w/2 canteens (topped off)
- 2 First-aid pouches w/dressing
- Flashlight w/extra batteries and bulb
- Military ID card
- I.D. Tags
- Civilian/Military drivers licenses
- Combat lifesaver kit
- IV Bags x type (expiration dates checked)
- NVGs with batteries
- OVM keys
- Attended convoy brief
- Attended rehearsals
- Sleeping bag
- 1 set DCUs
- 2 T-shirts

- 2 pr underwear
- 2 pr socks (blk/grn)
- 1 Towel
- 1 Wash cloth
- Personal hygiene kit
- 1 Sunscreen
- JLIST gear complete
- Wet weather gear
- MREs: each
- Work coveralls Work gloves
- Goretex top/bottom (cold weather)
- Polypro top/bottom (cold weather)
- Gloves (cold weather)
- Weapons cleaning kit w/CLP or MILTECH

(NOTE: Units should add and delete items based on METT-TC.)

Vehicle Checklist:

- Completed 5988E (before PMCS) (Are there any issues yet to be resolved?)
- Current vehicle dispatch (Date expiration?)
- Fuel/fluid levels topped off
- Additional package products
- VS-17 panel
- Extra fuel can topped off and secured

- Class I basic load (___ MREs / ___ Water)
- Communication check of all available systems (What are ranges, frequencies?)
- Inventory of all required signal devices
- BII complete
- Execution matrix (Pages 1 and 2)
- Tow bar (if specified)
- Cargo secured IAW guidance/TM (Number of cargo, required devices serviceable/on-hand?)
- Road guard belt
- Flashlight w/extra batteries and bulb
- Map/Strip maps
- Warning triangles
- Fire extinguisher
- Windows and mirrors cleaned
- Emergency call signs and frequencies posted near each radio
- MEDEVAC nine line format posted near each radio
- Turn signals and lights serviceable/functioning
- Issued pyrotechnics
- Litter(s) (if designated)

(NOTE: Units should add and delete items based on METT-TC.)

Leader Checklist:

- Binoculars
- Radio check (internal, command, administrative, and logistics)

- ___ MTS operational
- ___ Convoy order and execution matrix
- ___ SOI
- ___ Map with current graphics
- ___ Strip map with extra copies
- ___ Sensitive items/personnel list
- ___ Combat lifesaver w/aid bag (date?)
- ___ Current situation brief (intelligence)
- ___ Risk assessment signed by commander
- ___ GPS (programmed with appropriate mission information/extra batteries)
- ___ Vehicle and personnel manifest

**Section V
Convoy Brief Format
(Modified from FM 55-30)**

Movement Order No. _____

References: A. _____ (Maps, tables and relevant documents)

B. _____

TASK ORGANIZATION: (Internal organization for convoy – manifest)

1. SITUATION:

a. Enemy Forces:

(1) Weather. General forecast.

(2) Light Data (EENT, % Illumination, MR, MS, BMNT).

(3) Discuss enemy.

(a) Identification of enemy (if known).

(b) Composition/capabilities/strength/equipment.

(c) Location (hot spots highlighted on map).

b. Friendly Forces:

(1) Operational support provided by higher headquarters.

(a) Helicopter/gunships.

(b) Quick reaction forces (QRFs).

(c) MP escorts/rat patrols.

(d) Fire support elements.

Element	Location	Frequency/Call Sign

c. Attachments: (From outside the organization)

2. MISSION: (WHO, WHAT, WHEN, WHERE, WHY)

3. EXECUTION:

a. Concept of Movement: (Describes, in general terms, the big picture from start to finish)

b. Tasks to subordinate units (manifest): (Includes attached or OPCON elements)

c. Coordinating Instructions: (Instructions for ALL units)

(1) Order of march (spacing of serials/location of support elements)

(2) Routes (Strip map displayed separately; includes SP, load points, checkpoints, rally points, refuel points, mandatory halts, RONS, traffic control points. Mileage to each should be indicated.)

(3) Additional movement issues (speed, intervals, lane, parking, accidents, etc.)

(4) Uniform

(5) Actions at danger/hazard areas (SOPs or battle drills to be rehearsed)

(6) Rules of Engagement

4. SERVICE SUPPORT: (Provides the critical logistical information required to sustain the convoy during the operation. Also includes combat service support instructions and arrangements that support the operation.)

a. Ration/Water Plan:

b. Ammunition: (individual/combat loads/tracer mix)

c. Medical: (internal treatment/evacuation procedures other than SOP and external procedures/support)

d. Petrol, Oil and Lubricants: (internal and external)

e. Maintenance/Recovery: (internal and external)

f. Remain Over Night (RON) Facilities:

