

FM 7-15

INFANTRY FIELD MANUAL

HEADQUARTERS COMPANY,
INTELLIGENCE AND SIGNAL
COMMUNICATION,
RIFLE REGIMENT



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FM 7-25, Infantry Field Manual, Headquarters Company, Intelligence and Signal Communication, Rifle Regiment, is published for the information and guidance of all concerned.

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(For explanation of symbols see FM 21-6.)

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INFANTRY FIELD MANUAL

**HEADQUARTERS COMPANY, INTELLIGENCE AND
SIGNAL COMMUNICATION, RIFLE REGIMENT**

(This manual supersedes FM 7-25, September 4, 1941)

CHAPTER 1

HEADQUARTERS COMPANY

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**SECTION I
ORGANIZATION**

■ **1. REFERENCES.**—For details of organization, armament, motor transport, and other equipment, see Table of Organization No. 7-12 and Table of Basic Allowances.

■ **2. ORGANIZATION.**—The headquarters company consists of a company headquarters, an intelligence and reconnaissance platoon, and a communication platoon. These elements are grouped into one unit primarily for administrative purposes.

**SECTION II
COMPANY HEADQUARTERS**

■ **3. COMPOSITION.**—For tactical operations, company headquarters is divided into a command group and an administration group.

a. The *command group* consists primarily of personnel whose duties in combat are directly associated with regimental headquarters and in large part performed at the regimental command post. In this group are the following:

- Company commander (headquarters commandant).
- Company executive officer (regimental gas officer).
- First sergeant.
- Transport sergeant, chauffeurs, and motor mechanics.
- Bugler and orderlies.
- Basic privates (when available and required).

b. The *administration group* consists of personnel whose duties relate to the mess and supply of the headquarters and headquarters company and to company personnel administration. This group includes the following:

- Mess sergeant, cooks, and cooks' helpers.
- Supply sergeant and armorer-artificer.
- Company clerk.
- Basic privates not with command group.

■ **4. DUTIES OF COMMAND GROUP.**—*a. Company commander (headquarters commandant)*—(1) The company commander is responsible for the administration, discipline, basic training, and supply of the company. His responsibility for the special training and operations of the intelligence and communication personnel is supervisory only. (For responsibility of the intelligence officer, see par. 10; for responsibility and duties of the intelligence and reconnaissance platoon leader, see pars. 10 and 31; for responsibility and duties of the communication officer, see pars. 13 and 44.)

(2) The commanding officer of headquarters company is the regimental headquarters commandant. His duties as headquarters commandant include—

(a) Marking of routes and supervision of guides and advanced parties for a march.

(b) Acting as quartering officer under or in place of S-1.

(c) Supervision of the physical movement of the command post, and furnishing the necessary men and transportation from company headquarters.

(d) Supervision of the messing and quartering of command post personnel.

(e) Provision for the security of the command post in combat, using available personnel of company headquarters and such combat troops as may be detailed for the purpose.

(f) Provision for the concealment of the command post from ground and air observation.

(g) Enforcement of traffic control regulations in the regimental area (as prescribed by orders of the regimental and higher commander). This may include measures for a constant warning patrol over antitank mine fields in order to prevent damage by mines to friendly vehicles.

(h) Custody and evacuation of prisoners of war within regimental area (par. 24).

(i) Selection of regimental prisoner of war collecting point (par. 24g).

(j) Custody and return of stragglers to organizations.

(3) Some of the duties listed in (2) above may be delegated to S-1, and some of the duties normally charged

to S-1 may be assigned to the headquarters commandant. (See **FM 7-40**.)

b. Company executive (regimental gas officer).—The company executive performs the normal duties of the second-in-command of a company. In addition, he serves in the special capacity of regimental gas officer. As gas officer he is adviser to the regimental commander and staff in all matters involving the use of gas and smoke and the defense against chemicals. His duties as gas officer include—

(1) Recommendations to S-4 concerning the supply of chemicals and antichemical equipment.

(2) Supervision and coordination of gas defense training in the regiment, and periodic inspections of gas defense equipment.

(3) Supervision of the installation and maintenance of gas defense measures.

(4) Supervision of the use of decontaminating agents.

(5) Supervision of gas reconnaissance of routes and areas before their use by troops.

(6) Recommendations concerning the use of chemicals and smoke.

(7) Recommendations for standing orders concerning gas defense measures.

(8) Study of types and characteristics of chemicals and chemical equipment used by the enemy and his methods of employing them.

c. First sergeant.—The first sergeant assists the company commander in the administration of the company and in the performance of his duties as headquarters commandant.

d. Transport sergeant.—The transport sergeant is responsible to the company commander for the maintenance of all motor vehicles assigned to the company and for the training of all chauffeurs in the company (FM 25-10). He supervises the loading and movement of cargo trucks assigned to company headquarters and directs activities of the company motor mechanics. His duties may require his presence in either the command post area or in the regimental train bivouac.

e. Motor mechanics.—The motor mechanics work under the direction of the transport sergeant. They assist chauffeurs in first echelon maintenance and perform such second echelon maintenance as practicable with the tools and facilities available.

f. Orderlies.—Orderlies serve the regimental commander and staff by preparing shelter and facilities for their comfort, serving their meals, and providing messenger service within the command post. In addition, they participate in the defense of the command post as directed by the headquarters commandant.

g. Bugler.—The bugler sounds such calls, warnings, and alerts as may be ordered. He is especially trained as a messenger and serves the company commander in that capacity. He also participates in the defense of the command post.

h. Basic privates.—The basic privates assist in the establishment of shelter and facilities at the command post, in controlling traffic at the command post, and in the disposition of prisoners of war and stragglers. They also serve as messengers and guides and participate in the defense of the command post.

i. Chauffeurs.—Chauffeurs and vehicles designated for the use of the regimental staff are usually operated as a pool under the supervision of the headquarters commandant. The chauffeurs also participate in the defense of the command post, particularly of the command post motor park.

■ **5. DUTIES OF ADMINISTRATIVE GROUP.**—*a. Mess sergeant.*—The mess sergeant is responsible to the company commander for the training of cooks and cooks' helpers and for operation of the headquarters and headquarters company mess. The mess sergeant and the cooks and cooks' helpers operate in the kitchen location, which is usually in the regimental train bivouac. (See FM 7-30.)

b. Supply sergeant.—The supply sergeant is charged with receiving and issuing supplies and equipment for regimental headquarters and for the several components of headquarters company. (Communication equipment may be procured in the field directly by the communication officer from the division signal unit.) He supervises the work of the armorer-artificer. In combat he ordinarily performs his duties in the regimental train bivouac, where he may be charged with the preparation of shelter and other installations.

c. Company clerk.—The company clerk works in the personnel group of the S-1 section under the supervision of the unit personnel officer.

■ **6. MARCH DISPOSITIONS.**—*a.* When not performing duties that require their presence elsewhere, the members of the company command group usually march with or near the regimental command group.

b. The administration group marches with the regimental trains, commanded by the senior present, but subject to the orders of the train commander.

■ **7. TRAINING.**—In addition to being trained for their special duties, all personnel of company headquarters are trained as individual soldiers. (See FM 7-5.)

SECTION III
INTELLIGENCE AND RECONNAISSANCE PLATOON

■ **8. REFERENCES.**—For the duties of intelligence personnel and composition and operations of the intelligence and reconnaissance platoon, see chapter 2.

■ **9. MISSION.**—The principal mission of the regimental intelligence and reconnaissance platoon is to serve as the special intelligence agency of the regimental commander for the collection of information under the supervision of the regimental intelligence officer (S-2). The platoon is also charged with counterintelligence measures and surveillance. Actual operations of this platoon are conducted under the immediate control of the platoon leader. He may receive his orders directly from the regimental commander, S-2, or S-3. During training periods he may be required to assist S-2 in conducting intelligence and counterintelligence instruction within the regiment.

■ **10. TRAINING.**—*a.* The regimental intelligence officer serves the regimental commander as a staff officer, and as such issues orders to the intelligence and reconnaissance platoon both during tactical training and operations. This staff officer supervises the technical training of all intelligence personnel in the regiment in accordance with policies prescribed by the regimental commander. (See **FM 7-40**.) The intelligence and reconnaissance platoon leader is responsible for the training and operations of his platoon.

b. All men selected for intelligence units must have completed at least the basic instruction prescribed in **FM 7-5**.

c. Intelligence personnel are trained as scouts and observers. They are instructed in the subjects listed in FM 30-5. The following subjects are given priority:

- Map and aerial photograph reading.
- Use of the compass and optical instruments.
- Conventional signs, military symbols, and abbreviations.
- Sketching.
- Oral and written messages and reports.
- Scouting and patrolling.
- Theory and practice of observation.
- Camouflage and the art of concealment.
- Collection of information.

d. Prior to active operations, instruction must also cover all pertinent information of the enemy—his organization, armament, equipment, tactics, designation of units, insignia of grade, uniform, identification of aircraft and armored vehicles. Counterintelligence instruction is carried on concurrently with other training.

Most important: The I & R platoon is not intended to be a combat maneuver unit. It is armed with light vehicles and light machine guns only, and has neither striking power nor staying power. It sneaks and peeks.

SECTION IV
COMMUNICATION PLATOON

■ **11. REFERENCES.**—For duties of the communication platoon personnel and operation of the platoon, see chapter 3.

■ **12. MISSION.**—The regimental communication platoon is charged with establishing, maintaining, and operating the various means of signal communication between regimental headquarters and subordinate units in conformity with the tactical plan and current signal operation instructions. It operates means of communication with supporting units and higher headquarters and may establish communication with adjacent units and with airplanes. (See par. 42.)

■ **13. TRAINING.**— *a.* The regimental communication officer is responsible for the technical training and operations of his platoon and for such supervision of the technical training of other communication personnel as may be directed by the regimental commander. (See **FM 7-40.**)

b. The members of the platoon who are designated for the antitank company are trained as general communication personnel, capable of operating sound-powered telephone equipment and portable radiotelephones, and capable of installing, operating, and maintaining battery operated telephone equipment.

c. It is essential that special training culminate with practical work in command post exercises and field exercises. Proficiency in command post procedure and in establishing, maintaining, and operating the various means of communication is acquired only through practical work in the field.

CHAPTER 2

COMBAT INTELLIGENCE

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SECTION I

GENERAL

■ **14. REFERENCES.**— *a.* For fundamental doctrines governing intelligence and reconnaissance, see **FM 100-5**. For the broader aspects of military intelligence, reference should be made to the FM 30-series. Following is a list of these manuals and the pertinent matter which they include:

FM 30-5. General considerations relative to military intelligence.

FM 30-10. Selection, construction, and operation of observation posts.

FM 30-15. Examination and disposition of enemy personnel, repatriates, documents, and materiel.

FM 30-20. Type of maps used in campaign.

FM 30-21. Use of aerial photography in combat intelligence.

FM 30-30 to 30-39, inclusive. Identification of aircraft.

FM 30-30 to 30-42, inclusive. Identification of armored vehicles.

FM 30-25. Counterintelligence measures.

b. For scouting and patrolling, see **FM 7-10**, 21-45, and 21-100. For list of handbooks on enemy forces, see FM 21-6.

■ **15. Scope.**—In this chapter, provisions of the Field Manuals listed in paragraph 14 are amplified by prescribing the duties, methods, and operating technique of infantry intelligence personnel.

■ **16. DEFINITIONS.**—*a.* *Information* consists of all documents, facts, or observations of any kind which may serve to throw light on the enemy or the theater of operations.

b. Reconnaissance is the operation of searching for information in the field. Reconnaissance, as distinguished from observation, implies movement.

c. Military intelligence is evaluated and interpreted information concerning a possible or actual enemy, or theater of

operations, together with conclusions drawn therefrom. It is divided into two general classes: War Department intelligence and combat intelligence.

(1) *War Department intelligence* includes studies of possible theaters of operation and of the armed forces, resources, and political and economic conditions in all countries and is produced by the War Department General Staff.

(2) *Combat intelligence* is military intelligence produced in the field after the outbreak of hostilities. Usually it is confined to the terrain and to the location, composition, disposition, movements, armament, equipment, supply, tactics, training, discipline, and morale of the enemy forces opposing a combat unit, and the deductions made from a consideration of these factors. Its object is to reduce as far as possible uncertainties regarding the enemy and local conditions, thus assisting the commander in making decisions and the troops in executing their assigned missions. All infantry units report information of the enemy and the terrain and thereby contribute items for the production of combat intelligence.

d. Counterintelligence consists of those measures designed to destroy the effectiveness of the enemy intelligence system. Counterintelligence measures include secrecy discipline; concealment; tactical measures designed to deceive the enemy; restrictions on the preparation, transmission, and use of documents; signal communication security; precautions in the movements of troops and individuals; regulation of the activities of newspaper correspondents, photographers, radio news commentators, and visitors; censorship; and counter-propaganda. (See FM 30-25.)

■ **17. USE OF MILITARY INTELLIGENCE.**—The commander's estimate of the situation is based on the mission of his unit, the means available to him and to the enemy, the conditions in his area of operations including terrain and weather, and the probable effects of various lines of action on future operations. (See **FM 100-5.**) Adequate and timely military intelligence permits a commander' to draw logical conclusions concerning the enemy and his lines of action and to evaluate the terrain. It is therefore an essential factor in his estimate of the situation and conduct of operations.