5. COMMAND AND SIGNAL: (states where command and control nodes and key leaders will be located during the operation)

a. Commander(s)/Positioning (manifest):

b. Communications (manifest):

c. Signals: (primary/alternate other than SOP)

d. Reports (individual to higher):

6. SAFETY/RISK MANAGEMENT (Emphasize key risks/control measures)

7. REVIEW TIMELINE (Displayed separately)

8. GIVE TIME HACK

9. ASK FOR QUESTIONS

Section VI Convoy Execution Matrix

MISSION/CONVOY# _____

MISSION:

PHASE I OF THE ROUTE

DEPARTURE POINT: _____ DESTINATION POINT: _____

WEATHER/LIGHT DATA:

INTELLIGENCE:

COMMAND & CONTROL:

WHO	CALL SIGN	FREQUENCY	WHO	CALL SIGN	FREQUENCY
CONVOY CDR			FUEL POINT		
ASST CONVOY CDR			RECOVERY		
SERIAL 1 CDR			MEDEVAC		
SERIAL 2 CDR					
SERIAL 3 CDR					
HELI/GUNSHIP					
MP/SHERIFF					
QRF					
QRF					

TIMES SCHEDULE:

WHAT	WHERE	WHEN	UNIFORM	EQUIPMENT	
STAGE					
PCI					
FRAGO BRIEF					
SP					
RP/LINKUP POINT					

SAFETY/RISK MANAGEMENT UPDATE:

PHASE II OF THE ROUTE

DEPARTURE POINT: _____	DESTINATION POINT: _____
------------------------	--------------------------

WEATHER/LIGHT DATA:

INTELLIGENCE:

COMMAND & CONTROL:

WHO	CALL SIGN	FREQUENCY	WHO	CALL SIGN	FREQUENCY
CONVOY CDR			FUEL POINT		
ASST CONVOY CDR			RECOVERY		
SERIAL 1 CDR			MEDEVAC		
SERIAL 2 CDR					
SERIAL 3 CDR					
HELI/GUNSHIP					
MP/SHERIFF					
QRF					
QRF					

TIMES SCHEDULE:

WHAT	WHERE	WHEN	UNIFORM	EQUIPMENT	
STAGE					
PCI					
FRAGO BRIEF					
SP					
RP/LINKUP POINT					

SAFETY/RISK MANAGEMENT UPDATE:

**Section VII
Risk Reduction Worksheet and
Convoy Risk Management Card**

CONVOY TACTICAL RISK REDUCTION WORKSHEET				
Check all that apply	Hazard	Risk Level (Low, Med, High)	Control Measures	Residual Risk
	Adverse terrain		Drivers training, convoy brief	
	Air attack		Convoy defense, battle drills, harden vehicles, commo	
	Ambush		Convoy defense, battle drills, harden vehicles	
	Barricades		Convoy defense, rehearsals, battle drills, breach teams	
	Blackout drive		Drivers training, convoy brief	
	Breakdown		PMCS, PCIs, Class II, SOPs (strip map)	
	Exhaust fumes		Enforce no sleep rule (TCs), PMCS, PCIs	
	Cargo (HAZMAT)		Training, PCIs	
	Civilians		Commo, convoy briefs, training	
	Cold weather		Cold weather training, PCIs	
	Communication		Training, commo personnel, PMCS, PCIs	
	Desert environment		Training, convoy briefs	
	Disorientation		Convoy briefs, strip map (SOPs), training (pluggers, etc.)	
	Driver inexperience		Driver placement, training	
	Enemy ATK		Rehearsals, battle drills, convoy briefs, harden vehicles	
	Fratricide		VS-17 panels, on vehicles, markings, commo	
	Halt		Rehearsals, battle drills, convoy briefs	
	Heat		Water, rest halts, convoy brief (safety)	
	Heavy rain		PMCS, drivers training, reduce speed	
	Limited visibility		NVGs, chemlight markings, training	
	Long hauls		Drivers training, SOPs, rest halts, convoy briefs	
	Minefield		Rehearsals, battle drills	
	Mud		Recovery training, drivers training (all-wheel drive)	
	NBC attack		Rehearsals, PCIs, recons, commo, training (NBC teams)	
	Recovery operations		Training (with maint, self-recovery -- wench, toe-bar)	
	Reduced visibility		Intervals, chemlight markings, training	
	Roll over		Drivers training, recovery, SOPs (seat belts, kevlar)	
	Sleep deprivation		Enforce sleep plan, rest stops, work rotations	
	Sniper fire		Battle drills, convoy briefs, training	
	Snow/ice		Reduce speed, drivers training (use of CTIS)	
	Strong winds		Reduce speed, drivers training, convoy briefs	
	Sudden halt		Intervals, training, battle drills (SOPs)	
	Sunlight		Clean windows, sunglasses	
	Fire		Fire extinguishers, evacuation drills	