■ **18. FUNDAMENTALS GOVERNING INTELLIGENCE AND RECONNAISSANCE.**—*a.* All subordinates of a command are respon-

sible that their immediate superior is promptly and fully informed of the situation. Commanders of infantry units habitually obtain all possible information of the enemy and report it to the next higher commander and to adjacent units. When there is no positive information, negative reports are made. The search for information must be unremitting.

b. Information must be transmitted with the least possible delay; it is of no use if it arrives too late. First contact with the enemy and new identifications are reported by the most rapid means available. Although reports are normally transmitted through the chain of command, urgent information is sent to adjacent units without regard to the usual channels, and direct communication is authorized between intelligence agencies of higher and subordinate units.

c. Every infantry commander is responsible for reconnaissance within his zone of advance or action and on any open flank. His reconnaissance must extend far enough to the front and flanks and, if necessary, to the rear to guarantee against surprise.

d. Reconnaissance is conducted on the principle that contact must be gained at the earliest practicable moment, and once gained must never be lost. Infantry reconnaissance is constant when opposing forces are in contact.

e. The infantry commander is responsible for all intelligence activities of his unit. In combat he seeks information necessary to—

- (1) Security of his command.
- (2) His estimate of the situation, planning and conduct of operations.
- (3) Accomplishment of reconnaissance and intelligence missions assigned by higher authority.
- (4) Procurement of intelligence sought by subordinate and adjacent units.

Section II

TECHNIQUE

■ **19. GENERAL.**—The following steps are involved in the production of combat intelligence:

- a.* Collection of information.
- b.* Recording of information for study and reference.
- c.* Evaluation and interpretation of information to convert it into combat intelligence.
- d.* Distribution of combat intelligence to all concerned in time to be of use.

■ **20. STANDING INTELLIGENCE INSTRUCTIONS.**—The regimental commander prescribes standing intelligence instructions as part of the regiment's standing operating procedure. They serve as guides for intelligence activities and reporting at times when subordinate units lack specific intelligence missions or instructions from regimental headquarters. The regimental intelligence officer (S-2) prepares these standing instructions. They may include—

a. Items of information to be sought and reported at all times.

b. Types of information to be given priority, such as armored attack or gas attack.

c. Times (or circumstances) at which reports are to be submitted.

d. Methods to be used in transmitting reports.

e. Destination of reports.

■ **21. INTELLIGENCE PLAN.**—*a. General.*—(1) When definite items of information are required, it is necessary to plan systematically for their collection. The intelligence officer must analyze each essential element or item of information required by the commander and deduce what hostile activities will indicate the line of action the enemy has adopted or may adopt, and then prepare appropriate orders and requests to available collecting agencies to look for and report on these activities (or lack of activities).

(2) This logical process of analyzing essential elements of information and converting them into missions to collecting agencies constitutes intelligence (S-2) planning. Such systematic planning insures that essential intelligence missions will not be overlooked and that conflicts and unnecessary duplications will be avoided.

(3) Intelligence planning is a continued process. New items of information become essential. Changes occur in the indications of the line of action the enemy has adopted or may adopt. Missions to collecting agencies and the time and place they are to report must be revised.

(4) S-2 may have to limit his intelligence plan to a rapid mental study. When time permits, he may make an abbreviated written plan containing notes on the essential elements of information, the data to be obtained on enemy activities, the agencies to get these data, and when and where reports are to be sent. Exceptionally, circumstances may permit a regimental or battalion S-2 to prepare a detailed written plan. In this event he may use a form similar to that shown below. The use of such a form and the detailed process of intelligence planning are described in *b* to *e*, inclusive, below.

Essential elements of information	Indications (analysis of essential elements of information)	Collecting agency or other source	Specific orders or requests

b. Essential elements of information.—The essential elements of information consist of that information of the enemy, of the terrain not under our control, of meteorological conditions in territory held by the enemy, or of hydrographic conditions needed by the commander in a particular situation in order to make a sound decision, conduct a maneuver, and avoid being surprised. (See **FM 100-5**.) The commander, assisted by S-2, considers what is known of the enemy situation and announces the items of information he requires in the form of questions. These questions or items are called the "essential elements of information," and are the basis of the intelligence plan. The following items may be included:

- (1) What are the strength, composition, and dispositions of the enemy confronting us?
- (2) What lines of action, which can interfere with our mission, are within the physical capabilities of this enemy (attack, defend, withdraw, etc.)?
- (3) When and in what circumstances can he put each into effect?
- (4) Can he be reinforced? If so, when and in what strength?
- (5) The essential elements also include unknown details of terrain that may affect our operations, and items of information desired by higher, lower, or neighboring units.

c. Indications.—S-2 analyzes each of the questions to determine those hostile activities or lack of activity which will indicate what line of action the enemy has adopted or may adopt. Some typical indications are given below. There are many others that may be applicable. Those listed are not applicable to all situations.

- (1) *Of attack.*—Increased reconnaissance, especially in areas suitable for launching attack; advance of covering forces to closer contact with our troops; strong counter-reconnaissance screen in advance of suitable assembly areas; movement of troops to assembly areas; the emplacing of supporting weapons well forward; arrival of tanks in area; increased activity of aviation; absence or neglect of intrenchments.
- (2) *Of defense.*—Construction of intrenchments and other field works in depth; construction of obstacles; the emplacing of supporting weapons in depth; strengthening of security detachments and antitank defenses; location of

Aside from this no-brainer list, the EEI at any time may be expanded or refocused to alert patrols and other intel sources to items of information important at a given time and in a given tactical situation.

command posts and supply installations well to the rear; the absence of indications of attack.

(3) *Of withdrawal.*—Rearward movement of trains, artillery materiel, troops; reduced garrisons in forward defenses; organization or occupation of a rear position; absence of troops or supplies coming into area; reduced activities of ground and air forces.

d. Collecting agency.—S-2 must next determine the best way to obtain the information bearing on these hostile activities. Some of this information can be obtained by forward companies; some by observation posts; some by intelligence personnel detailed to accompany reconnaissance or security detachments, patrols, or raiding parties; some can be obtained only by aviation or other agencies of higher headquarters.

e. Specific orders and requests.—(1) S-2 uses his intelligence personnel and any other agencies under his direct control to collect information that they are capable of getting. His orders to them specify what information to get, where to get it, and when, where, and how to report it. His orders may be issued orally or as brief, written messages. (See fig. 1.) When he considers that raids, patrols, or reconnaissance by subordinate units are necessary, he so recommends to his commander through S-3. If his recommendations are approved, he prepares or assists in preparing the necessary orders. (See fig. 2.)

THESE SPACES FOR MESSAGE CENTER ONLY		
TIME FILED	MSG CEN No.	HOW SENT
MESSAGE		
(SUBMIT TO MESSAGE CENTER IN DUPLICATE)		
No. <u>2</u>	DATE <u>Jan 15, 1942</u>	
To <u>Regtl OP No 1 at Hill 467</u>		
<u>Report movements along road</u>		
<u>E-H and in woods M; location</u>		
<u>and nature of enemy activities</u>		
<u>on front of 1st Inf Area;</u>		
<u>strength and activities of</u>		
<u>enemy artillery and tanks</u>		
<u>on front of 1st Inf Routine</u>		
<u>reports hourly to Regtl CP</u>		
S-2		10 45
OFFICIAL DESIGNATION OF SENDER		TIME SIGNED
<u>Jones Capt</u>		
SIGNATURE AND GRADE OF WRITER		

FIGURE 1.—Message assigning mission to observing group; sent by regimental S-2.

(2) Information not obtainable by agencies under local command may frequently be obtained by higher head-

quarters. S-2 prepares requests for such information. The requests should specify the exact information wanted, and when and where it is to be reported. Requests normally go through channels of command; however, on urgent matters S-2 is authorized to communicate direct.

■ **22. INFORMATION SOURCES AND COLLECTING AGENCIES.—**

a. General.—In the field, information is obtained from maps, aerial photographs, and map substitutes; from captured documents and equipment; from hostile and neutral press and radio; from inhabitants, repatriates, prisoners, and deserters; from air and ground reconnaissance and observation units; from warning services, radio goniometry, and sound and flash batteries; from troops in contact with the enemy and from other sources.

THESE SPACES FOR MESSAGE CENTER ONLY		
TIME FILED	MSG CEN No.	HOW SENT
MESSAGE (SUBMIT TO MESSAGE CENTER IN DUPLICATE)		
NO <u>5</u>	DATE <u>Jan 15, 1942</u>	
TO <u>CO 1st Bn at CR 436</u>		
<u>Reconnoiter woods L</u>		
<u>and M, Hill 207, and enemy</u>		
<u>positions in vicinity of N,</u>		
<u>and report all enemy</u>		
<u>activities to Regtl CP</u>		
<u>by 2000</u>		
<u>CO 1st Inf</u> OFFICIAL DESIGNATION OF SENDER		<u>1700</u> TIME SIGNED
<u>Jones Capt</u> SIGNATURE AND GRADE OF WRITER		

FIGURE 2.—Message assigning intelligence mission to battalion; prepared by S-2 as order of regimental commander.

b. Company.—(1) The company commander studies the terrain and observes enemy activities. His observation is supplemented by that of his subordinates. In particular the first sergeant, communication (or reconnaissance and signal) sergeant, messengers, and bugler assist in the search for information. Much information comes to the company from its platoons.

(2) The company commander sends out patrols, scouts, and observers as necessary. Observers and agents of attacking units report the progress and movements of friendly elements and information of the enemy.

(3) Companies occupying forward defense areas post observers to warn of hostile approach.

(4) The company commander reports all information to the battalion commander and sends back prisoners, captured documents, and enemy matériel.

(5) Intelligence missions to obtain specific items of information are assigned to companies by the battalion commander when he or a higher commander requires such information.

(6) Outline forms similar to the "combat report" shown in figure 3 may be furnished for the convenience of platoon and company commanders.

c. Battalion.—(1) The battalion commander studies the terrain and observes enemy activities. He obtains information from his companies, detachments, and patrols; from his staff; and from intelligence personnel of the battalion headquarters company. During training and operations, the battalion intelligence personnel are commanded by the battalion intelligence officer (S-2).

COMBAT REPORT

(Organization)

(Hour) (Date)

1. Where are you?	1. Where is the enemy?
2. What are you doing?	2. What is he doing?
3. Who is on your right?	3. What weapons is he using against you?
4. Who is on your left?	4. What hostile organizations have you identified?
5. How many casualties have you?	5. What prisoners or documents have you captured?
6. Are you receiving: Artillery support? Machine gun support? Mortar support?	Where? When? Disposition?

Remarks: _____

(Name)

(Grade)

INSTRUCTIONS

1. Reports will be submitted at hours and for periods as directed by the next higher commander.
2. Give known facts only when answering the printed questions. Inferences may be included in remarks but must be stated as such.
3. Negative information frequently is important.
4. This report, when practicable and pertinent, may be accompanied by a map or a sketch on the reverse side hereof.
5. All questions will be answered if possible, to insure that no point is inadvertently overlooked. If a question cannot be answered, draw a line through the space provided for the answer.

FIGURE 3.—Combat report.

These men are trained as scouts and observers. In general, their duties are to—

- (a) Install and operate observation posts.
- (b) Accompany subordinate units, patrols, and raiding parties as intelligence scouts.
- (c) Examine aerial photographs, captured documents, and materiel.
- (d) Examine prisoners of war, deserters, repatriates, and inhabitants.
- (e) Assist S-2 in recording, evaluating, and disseminating the information obtained.
- (f) Perform special missions of observation, reconnaissance, and liaison.
- (g) Carry out such counterintelligence measures as the battalion or higher commander may direct; also conduct instruction in this subject.

(2) The battalion sends information to the regiment and to its companies. Information is exchanged with adjacent units.

d. Regiment.—(1) At the regimental command post, information is received from higher, subordinate, adjacent, attached, and supporting units; from reconnaissance detachments, patrols, and raiding parties; from staff officers; and from members of the intelligence and reconnaissance platoon of headquarters company.

(2) The intelligence and reconnaissance platoon operates directly under the regimental commander in the performance of missions which ordinarily will be assigned by the regimental intelligence officer (S-2). It operates under the immediate control of the platoon leader. Its principal functions are to—

(a) Gather detailed information of the enemy and terrain in areas not readily accessible to ground combat units of the regiment.

(b) Assemble, evaluate, and distribute information gathered by the platoon, and by subordinate, higher, and neighboring units.

(c) Warn friendly troops of the presence or approach of hostile forces. This is particularly applicable in situations where warning against air-borne or mechanized forces may be necessary.

(d) Operate well in advance of the regiment before contact with the enemy is gained, or maintain contact with such covering forces of larger units as may be in advance of the regiment.

(e) Obtain items of enemy information and indication of enemy movement in the field in order to enable the regimental commander to arrive at a logical decision and formulate his plan of action. Examples of such information are location, disposition, and composition of hostile

forces; direction of movement of enemy groups; information of the terrain affecting the opposing forces.

(f) Regain lost contact with adjacent friendly units.

(g) Locate and maintain contact with the flanks of a hostile force when contact with that force is gained by dismounted combat elements of the regiment.

(h) Reconnoiter routes and stream crossings and search suspicious, dominating, and critical areas along the route of march to locate possible ambushes, defended road blocks, gassed areas, tank obstacles, and mines.

(i) Establish and operate observation posts and conduct dismounted patrolling to the front when the presence of adjacent units precludes the effective use of motors.

(j) Assist S-2 at the command post or at an observation post in posting the situation map, maintaining an S-2 work sheet, and preparing messages and sketches.

(k) Carry out such counterintelligence measures and surveillance as the regimental commander may direct; also conduct instruction in this subject.

(1) Investigate undefended or captured towns and villages by a thorough search for enemy information in key points such as town halls, hospitals, and schools. (See par. 35c.)

(3) Information received at regimental headquarters is sent by S-2 to higher, subordinate, and adjacent units.

e. Other echelons.—Division and higher headquarters receive intelligence from the War Department and from their own far-reaching air and ground collecting agencies. This intelligence is transmitted through the chain of command to regiments, battalions, and companies.

■ **23. RECONNAISSANCE METHODS.**—*a. General.*— (1) Depending upon the situation, a reconnaissance patrol from the intelligence and reconnaissance platoon may employ, during the course of a single mission, one or all of the following methods:

(a) The patrol may operate entirely in vehicles, proceeding at a moderate rate of speed and observing en route.

(b) It may move by bounds from one observation point to the next, dismounting and observing at each point.

(c) It may proceed in motors directly to a designated area or to a series of areas, dismount, and search each such area in detail on foot.

(2) In any case given in (1) above, where the patrol consists of three or more vehicles, the last vehicle is designated as the "get-away" element. It follows the preceding trucks cautiously and brings back information in case the

leading elements are ambushed. This element as well as the others pays particular attention to observation of routes leading from the flanks.

(3) A patrol primarily protects itself in movement by extension in depth, and this disposition in depth must be standing operating procedure of motor patrols regardless of the situation. All vehicles, however, must operate within supporting distance of each other, the limit of which will depend on the terrain, type and condition of roads, presence or lack of cover, and even the weather. Under the most disadvantageous conditions, supporting distance should not be construed to be less than 35 to 50 yards.

(4) A patrol moves aggressively, maintains visual contact between its elements at all times, and takes the necessary precautions against ambush. Cover and dispersion, all around observation and protection, and plans for a get-away in more than one direction are necessary at every halt; trucks are usually faced to a flank to facilitate rapid movement either to the front or rear. When an element is dispatched to investigate a suspicious or doubtful area, a route or a definite point such as a stream crossing or a railroad crossing, the remainder of the patrol waits under cover, prepared to render immediate support.

(5) A patrol which gains contact with the enemy immediately takes cover, intensifies its reconnaissance and observation, maintains contact, and reports its findings by the fastest available means. Trucks, in this case, should be faced to the rear, prepared to make a quick get-away. Depending on its mission, the terrain, and the hostile strength, the patrol may leave personnel to maintain contact, bypass the enemy with its bulk, and continue on its mission; or it may await further instructions from the regiment.

(6) When a moving patrol is attacked by hostile aircraft, individual vehicles turn sharply to the right or left to escape from the path of the airplanes. Vehicles are halted quickly, occupants dismount, disperse, and bring all possible aimed fire at the airplanes.

(7) When the tactical situation prevents further use of motors, the patrol leaves the vehicles in a concealed and protected locality, and thereafter proceeds dismounted to accomplish its mission.

b. Movement by bounds.— (1) The patrol should move by a series of bounds from one vantage point to another. Length of the bounds will depend upon the terrain and whether immediate contact with the enemy is expected.

(2) When contact with the enemy is not expected or when speed is essential, movement is by long bounds. Usually mounted visual reconnaissance only is made, and vehicles of the patrol are extended in sufficient depth to decrease the chances that the enemy can ambush more

than one of them. Under these conditions, control by the patrol leader is difficult.

(3) When early contact with the enemy is probable, bounds are shorter, usually from one crest to another or to the limit of visibility from an observation point. (See fig. 4.) The leading vehicle advances only after a dismounted visual reconnaissance. One vehicle is always held in position to cover the forward bound of the other. When operating in close terrain or under conditions of reduced visibility, much of the reconnaissance of the leading element must be made on foot.

c. Control.—(1) Extension in depth increases the problem of maintaining control within the patrol. Methods of offsetting this handicap must be used, although their use will reduce the speed of the patrol since an element of the patrol out of contact with its unit loses its value. Prearranged arm-and-hand or flag signals and the use of connecting files are two effective means of retaining control.

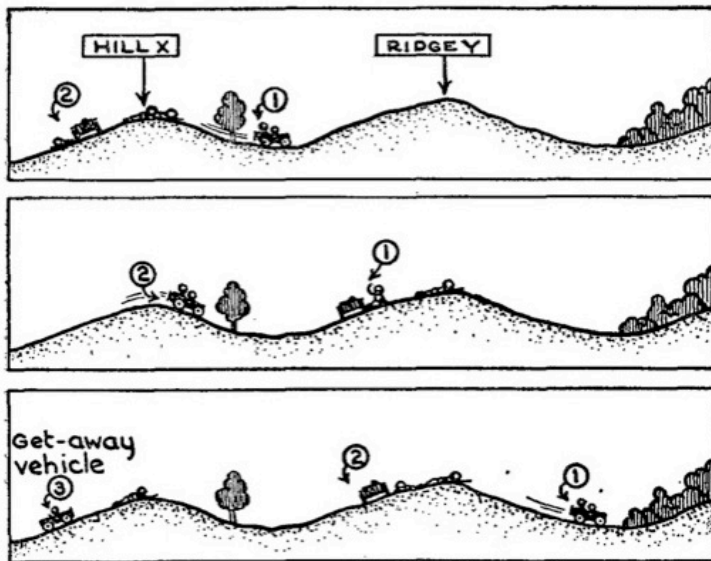


FIGURE 4.—Advancing by bounds with contact imminent—schematic.

(2) A patrol is conducted throughout its mission by a series of fragmentary orders issued by the patrol leader. Whereas the regimental S-2 may be able to issue orders to the platoon leader covering an extended period, in general the platoon (or patrol) leader must base successive orders on a rapidly changing situation. Whether the platoon or a patrol operates entirely in vehicles, moves by bounds, or proceeds directly to a designated area (see *a* and *b* above), the leader must designate a rallying point at which vehicles or individuals will assemble if dispersed by hostile fire. At each halt, a new rallying point is announced before further movement is commenced.

e. Communication.—(1) The intelligence and reconnaissance platoon is equipped with radiotelephones of a range

of about 5 miles for rapid communication within the platoon, and to the regiment or adjacent units. It also has available a more powerful radio set, using voice and continuous wave telegraph, mounted in the platoon leader's car, and capable of communicating with regimental or battalion command posts and with aircraft. Radio is used at all times where speed is vital unless secrecy considerations necessitate radio silence. Radio messages are usually sent by a simple prearranged code; transmission in the clear may be authorized. Messages may also be transmitted by men on foot or mounted in vehicles of the platoon, as the situation demands.

(2) Items of information, even though covering but a fragment of the desired information, are transmitted to the command post. Negative information may likewise be of value. A continuous flow of such minor, relatively unimportant items may finally be pieced together by S-2 to constitute a complete picture and form the basis for his estimate of the enemy situation.

■ **24. EXAMINATION OF ENEMY PERSONNEL AND DOCUMENTS.**—*a.* FM 30-15 prescribes the methods of examining and disposing of enemy personnel, documents, and material. For the collection and evacuation of prisoners of war, see FM 100-10. For the rights, privileges, obligations, and treatment of prisoners of war, see FM 27-10.

b. Although the examination of enemy personnel is a duty of the unit intelligence officer, brief examinations may be made by the captors—patrols, detachments, platoons, or companies for information of immediate importance to them. *The examination of enemy personnel in the various commands will be strictly limited to those items of immediate importance to the commander concerned.* (See FM 30-15.)

c. Prisoners are disarmed as soon as captured and, if practicable, are then searched for documents of intelligence value prior to their evacuation to the battalion collecting point. Officers are the ones most likely to possess important documents and should be searched by the captors. If intelligence personnel are present, they assist in searching prisoners and send information to their S-2. Prisoners are allowed to retain clothing, steel helmets, gas masks, identification tags, insignia of grade, decorations, and articles of value or for personal use. Documents removed from any prisoner are tied into one package, marked with the name of the prisoner and the time and place of capture, and are given to the guard for delivery to the battalion collecting point.

d. The unit that captures prisoners furnishes the guard to take them to the battalion or regimental collecting point. Guards prevent prisoners from talking to each other and from destroying documents or identifications en route.

e. Intelligence scouts accompanying forward units search enemy dead and wounded for identification and documents. If no intelligence personnel are present with his unit and circumstances permit, a company or detachment commander should have men of his unit make these searches, particularly of dead or wounded officers. Identification tags are left on the bodies; documents and other items of military value are sent to the unit intelligence officer. *The personal appropriation of documents is strictly forbidden.* (See FM

f. If time permits, the battalion S-2 makes a thorough search of all prisoners for identification and documents. He has prisoners separated into three groups: officers, noncommissioned officers, and privates. He briefly examines a few prisoners for information of immediate importance to the

battalion; for example, items concerning the location of enemy heavy weapons, command posts, and observation posts.

He sends prisoners to the regimental collecting point without

unnecessary delay. He sends documents and other information of value to the regimental S-2.

g. A regimental prisoner-of-war collecting point accessible to the command post is selected by the headquarters commandant in coordination with S-2. Subordinate units are notified of its location. The regimental S-2 questions a few selected prisoners for items of immediate tactical importance to the regiment. During periods of stabilization, he may make a more detailed examination. He examines thoroughly only those prisoners who are likely to have information of value, such as officers, noncommissioned officers, observers, and messengers or liaison agents. Prisoners should be questioned before the shock of battle has worn off.

h. Documents delivered to S-2 by the guard are examined briefly for information of immediate importance to the regiment. Those pertaining to each prisoner are then tied together separately, and a résumé of any statements made during the examination is attached to the package before it is sent to higher headquarters. If practicable, prisoners are grouped according to organization before the regiment sends them to the rear. These groups are subdivided into officers, noncommissioned officers, and privates. Time permitting, a list is prepared showing the individuals in each group, and the time and place of their capture.

i. Ordinarily, enemy deserters volunteer information. They are examined in the same manner as other prisoners. They are encouraged to talk and to give their reasons for desertion. Since the enemy may plant fake deserters bearing false documents, intelligence officers note on their report of examination "information from deserter."

j. During an advance, intelligence officers question civilians regarding enemy forces that are operating or have been operating in the area. Inquiries may include the nature and number of the enemy troops that have been in the locality; identification of units, insignia, characteristics of uniform, lettering on vehicles, enumeration and description of weapons, vehicles, etc.; circumstances, date and hour the enemy was present; buildings occupied; remarks and conversation overheard.

■ **25. Observation Posts.**—*a.* General.—Observation posts are established at points that afford a commanding view of the terrain occupied by the enemy and our own troops, that provide concealment from enemy observation, and that permit ready communication with the command post. For details relative to the selection and construction of observation posts, see FM 30-10.

b. Equipment.—(1) The following items of equipment are desirable in an observation post:

(*a*) Prismatic compass or aiming circle.

(*b*) Telescope or field glasses.

(*c*) Watch.

(*d*) Material for recording observations; range card; overlay paper; colored pencils; and a map, sketch, or photograph of the terrain.

(2) In position warfare, more elaborate equipment such as range finders, periscopes, and plotting boards may be provided. Sound-powered telephones and portable radiotelephones are desirable for communication with the command post.

c. Secrecy.—In the operation of an observation post the following precautions are taken in the interest of secrecy:

(1) Persons visiting the post, approach and leave under cover and use a different route going and coming.

(2) The formation of trails converging at the post is avoided.

(3) Fires, smoking, lights, and unnecessary noise at the post are prohibited.

(4) Care is taken to remove or conceal any object that reflects light or that contrasts with the background.

(5) The post is camouflaged if necessary.

(6) Alternate sites are selected; an alternate site is occupied if the primary post is fired on or blinded by smoke.

d. Crew.—The number of men required varies with the situation and the length of time the post is occupied. From two to four men may be required; one observes, one records, one may serve as messenger. Duties are rotated. In long continued occupation of the post, reliefs are established.

e. Operating procedure.—(1) The group leader ordinarily determines the exact location of the observation post. As soon as the post is occupied, he posts an observer and plots the observation post on his map. He then establishes reference points by selecting prominent landmarks, estimating the distances to them, and finding their azimuths. These are plotted on the map and recorded on the range card to facilitate the plotting of any enemy activity observed.

(2) The observer watches and reports to the recorder all enemy activity occurring in his sector of observation.

(3) The recorder enters observations on blank report forms, on the map, or on supplemental sketches or overlays. He records the time, place, and activity observed. (See fig. 5 for form of observer's report and fig. 6 for example of observer's sketch.)

(4) Information of immediate importance is telephoned, signaled, or sent by messenger to the command post. Routine information is transmitted periodically as directed. A copy of each report is retained at the observation post.

(5) The initial report from the observation post gives the location of the post. Subsequent reports include information under the following headings:

(a) OP (designated by number or code).

(b) Azimuth of object or activity reported.

(c) Distance in yards from OP.

(d) Description of object or activity.

(e) Time observed.

(f) Any additional details.

Example: OP Magic 1; 270°; 1500; machine gun; 1015; east of road junction.

(6) Overlays may also be used to report information. (See fig. 8.)

■ **26. REPORTS BY OBSERVERS.**—*a.* For means of radio communication available, see paragraph 23e. Sound-powered telephones may also be allotted, when available. These means are supplemented by the use of messengers (foot or motor), visual signals, and the communication facilities of other units of the regiment when these are reasonably available. Battalion intelligence personnel depend upon the communication channels established in the area in which they are operating. When none is available, information is transmitted by individual scouts and observers acting as messengers.

b. Intelligence personnel make the maximum use of sketches and overlays in their reports. Data entered on sketches and maps are amplified as necessary by brief notes on the map or sketch itself. Figures 6, 7, and 8 are

examples of sketches and overlays submitted by observers or scouts.