Convoy Risk Management Card

Planning

Guidance	Preparation Time		
	Optimum	Adequate	Minimal
Hey You	3	4	5
FRAGO	2	3	4
OPORD	1	2	3

Score _____

Intelligence

Overall Threat	Current Route Intelligence			
	>12 Hours	>24 Hours	Historical	None
Level 2	3	4	5	
Level 1	2	3	4	
Random	1	2	3	

Score _____

Communication

Overall Threat	Type of Systems		
	MTS/DTRAK 2-10 SINCGAR	2-10 SINCGAR	>2-10 SINCGAR
Level 2	3	4	5
Level 1	2	3	4
Random	1	2	3

Score _____

Training

Overall Threat	Current Status		
	75% CQM/CSS LFX	75% Weapon Quality	>75% Not Trained
Level 2	3	4	5
Level 1	2	3	4
Random	1	2	3

Score _____

Soldier Endurance

Rest in last 24 hours	Length of Operation			
	1-2 Hours	3-5 Hours	6-8 Hours	9+ Hours
>6 Hours	2	3	4	5
6+ Hours	1	2	3	4

Score _____

Security

Overall Threat	Security (WPN) Support Provided			
	External	1-8 Gun Truck	1-8 Automatic	M16 Only
Level 2	3	4	5	5
Level 1	2	3	4	5
Random	1	2	3	4

Score _____

Personnel Protection

Overall Threat	Hardening/Equipment			
	S/B Hardening FRAG Vest	B Hardening FRAG Vest	FRAG Vest	None
Level 2	3	4	5	5
Level 1	2	3	4	5
Random	1	2	3	4

Score _____

Visibility

Overall Threat	Weather/Light			
	Clear/Day	Dusty/Day	Sandstorm/Day	Night
Desert/Iraq	2	3	4	5

Score _____

SOPs/Rehearsals

Overall Threat	Preparation		
	SOP/Rehearsed Key Actions	SOPs No Rehearsals	No SOP No Rehearsals
Level 2	3	4	5
Level 1	2	3	4
Random	1	2	3

Score _____

Approval Level: 0-19 20-30 31-39 40+
 Low Risk Medium High Risk Very High
 SQD LDR PLT LDR CO CDR BN CDR

Total _____

Note: If 2 or more areas are assigned risk factors of 5 or more, the overall risk is considered "high". Add 3 points to the total for hazardous or sensitive items cargo.

Section VIII
Unit Coordination Checklist

1. Exchange intelligence.
2. Discuss SOPs for:
 - Actions on contact.
 - IEDs.
 - Actions at danger areas.
3. Exchange communications information:
 - Frequencies.
 - Call signs.
 - Visual signals.
4. Priorities of protection.
5. Linkup time and place.
6. Order of march.
7. CSS support requirements. At a minimum:
 - CL I (including water).
 - CL III
 - CL V
8. Convoy commander receives copy of battle roster, vehicle listing, and sensitive items.
9. Command relationship.

CHAPTER 5
ACRONYMS

ACE	Ammunition, casualties, and equipment
AD	Assistant driver
APOD	Aerial port of debarkation
ASR	Alternate supply route
CASEVAC	Casualty evacuation
CC	Convoy commander
CFLCC	Coalition Land Force Component Commander
CFLX	Convoy live-fire exercise
CLS	Combat life saver
CQB	Close quarters battle
CQM	Close quarters marksmanship
CQMQ	Close quarters marksmanship qualification
EOD	Explosive ordinance disposal
FSE	Forward security element
IED	Improvised explosive device
LZ	Landing zone
MEDEVAC	Medical evacuation
MET-TC	Mission, enemy, terrain, troops, time, and civilians
MSR	Main supply route
NBC	Nuclear, biological, and chemical
OPORD	Operations order

PCC	Pre-combat checks
PCI	Pre-combat inspection
PL	Platoon leader
PMCS	Preventative maintenance checks and services
PZ	Pick-up zone
RP	Rally point or release point
RSO&I	Reception, staging, onward movement and integration
SC	Serial commander
SITREP	Situation report
SP	Start point
SPOD	Sea port of debarkation
TC	Truck commander/track commander
TLP	Troop-leading procedures
WO	Warning order

CHAPTER 6

REFERENCES

ARTEP 7-90 - MTP, *Mission Training Plan for the Infantry Mortar Platoon, Section, and Squad*; November 2001

ARTEP 55-406 - MTP, *Mission Training Plan for the Transportation Movement Control Battalion*; August 2002

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FM 7-7, *The Mechanized Infantry Platoon and Squad (APC)*; March 1985

FM 17-97, *Cavalry Troop*; October 1995

FM 17-98, *Scout Platoon*; April 1999

FM 55-30, *Army Motor Transport Units and Operations*; June 1997

CALL Handbook No. 03-6, *Tactical Convoy Operations*; March 2003

***JRTC Convoy Leader Handbook*; March 2002**

After-action reports from units conducting tactical convoys in Iraq

CALL PRODUCTS INFORMATION PAGE

In an effort to make access to our information easier and faster, we have put all of our publications, along with numerous other useful elements, on our World Wide Web site. The URL is <http://call.army.mil>.