GROUND OBSERVER'S REPORT

OP No. Location Sheet No.
 Unit From To
 (Hour) (Hour)
 Date

Map reference In charge of OP.

Item No.	Time	Location			Object observed: How many, what doing, what kind, direction of movement?	Reported to: Whom? When? How?	Observer's name
		Deflection or magnetic azimuth	Range	Reference points			

(Suggested form. May be improvised if none available.)
FIGURE 5.—Ground observer's report.

- (2) Assembly areas.
- (3) Obstacles, including road blocks.
- (4) Location and designation of identified units.

- (5) Location of automatic weapons, antitank weapons, infantry heavy weapons, artillery batteries.
- (6) Observation posts and command posts.
- (7) Armored vehicles and units.
- (8) Shelled and gassed areas.
- (9) Supply installations and dumps.

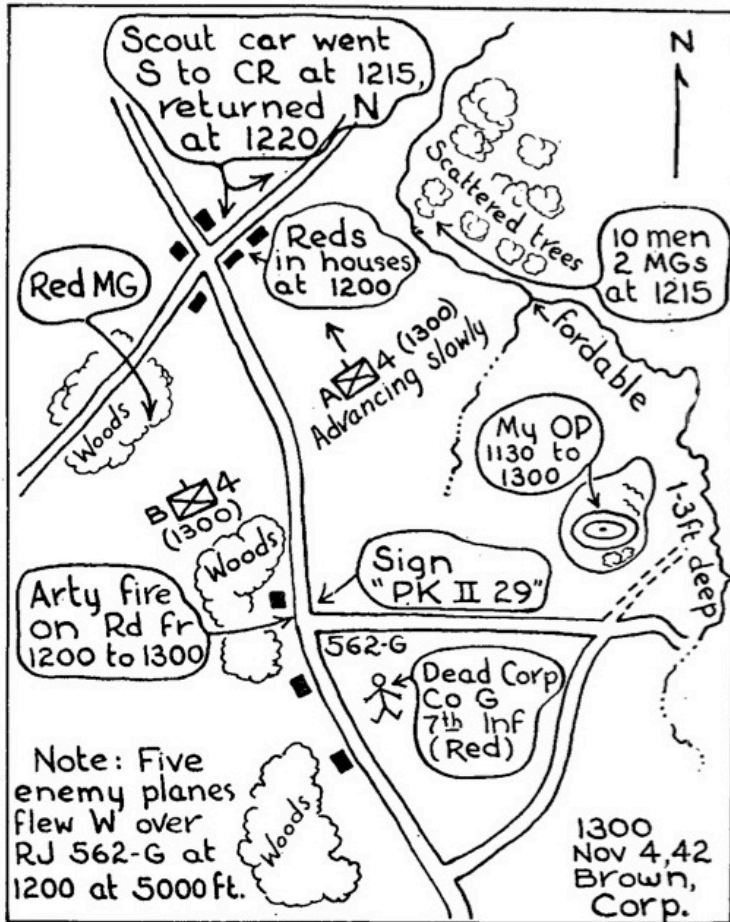


FIGURE 6.—Sketch submitted by observer.

b. An S-2 work sheet is usually necessary to supplement and amplify the situation map. In the work sheet all items bearing on a particular subject are grouped together for ready reference and comparison. This grouping facilitates the preparation of intelligence reports. The form used for work sheet should consist of a memorandum pad or notebook with page headings corresponding to paragraph 1 of the unit report. (See FM 101-5.) Entries in the work sheet consist of brief summaries of information extracted from reports and messages.

c. As far as practicable, the routine of recording should be handled by S-2's assistants.

d. After an item of information has been recorded by the S-2 section, it is sent to the S-1 section for entry in the unit journal and file.

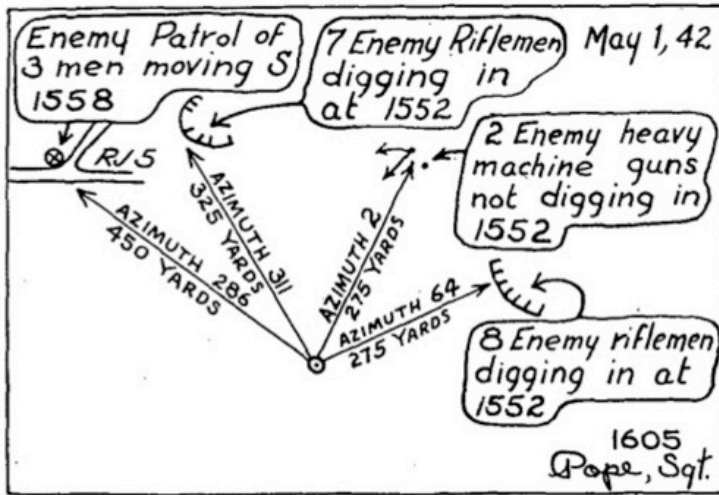


FIGURE 7.—Simple topographic sketch.

NOTE.—The officer who receives this sketch will locate RJ 5 on his map. He will then draw a line through RJ 5, using the back azimuth of 286, and measure 450 yards on this line to locate the scout's observation point on his map. From this point he can plot the enemy troops on his map.

- (3) Time of departure.
- (4) Route.
- (5) All incidents and all information of the enemy.
- (6) General character of ground traversed.
- (7) Route of return.
- (8) Time of return.
- (9) Casualties.

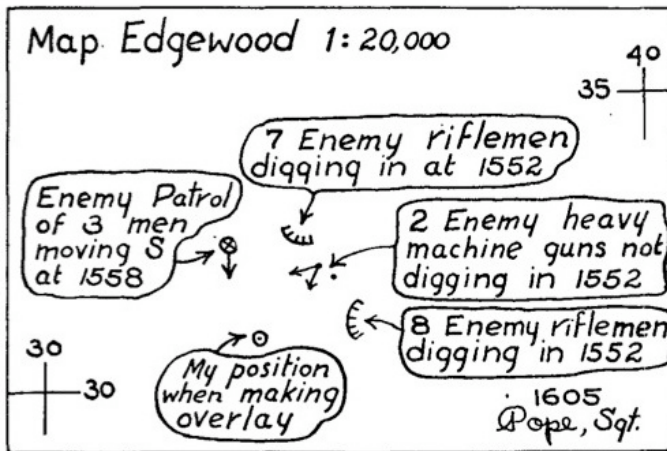


FIGURE 8.—Overlay.

NOTE.—The overlay is a simple method of accurately reporting information when maps are available.

■ 28. EVALUATION AND INTERPRETATION OF INFORMATION.—

a. Time permitting, S-2 and his assistants evaluate and interpret information. Except during periods of stabilization, they can seldom make a thorough study of each

item. So far as practicable, however, they examine each item: first, with regard to its importance and proper distribution; second, as to the credibility of its source; third, as to its accuracy; and fourth, as to its meaning or significance. Finally, S-2 decides what conclusions, if any, may be drawn from each item.

b. In considering the importance and proper distribution of information, the following questions should be answered:

(1) Does it concern the enemy or terrain not under our control?

(2) Is it new information needed immediately? By whom?

(3) Is it information of future value?

(4) Is it of value to this unit or to higher, subordinate, or adjacent units?

c. The credibility of the source of an item of information is determined from previous experience as to the accuracy and reliability of the source, or similar sources, and from a consideration of whether the conditions existing at the time would permit the information to be obtained.

d. The accuracy of the information may be determined by—

(1) Confirming or corroborating information received.

(2) Agreement or disagreement with available information on the same matter.

e. Information should be verified and confirmed before it is used in making an estimate of the enemy situation. When circumstances permit, S-2 institutes measures to verify questionable reports.

f. S-2 determines the significance of an item of information by considering its relation to other information.

g. From his study S-2 should be able to determine those things the enemy is physically capable of doing and the conditions under which any particular one may be done. In some situations, the information available may permit him to list the enemy's capabilities in the order of their probability.

h. S-2 must study the available information without bias and guard against preconceived ideas. He must be particularly careful not to make false assumptions and not to draw unwarranted conclusions.

■ **29. DISTRIBUTION OF INFORMATION.**—*a.* Information must be distributed quickly in order to be of use. Identifications are reported immediately to higher headquarters. Reports of enemy air, mechanized, or gas operations are transmitted at once to individuals and units concerned. When critical information that is unverified or questionable is

forwarded by S-2, the lack of verification must be stated. Less critical information is distributed only after it has been evaluated and interpreted. Higher headquarters may require the regiment to report periodically. Subordinate units should be kept posted on the situation. Information is transmitted directly between intelligence officers.

b. S-2 must be prepared at all times to give the commander and his staff an estimate of the enemy situation based on the latest information. He brings critical items of information to the attention of the commander and the appropriate staff officers without delay.

■ **30. UNIT REPORT.**—The intelligence officer prepares the S-2 section of the unit report. (See FM 101-5.) The S-2 section constitutes paragraph 1 of the report and covers so much of the following as may be applicable:

1. ENEMY.

- a. Show units in contact.
- b. Show enemy reserves that can affect our situation.
- c. Brief description of enemy activity during period covered by report.
- d. Brief estimate of enemy strength, material means, morale, and his probable knowledge of our situation.
- e. Conclusions covering plans open to the enemy which can affect our mission, including the effect of time, space, terrain, present known dispositions, and other factors, on each such plan, and the earliest estimated time at which the enemy can put each into effect (**FM 101-5**).

SECTION III

DUTIES OF INTELLIGENCE PERSONNEL

■ **31. INTELLIGENCE AND RECONNAISSANCE PLATOON.**—*a. Composition.*—The intelligence and reconnaissance platoon consists of a platoon headquarters and two reconnaissance squads. The platoon headquarters is comprised of a platoon leader, platoon sergeant, chauffeur, topographic draftsman, radio operator, and scouts and observers. Each squad consists of a squad leader, assistant squad leader, radio operator, chauffeurs, and scouts and observers. Basic privates are assigned to both platoon headquarters and the squads. One or both squads may be used for the accomplishment of a particular mission; or, if the situation requires, the entire platoon may be used for extended reconnaissance to the front, in which case it operates generally as prescribed in **FM 7-5** and **7-40** for motorized reconnaissance detachments. Since these groups seek information primarily, combat action is limited to that required for the self-preservation of its personnel;

they operate by stealth and speed, and avoid combat whenever possible. For detailed reconnaissance of an area, these elements dismount from their vehicles and operate as dismounted reconnaissance patrols. (See FM 7-10 and 21- 100.) Reconnaissance missions whose accomplishment may require extensive combat are performed by detachments of adequate strength and armament, to which elements of the intelligence and reconnaissance platoon may be attached.

b. Duties of personnel.—(1) Platoon headquarters.—(a) The platoon leader commands the intelligence and reconnaissance platoon, both in tactical training and in operations under the supervision of the regimental intelligence officer (S-2). (See par. 10.) He carries out the instructions of the headquarters company commander relating to the administration and basic training of the platoon.

(b) The platoon sergeant is second in command. He assists the platoon leader in training the platoon and in directing intelligence and reconnaissance operations.

(c) The topographic draftsman is S-2's principal clerical assistant at the command post. He posts the unit situation map, maintains the S-2 work sheet, prepares sketches and overlays, writes messages, and performs other duties prescribed by S-2. Several members of the platoon should be trained in his duties and used to relieve him. In combat, at least one member of the intelligence and reconnaissance platoon should be on duty in the regimental command post at all times.

(d) The chauffeur operates the truck assigned to platoon headquarters and performs first echelon maintenance. When his truck is halted he employs his Browning automatic rifle for defense against attacking aircraft.

(e) The radio operator maintains contact with the reconnaissance squads and with the regimental command post, or other elements of the regiment when required.

(f) The remaining men of the platoon headquarters are assigned either as scouts and observers or basic privates, and may be used for intelligence work at the command post.

(2) Reconnaissance squads.—(a) A sergeant commands each of the reconnaissance squads and operates in accordance with the platoon leader's orders.

(b) A corporal is the assistant squad leader of each reconnaissance squad.

(c) The chauffeurs operate the trucks with which their respective squads are equipped, and perform first echelon maintenance. Depending upon the weapon with which armed, when halted they employ the Browning automatic rifle for antiaircraft defense or the M1903 rifle with antitank grenades for defense against mechanized attack.

(d) The radio operator of each squad communicates by radio-telephone with platoon headquarters, with the other reconnaissance squads, or with other units similarly equipped.

(e) The remaining men of the squads are assigned either as scouts and observers, or as basic privates.

■ **32. BATTALION INTELLIGENCE PERSONNEL.**—*a. Organization.*—Each battalion headquarters section contains a group of intelligence personnel, all of whom are trained as scouts and observers.

b. Duties of personnel.—(1) The battalion intelligence officer's (S-2's) duties include—

(a) Training of battalion intelligence personnel, and intelligence and counterintelligence instruction within the battalion.

(b) Preparation of intelligence plans, and orders to information collecting agencies of the battalion. (Orders to intelligence personnel direct; to other units through the battalion S-3.)

(c) Coordination of battalion collecting agencies.

(d) Recording, evaluating, interpreting, and distributing information.

(e) Command of intelligence personnel in tactical training and operations.

(f) Search and hasty examination of prisoners for information of immediate importance to the battalion.

(g) Examination of civilians and captured documents and materiel.

(h) Distribution of maps, aerial photographs, and photo-maps.

(i) Verification of camouflage and concealment measures in the battalion.

(2) The intelligence sergeant assists S-2 in training his scouts and observers and in directing their operations. His duties at the battalion command post are similar to those of platoon sergeant and the topographic draftsman in the regimental intelligence and reconnaissance platoon. He may also lead a scout or observation group, leaving one or more scouts at the command post to assist S-2. The sergeant carries out the instructions of the battalion headquarters company commander concerning

(3) The remaining intelligence men serve as scouts and observers. They should also be trained to perform the sergeant's duties at the command post.

SECTION IV
INTELLIGENCE OPERATIONS

■ **33. GENERAL.**—*a.* The various types of work performed by intelligence personnel are enumerated in paragraph 23c(1) and *d*(1). Their primary mission is to collect and transmit information of the enemy; therefore they fight only in self defense. Scout observers detailed to operate with subordinate units keep in touch with the observation personnel and command posts of those units and report on their location and situation as well as on enemy matters. They search enemy dead and wounded to obtain items of immediate interest to the regimental commander, such as identifications, maps, and documents that may disclose enemy plans (par. 24). They also search enemy command posts, dugouts, and other abandoned establishments.

b. In bivouac and during night marches intelligence personnel may be used to check light discipline. They are also used to perform various other duties in connection with checking and supervising prescribed counterintelligence measures. (See FM 30-25.)

■ **34. ADVANCE PROTECTED BY ADVANCE COVERING FORCES.**—*a.* During route marches, the intelligence and reconnaissance platoon operates between the regiment and the covering forces, securing information from them and operating to obtain specific information of the enemy, the terrain, and routes of advance of concern to the regiment. Reconnaissance of exposed flanks may be accomplished under regimental control or by attaching elements of the platoon to flank guards. In any event all elements of the regiment must be covered.

b. When the leading elements of the regiment are marching in a deployed formation, elements of the platoon may be used for close cross-country reconnaissance while the remainder is employed as in *a* above. The intelligence officer maintains contact with the covering force commander to obtain early information of the situation.

c. When elements of the platoon make contact with the enemy, they maintain it until the enemy moves beyond the range of their operation or until contact is made by main forces of the regiment.

d. When contact with the enemy has been made by the main forces, reconnaissance squads are used to locate and maintain contact with the hostile flanks. If this action is restricted by the presence of friendly units on the flanks, the squads may be used to maintain contact with such units, to operate observation posts, and to conduct activities to the front. Such activities must be coordinated with those of subordinate units in contact with the enemy.

e. If the approach is made preliminary to a relief, the intelligence officer confers with the staff of the outgoing

regiment to acquaint himself with its intelligence activities, and installations, and to obtain all available enemy information. He obtains maps, mosaics, and aerial photographs not required by the outgoing intelligence officer, together with a reproduction of the situation map.

■ **35. ADVANCE WITHOUT COVERING FORCE FROM A HIGHER UNIT.**—*a.* When the division reconnaissance elements or covering forces detailed by higher commanders are not protecting the advance, the regiment utilizes a strong advance guard and flank and rear guards as the situation requires. One reconnaissance squad usually operates from 3 to 5 miles in advance of the dismounted point; the reconnaissance squad may be attached to the advance guard. If flank guards or reconnaissance detachments are sent out, a reconnaissance squad, or part of a squad, may accompany such elements. The platoon leader may accompany one of his reconnaissance squads (groups) or remain with a suitable portion of his platoon held available for assignment when contact with the enemy is made. This location may be either in close proximity to the advance guard commander or near the regimental command group. The topographic draftsman and an assistant ordinarily march with the regimental command group; they record and transmit the information received.

b. S-2 maintains close contact with the regimental command group, prepares plans for the collection of information, issues instructions to collecting agencies, and supervises the recording and dissemination of information by his assistants with the command group. He studies the terrain along the route of advance. He maintains close contact with security detachments. When the regiment deploys under the protection of its own security forces, he reconnoiters the objective of the movement, and selects observation posts covering the foreground of assembly positions. He contacts adjacent units and covering detachments and plots their locations and the locations of known enemy elements on his situation map.

c. During an advance, intelligence personnel question the inhabitants and search telegraph and radio offices, telephone centrals, post offices, and newspaper and municipal offices for papers and documents containing information of military value. Inquiries concerning enemy troops that have been in the locality may include: nature, number, identifications, insignia, uniform, vehicles and vehicle lettering, weapons, activities, buildings occupied, conversations heard, and date and hour the enemy was in the locality.

d. If the advance terminates in a meeting engagement observation posts are established at once. If necessary, the members of the intelligence and reconnaissance platoon are redistributed to cover the zone of action of the regiment.

e. If the advance terminates in the occupation of an assembly position, observation posts should be coordinated, if practicable, and gaps should be covered by regimental observers.

■ **36. ATTACK.**—*a.* In attack, the intelligence officer makes an early reconnaissance of the zone of operations to determine the probable effect of the terrain on the enemy action and on the operations of the regiment. He revises the intelligence plan to conform to the new essential elements of information, redistributes intelligence personnel as required by the situation, and issues such new instructions to collecting agencies as may be necessary. In the redistribution of intelligence personnel, he holds several scout observers in reserve to meet unforeseen requirements or to replace casualties.

b. (1) In attack, elements of the platoon may be employed to—

(*a*) Man the regimental observation posts.

(*b*) Operate with elements of leading battalions.

(*c*) Furnish individuals to operate with reconnaissance patrols, security detachments, raiding parties, or connecting groups.

(*d*) Furnish individuals to assist S-2 at the command post.

(*e*) Provide warning against air and mechanized attacks, airborne troops, and infiltrating hostile groups by patrolling the rear areas. When the regiment is an interior regiment, this may be its principal function.

(1) Regain contact with adjacent friendly units.

(2) That portion of the platoon not used on missions enumerated above, may be held near the command post prepared for immediate employment.

c. In an attack in open terrain, observation posts are the principal means used by intelligence personnel to collect information of activities on the front and flanks of the regiment. If practicable, enough observation posts should be established to maintain continuous observation over the entire regimental zone of action and visual contact with adjacent units. S-2 or the platoon leader reconnoiters for advanced observation posts as soon as the attacking echelon clears the first mask. Continuity of observation is maintained by leapfrogging reconnaissance squads or fractions thereof. Those near the command post should move to advanced observation posts before the command post displaces. Regimental observation posts are established only when it is impracticable to rely upon the observation posts established by leading battalions. Preferably reconnaissance squads should utilize their extended cross-country mobility afforded by their transportation to secure rapidly the information required by S-2.

d. In close terrain, S-2 provides for observation to the front and flanks by sending reconnaissance squads, or fractions thereof, with leading battalions. These elements advance by bounds from one observation point to another and keep in touch with leading elements.

■ **37. DEFENSE.**—*a.* Prior to the occupation of a defensive position(s), S-2 should make a thorough reconnaissance of the position from the enemy viewpoint as well as from his own. Based on this terrain study and the essential elements of information announced by the regimental commander, he prepares a detailed intelligence plan, prepares instructions to collecting agencies, selects observation posts, and distributes his personnel to the best advantage. Initially he keeps a small reserve available near the command post.

b. In defense, S-2 uses the regimental intelligence personnel principally to collect information of the strength, dispositions, and movements of enemy forces on the front; and flanks of the regimental sector, and to make a detailed study of the terrain. The intelligence and reconnaissance platoon may be distributed as follows:

(1) If the defensive position is covered by a general out-post, the platoon initially operates between it and the combat outpost. It secures specific information of the enemy from the general outpost, observes the intervening area for any signs of hostile infiltration, and obtains detailed information of the terrain and routes of probable hostile advance which are of concern to the regiment.

(2) If there is no general outpost, the platoon initially operates to the front of the combat outpost and when practicable, maintains contact with the enemy and reports his actions.

(3) If one or both flanks of the regiment are exposed, the platoon is used primarily for reconnaissance on the exposed flank(s). It gains and maintains contact with the enemy and reports any hostile outflanking movements.

(4) After the enemy has gained contact with the combat outpost, elements of the platoon may be employed to—

(*a*) Continue reconnaissance on exposed flanks.

(*b*) Man the regimental observation post and alternate observation post.

(*c*) Furnish individuals to assist S-2 at the command post and to operate with patrols or other security elements.

(*d*) Provide warning against air and mechanized attacks, airborne troops, and infiltrating hostile groups.

(5) Any portion of the platoon not used on missions enumerated in (4) above should be held near the command post prepared for immediate employment.

c. Defensive situations permit an extensive development of the observation system. Definite sectors of observation are assigned and reliefs are established to provide continuous observation of the front and flanks of the sector during daylight hours. Observation posts are connected with the regimental signal communication net. Alternate observation posts are selected. During the hours of darkness, listening posts are pushed well forward and night patrols extensively employed.

d. S-2 verifies the camouflage and concealment measures of the regiment and checks camouflage discipline. He requests aerial photographs of the position in order to check its appearance from the air. If the situation permits, he also studies the position from the viewpoint of enemy ground observers.

e. Prolonged occupation of a position permits detailed elaboration of intelligence planning, reconnaissance, and observation; the establishment of a routine system of periodic intelligence reports; and close coordination of the missions of the various collecting agencies of the regiment. Many of the measures described under position warfare may be developed. (See par. 38.)

■ **38. POSITION WARFARE.**—*a.* In position warfare, the intelligence and reconnaissance platoon establishes a system of observation posts, listening posts, and patrols for the collection of information.

b. Elaborate observation posts, including the necessary alternate posts, are constructed by details from rifle companies under the supervision of the intelligence officer. Telephone communication is established and reliefs of observers and recorders provided.

c. Raids are frequently ordered to obtain prisoners, establish identifications, and determine the methods of occupation of the hostile position. Intelligence personnel may be attached to raiding parties..

d. S-2 visits subordinate units and checks the regimental system of observation. He notes those parts of the terrain that are poorly observed and takes corrective action.

e. When the regiment is relieved, S-2 turns over to the relieving regiment full details of the enemy situation, the regimental system of observation and patrolling, and intelligence documents pertaining to the sector. If practicable, S-2 and one observer at each observation post remain on duty during the night of the relief and the following day.

■ **39. RETROGRADE MOVEMENTS.**—*a. General.*—In withdrawal or delaying action the system of observation displaces rearward by echelon. Observation posts are established on successive rear positions before the troops occupy them. Intelligence personnel may be detailed to remain with the elements covering the withdrawal.

b. In daylight withdrawal.—Elements of the platoon operate with or ahead of the covering force while the withdrawal of front-line battalions is being accomplished. Thereafter they continue their operations with the successive delaying echelons as described in *d* below.

c. In night withdrawal.—The platoon initially operates with the covering force (elements left in position in the area of each front-line battalion) and between the covering force and the enemy. It maintains contact with the enemy and reports his activities. When the covering force withdraws, the platoon remains on or near the vacated position, maintains contact with the enemy, reports the movements of his leading elements, and maintains general surveillance of the area of withdrawal.

d. In delaying action.—Initially the platoon operates in advance of the outpost. It maintains contact with the outpost, locates and maintains contact with the hostile force, and reports any hostile movement around the flank(s) of the delaying position. During withdrawals to any successive delaying position and during the fire fight on such positions, it operates with the foremost delaying elements and in covering the exposed flank(s).

CHAPTER 3
REGIMENTAL SIGNAL COMMUNICATION

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SECTION I
GENERAL

■ **40. References.**—For the methods of installing, operating, and maintaining the means of signal communication, see FM 24-5. For radio procedure, see FM 24-6. For joint Army and Navy radio procedure, see FM 24-10. For mission, functions, and signal communication in general, see FM 11-5. For signal communication within the division, see FM 11-10. For technical information relating to signal equipment, see TM 11-series (and pertinent Technical Manuals listed in FM 21-6).

■ **41. Scope.**—This chapter amplifies the provisions of FM 24-5, 11-5, and 11-10 by prescribing details of communication methods and procedure within the infantry regiment.

■ **42. RESPONSIBILITY FOR SIGNAL COMMUNICATION.**—*a. Responsibility of commanders.*—(1) **FM 24-5, 11-5, and 100-5** define the responsibility of superior, subordinate, and adjacent commanders for signal communication. In general, the establishment and maintenance of communication between superior and subordinate units is the responsibility of the superior commander. Between adjacent units communication is established without orders *from left to right* unless their common superior directs otherwise. A unit supporting another by fire is responsible for establishing communication with the supported unit.

(2) The regimental commander is responsible for the installation, operation, and maintenance of the regimental signal communication system, and for supervision of the systems of his battalions. The commander of each subordinate unit is responsible for the signal communication system of his unit and for its functioning as a part of the regimental system. Although the superior commander is specifically charged with the maintenance of communication with his subordinate units, it is only through the joint effort of all concerned that communication can be maintained in combat. Contact is essential; if it is lost, its reestablishment is sought by both the subordinate unit and the higher unit.

(3) The orders of the regimental commander for the tactical employment of his regiment include provisions for signal communication. The regimental communication officer is informed at the earliest practicable moment of the general plan of the operation and of the moves contemplated for the regimental command post. If practicable, the regimental commander has the communication officer present when the field order of the higher commander is received so that the reconnaissance and recommendations for the regimental communication system can be made early.

(4) Communication vehicles engaged in the installation, operation, or maintenance of the communication system are given a high priority on roads.

(5) Each commander is responsible that the next higher headquarters is kept informed of the location of his command post. The unit communication officer is responsible to his commander that higher headquarters and subordinate, supporting, and attached units are kept informed of the location of the command post and of contemplated changes in its location. Platoon and company commanders keep their immediate superiors informed of their locations by means of messengers, visual signals, or other agencies at their disposal.

b. Specific responsibility of arms.—(1) The infantry regiment installs, operates, and maintains all agencies of signal communication within its own units, and the following communication with other units:

(a) Signals (usually visual) calling for fire support.