If you have any comments, suggestions, or requests for information, you may contact us via e-mail at call@leavenworth.army.mil.

We also encourage you, the soldier in the field, to send in any tactics, techniques, and procedures (TTPs) that have been effective for you or your unit. You may send them to us in draft form or fully formatted and ready to print. Our publications receive wide distribution throughout the U.S. Army and we would like to include your ideas. We will even put your name on the byline.

Contact us by:

PHONE: DSN 552-3035/2255; Commercial (913)684-3035/2255
FAX: Commercial (913) 684-9564
MESSAGE: CDRUSACAC FT LEAVENWORTH, KS // ATZL-CTL//
MAIL: Center for Army Lessons Learned
ATTN: ATZL-CTL
10 Meade Ave
Fort Leavenworth, KS 66027-1350

Additionally, we have developed a repository, the CALL Database (CALLDB), that contains a collection of operational records (OPORDS and FRAGOS) from recent military operations. Much of the information in the CALL DB is password-protected. You may obtain your own password by visiting our web site and going to the CALL database page. Click on "Restricted Access" and "CALL DB Access Request." After you have filled in the information and submitted the request form, we will mail you a password. You may also request a password via STU III telephone or a SIPRNET e-mail account.

CALL's products are produced at Fort Leavenworth, KS, and are not distributed through publication channels. Due to limited resources, CALL selectively provides its products for distribution to major organizations, agencies, and individuals and relies on them to disseminate initial distribution of each publication to their subordinates. Contact your appropriate higher element if your unit or office is not receiving initial distribution of CALL publications. Local reproduction of this publication is authorized for official government review only.

CALL PRODUCTS "On-Line"

There are two ways to access information from CALL on-line: E-mail and the World Wide Web (www). CALL offers Web-based access to the CALL data base (CALLDB). The CALL Home Page address is

<http://call.army.mil>

CALL produces the following publications:

CTC Bulletins, CTC Observations, and Trends Products: These products are periodic publications that provide current lessons learned/TTP and information from the training centers.

Special Editions: Special Editions are newsletters related to a specific operation or exercise. Special Editions are normally available prior to a deployment and targeted for only those units deploying to a particular theater or preparing to deploy to the theater.

News From the Front: This product contains information and lessons on exercises, real-world events, and subjects that inform and educate soldiers and leaders. It provides an opportunity for units and soldiers to learn from each other by sharing information and lessons. *News From the Front* can be accessed from the CALL Homepage.

Training Techniques: Accessed from the CALL Homepage, the Army's first on-line publication focuses on TTP for brigade and below.

Handbooks: Handbooks are "how to" manuals on specific subjects (i.e., rehearsals, inactivation).

Initial Impressions Products: Initial Impressions products are developed during and immediately after a real-world operation and disseminated in the shortest time possible for the follow-on units to use in educating personnel and supporting training prior to deployment to a theater. Products that focus on training activities may also be provided to support the follow-on unit.

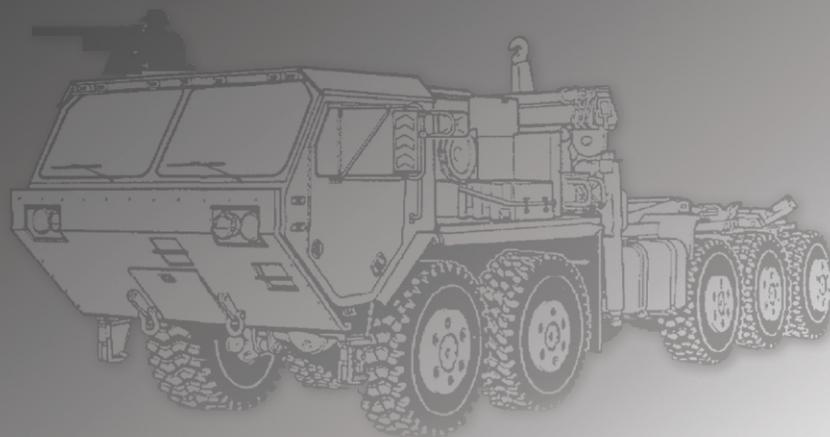
Many customers are sending in their requests for information to CALL by e-mail. By sending an e-mail message to CALL, you can register for future electronic publications, make requests for information or publications, or send in your own observations; tactics, techniques, and procedures; and articles. CALL's current e-mail address is:

call@leavenworth.army.mil

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



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