(b) Direct communication with aircraft.

(c) Communication with adjacent front-line units.

(2) Field artillery installs, operates, and maintains communication (normally wire and radio) with the command post of the front-line infantry unit which it supports or to which it is attached. It sends liaison detachments to the next subordinate supported units and establishes the necessary communication with these detachments.

(3) In the division, Signal Corps troops install, operate, and maintain communication between the division and the regimental command posts.

■ **43. COMPOSITION OF COMMUNICATION PLATOONS.**—*a.* The regimental communication platoon consists of a command group (platoon headquarters) and three sections.

(1) *Platoon headquarters.*

Platoon leader (regimental communication officer).

Warrant officer (assistant communication officer).

Platoon sergeant (regimental communication chief).

Chauffeurs and basic privates.

(2) *Message center section.*

Section leader (regimental message center chief).

Clerks and messengers (motor and dismounted).

(3) *Wire section.*

Section leader (regimental wire chief).

Switchboard operators.

Linemen (telephone and telegraph, including those for employment with antitank company).

Chauffeurs.

(4) *Radio and visual section.*

Section leader (regimental radio and visual chief).

Radio operators.

Radio electrician.

Chauffeurs.

b. Each battalion communication platoon likewise consists of a command group (platoon headquarters) and three sections as follows:

(1) *Platoon headquarters.*

Platoon leader (battalion communication officer).

Platoon sergeant (battalion communication chief).

Basic private(s).

(2) *Message center section.*

Section leader (battalion message center chief).

Clerks, record.

Chauffeur.

Messengers.

(3) *Wire section.*

Section leader (battalion wire chief).

Switchboard operators.

Linemen (telephone and telegraph).

Chauffeurs.

(4) *Radio and visual section.*

Section leader (battalion radio and visual chief).

Radio operators.

Chauffeurs.

■ **44. DUTIES OF COMMUNICATION PERSONNEL.**—*a. Regimental communication officer.*—(1) As commander of the communication platoon this officer is charged with establishing, operating, and maintaining the regimental communication system. As a special staff officer he makes plans and recommendations for this system and advises the regimental commander and staff on matters of communi-

cation technique. He operates under the supervision of S-3.

(2) In addition to his normal duties of command (par. 13*a*), the regimental communication officer has the following staff duties:

(*a*) Such supervision of the technical training of communication personnel throughout the regiment as may be delegated to him by the commander.

(*b*) Technical advice and assistance to S-4 regarding the supply of signal communication material for the regiment.

(*c*) Plans and recommendations for establishing a system of signal communication throughout the regiment during combat and technical supervision of the system to insure maximum coordination within the regiment and between it and the systems of adjacent, supporting, attached, and higher units.

(*d*) Recommendations for the initial and successive locations of the command post of his own unit, if these have not been prescribed by higher authority, and for the next subordinate units when practicable.

(*e*) In combat, preparing or securing from higher headquarters such orders and signal operation instructions as may be needed to insure tactical and technical control of the signal communication system of his unit. Distribution of such orders and signal operation instructions throughout his unit.

(*f*) Recommendations relative to procurement and placement of signal communication personnel.

b. Battalion communication officer.—The battalion communication officer's responsibility for training and operation is similar to that of the regimental communication officer (par. 13). His duties include the following:

(1) Commanding the battalion communication platoon and directing its operations.

(2) Planning and supervising the installation, operation, and maintenance of the battalion communication system in conformity with the regimental plan of signal communication and the orders of the battalion commander.

(3) Assisting and cooperating with the regimental communication officer in training communication personnel.

c. Warrant officer (assistant regimental communication officer).—The warrant officer performs such duties as the regimental communication officer prescribes. He sees that the orders of the communication officer are executed and, in the absence of this officer, he commands the regimental communication platoon. During displacement of the command post, he goes forward with the first echelon of the platoon.

d. Regimental communication chief.—The platoon sergeant is the regimental communication chief and the principal enlisted assistant of the regimental communication officer.

e. Battalion communication chief.—The platoon sergeant is the battalion communication chief, the second in command of the platoon, and the principal enlisted assistant of the battalion communication officer. He performs such duties as that officer prescribes; these generally are similar to those of the regimental communication warrant officer and communication chief.

f. Section leaders.—The chiefs of the wire, message center, and radio and visual sections are responsible to their unit communication officer for the training and operation of their respective sections. They are responsible that their equipment is complete and is maintained in operating condition.

g. Other communication platoon personnel.—The remaining communication platoon personnel perform technical duties in conformity with the procedure prescribed in FM 24-5 and as may be prescribed by their unit commander.

h. Company communication personnel.—The communication sergeant of the rifle company, the reconnaissance sergeant of the cannon company, and the reconnaissance and signal sergeant of the heavy weapons and antitank companies, respectively, serve as their company message center. Each receives, instructs, and dispatches messengers and agents; supervises the use and care of technical signaling equipment made available to the company; and follows a simplified form of procedure outlined in FM 24-5 for the message center chief and message dispatcher of small unit headquarters.

■ **45. MEANS OF SIGNAL COMMUNICATION.**—*a. General.*—(1) The technical communication equipment carried by the communication platoon consists of light field wire with the means to lay and recover it; battery-operated telephones and telegraph instruments; sound-powered telephone sets; various types of key-operated and voice-operated radios; and visual signal equipment. Messengers are assigned to message center sections. During operations the division signal company issues pigeons, when available, to the regimental communication platoon when their probable need is foreseen.

(2) Reliance is not placed upon any one means of communication to the exclusion of others.

b. Telephones.—(1) Battery-operated telephones are employed at regimental and battalion command posts for communication in the regimental wire net and with higher headquarters. A battalion in regimental reserve is not usually included in the regimental wire net except in de-

fense or position warfare, but may be included if need for wire communication is foreseen.

(2) Sound-powered telephones are employed usually for local communication. For example, the regiment and battalion may use sound-powered telephones between the command post and observation post(s). When circumstances are favorable, rifle companies may use them for intercompany or intracompany communication or communication with the battalion. Heavy weapons companies and the antitank company may use them for communication with the next higher headquarters and also with platoons and sections. They are used between heavy weapons company mortars and the OP. The light weight of the hand sets and wire reels of soundpowered telephone equipment permits its employment even during situations involving frequent and rapid movement. Several hundred yards of wire can be laid by hand in a few minutes. A hand set is merely clipped to each end of the wire to establish communication. Technically trained personnel are not required for the installation and operation of this equipment. Sound-powered telephones are not connected to switchboards.

(3) Telephone conversations must be brief; they must also be discreet since secrecy is never assured. The telephone is not used for long reports, orders, or messages when messenger or telegraph communication will do.

c. Radios.—(1) Several types of radio equipment are provided for infantry communication. These are—

(a) Voice-and-key operated vehicular radio sets suitable for providing communication—

1. Between the regiment and higher and adjacent units, battalions, regimental train bivouac, the regimental commander or a member of his staff during their movement, and liaison officers.
2. For column control, with aircraft in flight, with security detachments, and for other special purposes. A set of this type assigned to the antitank company is primarily intended for use in anti-mechanized warning systems.

(b) Portable short-range radiotelephone sets light enough to be carried readily by the operator. Examples of appropriate employment of these are between—

1. A battalion and its companies.
2. The regimental or battalion commander, while on reconnaissance, and his command post.
3. Reconnaissance, security, and intelligence detachments and the appropriate commanders.
4. Elements of a single column or between several columns for purposes of march control.

(2) Due to liability of hostile interception, messages whose contents may prove useful to the enemy are crypto-

graphed (encoded or enciphered). Transmission of specific messages in clear text may be authorized by the commanding officer or his authorized representative. Regimental and subordinate commanders may authorize the normal transmission of radio messages in clear text which are to be acted upon immediately in fast moving situations. (See FM 101-10.) Responsibility for transmissions by radiotelephony in the clear rests with the officer in charge of the transmitting station. When written or oral messages in the clear are authorized, the maximum care must be taken to avoid disclosing the contents of future plans or the locations of friendly troops and installations. Coded map grids, prearranged messages, and groups of letters whose meanings are not readily apparent to the enemy are useful in retaining secrecy and at the same time avoiding the lengthy delays involved in cryptographing. These expedients are prepared under the direction of the regimental commander and are frequently changed. More elaborate message codes may be made a part of division signal operation instructions.

(3) Due to the dangers of interference by hostile radio stations—

(a) Radio discipline and radio security must be strictly observed.

(b) Station identity should be shown by prearranged signals preceding each transmission.

(c) Call signs must be frequently changed and used as little as possible.

(d) The number of stations in a net must be limited (not more than five stations per net when practicable).

(4) Higher headquarters issues signal operation instructions (S. O. I.) in which each radio net is assigned call signs and frequencies. These are changed at intervals for signal security.

(a) At a distance from power lines, transformers, and other interference.

(b) Where the antenna is least screened by hill masses, dense woods, buildings, and other structures.

(c) Apart from other command post installations in order to be free from noise and distractions.

(6) For details of radio procedure and cryptographing, see FM 24-5 and TM 11-454.

d. Wire telegraph.—Field wire consisting of two insulated conductors may be used simultaneously for both telephone and telegraph transmission without mutual interference, provided a simplex circuit is made in which a ground return is used to complete the telegraph circuit. (See FM 11-5 and 24-5 for description.)

e. Visual signaling.—(1) Visual communication includes all signals received by eye regardless of the method of transmission. Lamps, flags, pyrotechnics, panels, and

A simplex circuit (ANSI) is one that allows communication between two sources, but only one at a time.

arm-and-hand signals fall in this category and all are used by infantry. They are especially useful for sending prearranged signals and brief messages, particularly from front to rear and from the ground to aircraft. Examples: calls for supporting fires, ammunition, or reinforcements; announcements of enemy sighted, of ranges, of arrival at designated points; location of command post, of front lines, or direction of enemy resistance.

(2) For the use of visual signaling equipment and transmission procedure, see FM 24-5. For conventional arm- and-hand signals, see FM 22-5. For air-ground and panel signals, see FM 24-5, 31-35, and appropriate air-ground liaison codes.

f. Sound signaling.—Sound communication is used chiefly to attract attention, to transmit short, prearranged messages and orders, and to give the alarm of gas, air, and mechanized attacks. Whistles, bugles, sirens, klaxons, and small arms fire are devices commonly used by infantry for sound communication. Sound communication is not construed to include transmission of messages by voice or by radio, telephone, telegraph, or messenger.

g. Messengers.—(1) Messengers are used by all infantry units. Both foot and motor messengers are used by regimental and battalion headquarters.

(2) All persons in the military service are required to assist messengers in the accomplishment of their mission.

(3) Double messengers are used when the mission is important or dangerous. Each carries a copy of the message. Ordinarily they keep within sight of each other but far enough apart to avoid simultaneous ambush or exposure to the same burst of fire or the same shell.

(4) Messengers are carefully instructed as to the locations of command posts and other installations where they may be required to deliver messages, and the various routes leading to them.

(5) Connecting files are used as required. They are particularly useful in maintaining contact between elements of a marching or deployed unit. (For operating procedure, see **FM 7-5**.)

(6) Relay chains may be used to transmit written messages rapidly between two points when other means of communication fail or prove impracticable. The chain is formed by posting men at convenient intervals along a predetermined route connecting the two points. The distances between individuals in the chain are determined by the number of men available, the total distance between the two points, the nature of the terrain, enemy activity, and the speed desired of the individual.

(7) For training and duties of messengers, see **FM 7-5** and 24-5.

h. Pigeons.—Homing pigeons are an emergency means of signal communication used to transmit messages from front to rear when other means have failed. During operations the division signal company issues pigeons in containers to the regimental communication platoon. Issues are made daily or less often as may be appropriate. The regimental communication officer allots some of these pigeons to the communication platoons of those battalions which need them and the antitank and cannon companies if deemed advisable. Pigeons should not be kept confined away from their loft for a longer period than 2 days and 3 nights. (For details regarding pigeon communication, see FM 24-5.)

i. Airplanes.—Communication between airplanes and ground units is accomplished by means of radio, visual signals (panels), and drop and pick-up messages. Dropping and pick-up grounds are established near unit command posts as required and are identified by the display of panels. (For specifications and details of dropping and pick-up procedure, see FM 24-5.)

■ **46. SIGNAL COMMUNICATION ORDERS.**—*a. Order of communication officer.*—See paragraph 50b.

b. Signal operation instructions.—Signal operation instructions (S. O. I.) are prepared by signal officers of divisions and larger units and issued to subordinate units to include battalions. The unit that issues signal operation instructions issues an index and a distribution list, each as separate items. The index states the title of each item of signal operation instructions, the serial number of each item, the issuing headquarters, the date and hour each item becomes effective or is to supersede a previous item. A new index with a new serial number is prepared and issued whenever a new item or a change is issued. (For examples and further details, see FM 24-5 and **101-5**.)

c. Paragraph 5 of field orders.—(1) Paragraph 5 of a field order contains instructions relative to signal communication and the location of command posts. Depending upon the situation the following items may be necessary:

(a) The first subparagraph may contain a reference to the signal annex or to the index to signal operation instructions, and repetition of important instructions in signal operation instructions, if necessary for them to be repeated. Restriction on radio transmission or the meaning of important pyrotechnic signals, and instructions as to construction of lateral wire lines may be included in this subparagraph.

(b) The next subparagraph may show the location and time of opening of the command post of the issuing unit, the prescribed locations and time of opening for the command posts of the major subordinate units, and their tentative future locations (axes of signal communication), if practicable, when a displacement of command posts is

contemplated. If the command posts and axis of signal communication are shown on an operation map, 5b would read: "*b. Command posts and axis of signal communication.—See operation map.*"

(c) The next subparagraph shows, if applicable, the location and time of opening of an advance command post, of march control points, or other places to which messages may be sent when required.

(d) Much of this information can be shown to better advantage on an operation map.

(2) If no reference is made to signal operation instructions, subparagraph *b* becomes *a*. If, in addition, no axis or axes of signal communication are given, paragraph 5 would contain only the designation of the initial location of the command posts or the necessary reference to the operation map. If instructions already in effect are to remain unchanged, paragraph 5 will read: "5. Sig Com-no change." (For further details see **FM 101-5**.)

■ **47. SIGNAL SUPPLY.**—*a.* All signal supplies are obtained on requisition except in emergency. In the field the division signal company establishes a signal distributing point where subordinate units draw their supplies. Usually the distributing point is near the division command post.

b. Company commanders send requisitions for signal equipment and supplies to the regimental supply officer who has a consolidated requisition sent to the division. (See FM 7-30.) Communication officers prepare the requisitions submitted by respective company commanders of the several headquarters companies for signal supplies required by their communication platoons.

c. Usually the service company gets the supplies at the division distributing point and delivers them. Sometimes the division signal company delivers them or headquarters company vehicles are sent direct to the distributing point to draw them.

SECTION II

OPERATIONS OF COMMUNICATION PLATOON

■ **48. ON THE MARCH.**—*a. Means.*—(1) On the march, communication is maintained primarily by messengers (foot and motor), liaison personnel, visual signaling, and radiotelephones. When practicable and appropriate, the commercial telephone system is utilized. Radio communication may be restricted in the interest of secrecy.

(2) For march communication with higher headquarters these means may be supplemented by airplanes and by liaison officers using motor transportation.

b. Distribution of communication platoons.—(1) The regimental communication platoon (less vehicles carrying equipment not required during the march) marches near the regimental command group at the head of the main body. Vehicles not required during the march move near the head of the regimental motor echelon.

(2) Each battalion communication platoon marches with its battalion in like manner. The platoon marches near the battalion command group. Vehicles not required during the march move with other battalion vehicles.

(3) Unit communication officers prescribe the march disposition of their platoons and give necessary instructions relative to routes, locations of other headquarters, and means of communication to be used on the march.

■ **49. DEVELOPMENT.**—*a. Orders.*—(1) Orders directing the development of the regiment include the necessary provisions for signal communication. These ordinarily prescribe—

(a) Communication to be maintained between the regiment and its battalions.

(b) Prearranged signals for short messages.

(c) Initial location and route of movement of regimental command group.

(2) Battalion orders usually include similar provisions for the battalion and its companies.

b. Means.—(1) During development, radio and messengers are the primary means of maintaining communication between the regiment and its battalions and between the regiment and higher headquarters.

(2) The leading battalion(s) uses voice radio, visual signals, connecting files, and messengers for communication with its subordinate units and reconnaissance elements. In favorable circumstances it may also use sound-powered telephones.

c. Distribution of personnel.—Same as in route march.

■ **50. Attack.**—*a. Initial duties of communication officer.*—

(1) As soon as the regimental communication officer is informed of the plan of attack, he makes a map and ground reconnaissance in order to establish a basis for his recommendations for paragraph 5 of the regimental attack order and for his own orders to the communication platoon. At the same time he reconnoiters for wire routes and plans communication installations. Before starting on reconnaissance he may direct the establishment of a temporary command post and send the bulk of his unit forward toward the proposed location of the battle command post. He usually directs his section chiefs to report to him for instructions at or near the place where he plans to complete his reconnaissance.

(2) When practicable, after the recommendations of the communication officer are approved, a joint reconnaissance is made by S-1 (or the headquarters commandant) and the communications officer to determine the exact location of the command post and the motor park for the command and communication vehicles, and to decide upon the interior arrangement of the command post.

(3) At the command post site, the communication officer selects locations for the message center, switchboard, radio station, panel-display and message-dropping ground, pick-up ground, and the bivouac area for the regimental communication platoon.

(4) The communication officer finds out where the observation posts are to be located in order to establish communication with them.

(5) The duties of a battalion communication officer prior to the establishment of the command post are substantially the same as those outlined for the regimental communication officer.

b. Orders of communication officer.—After completing his reconnaissance and obtaining approval of his plan of communication, the regimental communication officer issues the necessary orders to his warrant officer, regimental communication chief, and his section chiefs. These orders are usually oral. An operation map is helpful. When communication personnel are well trained and have a standing operating procedure, the communication officer's instructions may be limited to an announcement of command post sites, the general plan of communication, and such special instructions as are necessary. Otherwise his orders may include any or all of the following items:

(1) *Instructions to message center chief.*—(a) Location of message center.

(b) Station for messengers, schedules (if any), and routes.

(c) Use of codes and ciphers.

(d) Location of command posts of subordinate, attached, supporting, or adjacent units and next higher unit and the routes to them.

(e) Any special instructions.

(2) *Instructions to radio chief.*—(a) Location of radio station.

(b) Special operation instructions and schedules, including any restrictions on use of radio.

(c) Use to be made of radiotelephones.

(d) Location of panel-display and message-dropping ground, and pick-up ground.

(3) *Instructions to wire chief.*—(a) Location of the switchboard.

(b) Locations of local telephones, including telephone(s) at observation post(s).

(c) Use to be made of sound-powered telephone sets.

(d) Number and routes of trunk circuits (commonly given to personnel of wire section who may accompany the communication officer on his reconnaissance).

(e) Number of telegraph channels to be installed.

(f) Special instructions pertaining to operation and maintenance.

(g) Instructions to the wire chief may be supplemented by a circuit diagram and a line route map.

(4) *Additional instructions.*--(a) Location of motor park and bivouac area of the regimental communication platoon.

(b) Reference to signal operation instructions.

(c) Location of communication officer.

c. *Duties of communication officer after issuing order*—After issuing his order, the communication officer performs the following duties:

(1) Supervises installation and operation of regimental communication system.

(2) Plots on map in message center the locations of all command posts; the axes of signal communication for the next superior unit, his own unit, and subordinate units; the routes of all trunk and long local circuits and messenger routes.

(3) Prepares and forwards to the next higher unit a line route map when required. In battalion and regiment, the line route map is usually made as a rough sketch showing principal terrain features.

(4) Keeps informed of the status of communication agencies and takes the necessary action to correct deficiencies.

(5) Keeps abreast of the tactical situation in order to plan ahead for movement of the command post and for communication requirements.

(6) Makes tentative selections of new command post locations and, if opportunity is afforded, reconnoiters for exact sites.

d. *Warrant officer (assistant regimental communication officer).*—The warrant officer assists the communication officer in performing the duties listed in c above.

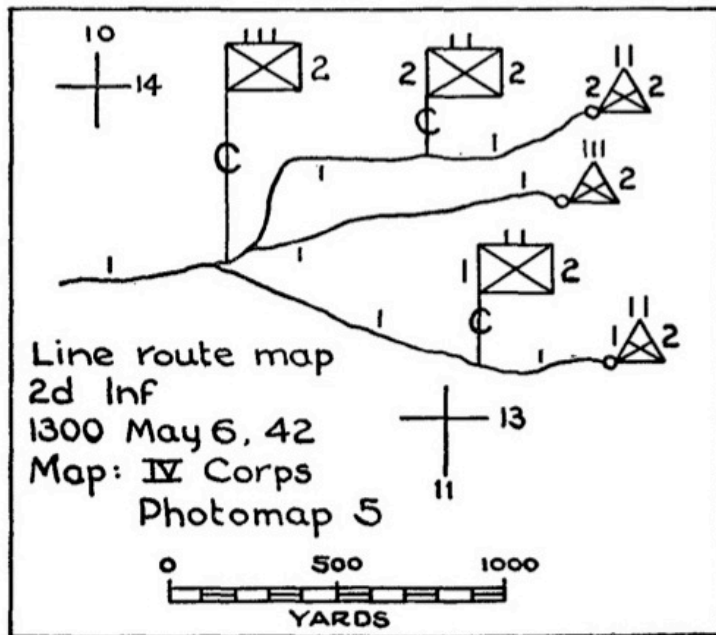


FIGURE 9.—Line route map.

NOTE.—The line route map includes the following data:

1. Map reference and orientation marks if prepared as overlay.
2. Location of command posts.
3. Routes of trunk lines laid or to be laid.
4. Routes of long local lines, as to OP's.
5. Number of physical circuits on each route.
6. Title, including unit and date and hour effective.

e. Duties of regimental communication chief.—The regimental communication chief assists the regimental communication officer and the warrant officer in performing the duties listed in c and d above. He normally remains with the bulk of the platoon, moving it as directed by the communication officer or warrant officer, and closing out the old command post when it is ordered closed.

f. Duties of message center chief.—The message center chief performs the following duties:

(1) Organizes the message center—assigns locations to the message center clerk, the code clerks, and the messengers.

(2) Installs markers or guides, if made available to him, along probable routes of approach to the command post in order to guide messengers and others.

(3) Instructs messengers in the routes to all command posts and other installations where they may be required to deliver messages.

(4) Informs the message center clerk and the code clerks of the latest index to signal operation instructions and sees that they have a copy; also sees that they have the following records and files:

- Live and dead file.
- Message center log.
- Code clerk's file.
- Supply of message delivery envelopes.

Delivery lists.
Message books.
Current division field code.
Air-ground liaison code.
Cipher device.
Pyrotechnic code.

(5) Notifies the communication officer and the regimental sergeant major as soon as the message center is in operation and informs them of the communication agencies available. (This information is kept up to date.)

(6) Supervises operation of message center; is responsible that cryptographing regulations and other measures relative to secrecy are observed. F'M 24-5 and any restrictions relative to radio messages are complied with.

g. Duties of radio and visual chief.—The radio and visual chief performs the following duties:

(1) Receives and puts into effect orders relating to the location of the radio station, location of the panel-display and message-dropping ground and the pick-up ground, and any special operating instructions.

(2) Checks operators to see that they are familiar with the call signs and frequencies of all stations and nets with which they are to operate.

(3) Makes certain that operators are provided with field message books and that a station log is kept for each net.

(4) Sends out radiotelephones and operators as directed by the communication officer.

(5) Informs the message center chief when the radio and telegraph sets are in operation and the stations with which communication is established.

(6) Prepares panel-display and dropping ground and organizes the detail for operation. Gives such instruction as necessary relative to visual signaling.

(7) Supervises all operators to insure that the rules for secrecy are observed.

h. Duties of wire chief.—The wire chief performs the following duties:

(1) Has switchboard installed at designated location.

(2) Gives necessary instructions to linemen relative to equipment and personnel of wire-laying details, routes of circuits to be established, and circuits to be simplexed.

(3) Instructs chief switchboard operator to watch for and connect incoming lines.

(4) Has local lines installed.

(5) Has telegraph channels installed.

(6) When necessary prepares a traffic diagram, has it posted at the switchboard, and prepares a circuit diagram.

(7) Checks installations.

(8) Informs message center chief when telephone communication is in operation and the stations with which communication is established.

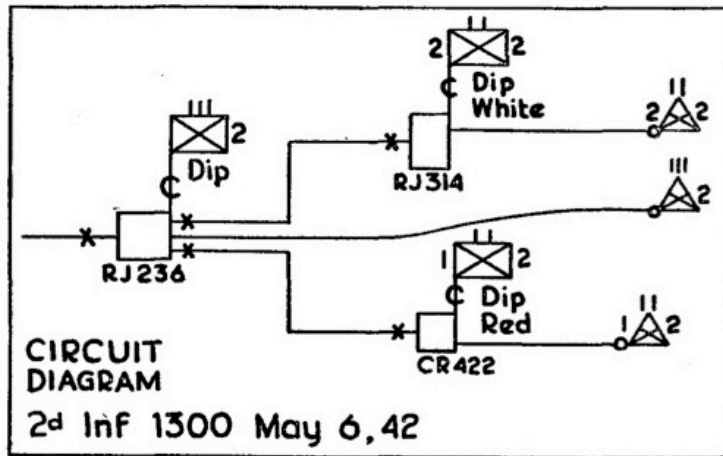


FIGURE 10.—Circuit diagram.

NOTE.—The circuit diagram shows the following:

1. Trunk circuits laid or to be laid.
2. Long local circuits, as to OP's.
3. Telephone centrals and connections.
4. Unit designation and telephone directory name of each command post served.
5. Telephones at end of long local lines.
6. Simplex and phantom circuits.
7. Organization and date installation is or will be completed.
8. Geographical locations of command posts.

i. Duties of other communication personnel.—The linemen, operators, and other personnel of the several communication sections perform their duties as directed by their section chiefs and in conformity with FM 24-5.

j. Wire installation.—If the regimental communication officer does not have enough time prior to the attack to reconnoiter for wire routes to battalions, he selects them from a map study or relies on the wire chief and construction details to select them. In the attack, only one wire circuit is installed from the regiment to each attacking battalion. This is laid by the regimental Wire section assisted, when required, by the linemen of the battalions concerned. Lateral lines are rarely laid in attack.

k. Battalion communication system.—(1) The duties of members of battalion communication platoons are substantially the same as those of corresponding men in the regimental communication platoon. The wire route between the battalion command post and observation post is usually the only one a battalion wire section has to pick out initially and the only one over which it lays wire. In some circumstances it may lay wire to meet the wire from regiment at a designated point. The portable radiotelephone is used in lieu of or to supplement wire communication according to circumstances.

(2) The battalion forward line follows closely behind the leading units of the battalion. This line is routed through the probable future locations of the command post. The battalion commander may move along this line from observation post to observation post, and use it for telephone communication to his command post. When the battalion commander has followed the attack so far that it is necessary to advance his command post, he directs its movement forward to the location selected. When the new command post is ready for operation, the old command post is closed and the wire from regiment is spliced through.

l. Displacement of command Posts.—(1) Although the decision to displace the command post rests with the commander, it is the duty of the communication officer to recommend displacement when the distance between the command post and the attacking echelon renders communication difficult or precarious. The communication platoon is organized into two echelons. When a displacement is ordered, the first echelon moves out to lay the necessary wire lines and establish communication facilities at the new command post site; the second echelon maintains communication at the old location until installations are complete and the new command post opened.

(2) The first echelon of a battalion communication platoon consists of message center, radio, and wire personnel.

(3) When movement of the regimental command post is ordered, the communication officer may direct the warrant officer to take the first echelon forward and the communication chief to notify other units concerned of the impending change in command post location. He then proceeds without delay to the site selected. Usually he is accompanied by a member of the staff who indicates the interior arrangement. This determined, the communication officer selects locations for communication installations. Upon arrival of the first echelon, he issues the necessary instructions and supervises their execution. He notifies the staff officer in charge as soon as the installations are complete. When directed, the communication officer orders signal communication opened at the new site and closed at the old. He then notifies subordinate, attached, and supporting units that the move is completed.

(4) When the first echelon goes forward, the communication chief remains at the old location. When he is told to close station he notifies the next higher unit that the move is completed. He then closes station, has wire trunks spliced through between the next higher unit and the new command post, and details one or two messengers or linemen to remain temporarily at the old command post site to direct incoming messengers to the new location. He then takes the second echelon to the new command post and reports to the communication officer for

instructions regarding employment of second echelon personnel. If another move is imminent, he organizes a new first echelon using as a nucleus the men composing the former second echelon.

(5) The displacement of a battalion command post is carried out in a similar manner unless accomplished as indicated in *k(2)* above.

■ **51. PURSUIT.**—A regiment participating in a pursuit uses the same communication methods it uses on the march. Arrangements are made to procure vehicular radio sets of adequate range from the division signal company. Infantry anticipating in the direct pressure pursuit employs communication methods common to a rapid advance.

■ **52. DEFENSE.**—Advance planning and reconnaissance by communication personnel are just as essential in the defense as in the attack. The communication system is more elaborate than in the attack. A line route map may be prepared as the directive for wire installations. Two wire trunks are installed between the regimental command post and the command posts of front-line battalions. Lateral lines are laid between command posts when time permits. The antitank company and cannon company may be tied into the regimental wire net. Maximum use is made of sound-powered telephones and visual signaling. Communication is established with the covering force. Full advantage is taken of any additional time available to improve the communication system by such refinements as the selection and preparation of alternate command posts, stringing wire overhead or installing it in wire trenches or fire and communication trenches, and furthering the protection of communication installations and personnel. (See FM 24-5.) Messengers are thoroughly instructed to insure their being able to function when visibility is limited. Telephones are usually installed down to companies along the main line of resistance. In other respects communication procedure is similar to that used in the attack.

■ **53. POSITION WARFARE.**—Position warfare permits complete elaboration of the communication system common in the defense. Telephone communication is usually extended to companies, and with sound-powered equipment even to platoons. All possible steps are taken to insure uninterrupted operation of communication.

■ **54. WITHDRAWAL.**—*a. General.*—(1) Detailed planning and close cooperation between communication officers of all units are essential for adequate communication during a withdrawal. Every effort must be made to keep open as many communication channels as the situation, the available material, and restrictions imposed by higher authority permit. For the doctrine and general procedure of a withdrawal, see **FM 100-5** and 11-10.

(2) A daylight withdrawal is a forced operation. The circumstances under which it is made seldom permit detailed plans and preparations. Insofar as possible, communication officers follow the same procedure that is prescribed for night withdrawals in *b* below.

b. Night withdrawal.—(1) In a night withdrawal, plans provide for communication in the old position, en route to, and within the new position when movement to a new defensive position is contemplated.

(2) The time of displacement and the probable successive locations of the regimental command posts are announced in order to inform subordinate units where to send messages or to reach the commander. Battalion command posts move with the battalion. The locations of battalion command posts in the new position are announced in the regimental order.

(3) During daylight a reconnaissance is made and command post sites and wire routes within the new position are selected and marked. Personnel and Vehicles engaged in the reconnaissance are held to the minimum to avoid disclosing the impending operation to hostile observers.

(4) When a new defensive position is to be occupied, normal wire installations are made after dark. Wire communication is also provided to the new regimental outpost.

(5) Continuous wire communication with and within the covering force is provided by leaving necessary communication personnel, by utilizing the wire lines already installed in the old position, and by establishing wire communication between the old (forward) and new (rear) regimental command posts when the covering force operates under regimental control.

(6) Wire circuits which are to be abandoned are cut at frequent intervals as soon as discontinued and some of the wire is removed to prevent use of the circuits by the enemy.

(7) Displacement of the old (forward) command post should usually not be made until the bulk of the regiment has cleared the forward area. However, if enemy activity permits movement in the rear area, most of the command post and communication personnel proceed to the new command post site soon after dark to establish the command post and install the communication system.

(8) During the withdrawal, radio is usually silenced in rear of the old position until daylight. Normal traffic in the old position is continued for purposes of deception. Radio- telephones are made available for communication within the covering force. Code and prearranged messages are used to avoid disclosing the withdrawal to the enemy.

(9) Pyrotechnics are used in the old position as prearranged signals and as an aid in simulating normal activity.

(10) During the movement to the rear, communication is maintained primarily by using messengers and staff officers

and by tapping available wire lines.

■ **55. DELAYING ACTION.**—In delaying action the communication methods are similar to those used in attack or hasty defense. Emphasis is placed on mobility. Preparations are made for rapid displacement rearward. Installations are reduced and kept to the minimum. Sound-powered telephones replace battery-operated telephones wherever possible. Wire lines are laid generally perpendicular to the front for easy access during retrograde movements.

■ **56. RELIEF.**—When a regiment is to relieve another in an organized sector, the communication officer, accompanied by the necessary personnel from the communication platoon; precedes the regiment in order to familiarize himself and his key personnel with the communication system already in operation and to be prepared to take it over.

SECTION III COMMAND POSTS

■ **57. GENERAL.**—*a.* The command post of the regiment and of each of its subordinate units is the location of the headquarters. A command post operates continuously. All agencies of signal communication center at the command post.

b. At the command post are the commander and his unit staff officers or their representatives; special staff officers as required (usually the headquarters commandant, the communication officer, gas officer, and regimental surgeon); and the enlisted personnel required for its operation. These officers and enlisted men comprise the unit command group.

c. During marches, the bulk of the regimental command group moves near the head of the main body. It usually moves by motor. When the command group advances by bounds in the interval between the advance guard and the main body, a portion of the regimental communication platoon marches in like manner, prepared to furnish communication. The command group and accompanying communication agencies constitute a march command post.

d. Battalion march command posts are similarly constituted and move in like manner.

e. Regimental and battalion command posts operate at readily accessible locations during halts and in bivouac.

Wire lines are seldom laid and signal equipment not in use is kept loaded on vehicles.

i. When the regiment occupies an assembly area it establishes a temporary command post. Temporary battalion command posts are also established. Wire is seldom laid. Signal equipment is kept ready for movement to initial battle locations.

g. Regimental and battalion command posts (battle locations) are established as soon as practicable after orders for combat are issued. Complete wire systems are not established until the situation has developed sufficiently to warrant.

■ **58. CHARACTERISTICS.**—*a.* Considerations that influence the location of regimental and battalion command posts are type of tactical operation involved; routes of communication and distance to subordinate units; routes of communication to higher headquarters; cover and concealment; closeness to good observation; and obstacles to mechanized attack. An alternate location is selected to which the command post can move if necessary.

b. In the attack the initial battle locations of command posts are well forward in order to avoid early displacement. In wooded, rolling terrain, command posts are farther forward than in open terrain. In defensive situations, they are generally located in the rear part of their respective areas in order to avoid displacement in the event of a local enemy penetration. Timely measures are taken to protect the command post. (See **FM 7-40**, 11-5, 11-10, and **100-5**.)

■ **59. DESIGNATION AND MARKETING.**—*a.* The initial battle location of the command post is prescribed by the next higher commander or by the unit commander concerned. Wire and messenger service can usually be established more rapidly when the next higher commander designates the location.

b. The location is designated at some convenient landmark, such as a road junction or a stream crossing, easily identified on the map and on the ground. The exact site is selected by the commander concerned or by a member of his staff. It should be close to the designated point and in an area affording the desired characteristics (par. 58). Installations should be at least 200 yards removed from any landmark or terrain feature that is likely to attract hostile artillery fire or air attack.

c. The route leading from the designated location of the command post to the exact site is marked with suitable signs. These should be large enough to be seen and read from a rapidly moving vehicle. Luminous paint makes markers visible at night. If secrecy precludes the use of markers, guides are posted as required.

■ **60. INTERIOR ARRANGEMENT.**—*a.* Elements of the command post are separated to avoid destruction of more than one by a single shell or bomb.

b. The message center is located in the command post where it can be easily seen and reached by incoming messengers and others without interference with other command post installations.

c. The messenger stations is located within easy calling distance of the message center and in a place affording overhead concealment.

d. The motor park is established in a covered location accessible to vehicles. It should be so located that its detection from the air will not necessarily disclose the command post.

e. Radio sets are installed with due consideration for their operating characteristics and the possibility of mutual interference. Small radiotelephone sets, when used primarily by an officer, may be installed near the user. Larger sets, unless remote controlled, are best operated near the message center and, when possible, within calling distance to facilitate checking traffic and reporting receipts. Wire telegraph sets installed by the wire section but operated by radio personnel should be convenient to the message center.

f. The panel-display and dropping ground is located near the radio station. The area should be fairly level, open, free from high weeds and brush, and removed from high trees and bodies of water.

g. When possible, the pick-up field should coincide with the panel-display and dropping ground. Frequently it is impossible to find a suitable pick-up field anywhere near the command post. (For specifications see FM 24-5.)

h. The switchboard is installed in a location convenient to incoming wire circuits and affording as much shelter and freedom from noise and interference as possible.

i. Telephones are installed as required. The battalion seldom uses more than two local telephones, one for the commander and his staff, and one for the observation post. Remaining telephones are used for test purposes and for installation at the new command post during displacement. In a fast moving situation the switchboard may be eliminated at a battalion command post and the telephone connected directly to the line from the regiment. The telephone at the battalion observation post may be cut in on this line and form a party line. A switchboard is always installed at the regimental command post, but in fast moving situations local telephones are usually limited to two—one for the use of the commanding officer and executive and one for the staff. In defensive situations, three telephones are usually installed at the regimental command post—one for the commanding officer and the executive, one for the staff, and one for the observation post.

Another telephone may be installed for use of the communication officer and others:—having urgent business. Several telephones are kept on hand for test purposes and for establishing service at the new command post during displacement.

j. A guide is posted by the headquarters commandant in the vicinity of the command Post to direct traffic. Wire-laying vehicles are stopped at a distance from the command post and the wire is pulled into the switchboard by hand.

■ **61. CONDUCT OF PERSONNEL.**—Personnel of the command post are required to perform their duties quietly and in an orderly manner. Men are not permitted to loiter in the vicinity of the message center, the switchboard, the radio station, the panel grounds, or other command post installations where their presence makes for confusion, congestion, or distraction of operating personnel. They are warned against movement which might disclose the command post to enemy observation and are also instructed to avoid making paths.

■ **62. AXIS OF SIGNAL COMMUNICATION.**—*a.* When practicable the probable successive locations of command posts are selected in advance. The axis of signal communication is designated by naming these locations in the direction of movement. The first point named is the initial location of the command post; the last point named is the probable location of the command post when the final objective of the operation has been reached. The command post does not necessarily occupy every point named on the axis.

b. An axis of signal communication is designated for the regiment and, when practicable and appropriate, for the battalion. The next higher unit often designates the axis in order that wire and messenger systems may be coordinated. In terrain lacking easily recognized landmarks or terrain features, the subordinate commander should be directed to designate his own axis of signal communication. In this event he promptly reports his selection to the next higher headquarters. In rapidly moving situations, it is usually advisable to designate general lines such as streams or roads as the axis of signal communication instead of designating points.

c. Advantage should be taken of any situation which permits the regiment and one of its battalions to use the same axis of signal communication. This effects a saving in both wire and labor, simplifies the communication system, and facilitates communication.

■ **63. OPERATION.**—*a.* The command post is organized for continuous operation and to insure the necessary rest for personnel. Staff officers relieve each other and the regimental commander as necessary. Enlisted personnel work in shifts.

b. Full use of signal communication facilities is made in the transmission of orders and messages. All incoming messengers go first to the message center to find the location of the sergeant major. Messengers should report to the message center before leaving the command post. Messages delivered by scheduled messengers are receipted for at the message center and turned over to the sergeant major who represents the addressee. All other messages are delivered direct to the sergeant major. He supervises the delivery of all messages to addressees, their circulation to interested staff officers and their return for entry in the unit journal. Staff officers mark on the messages any action taken.

c. Outgoing written messages are usually sent through the message center. After the message center chief receives notice that the message has been delivered, he places the duplicate copy in his dead file for entry in the unit journal.

d. Officers see that a synopsis of each message or order sent or received orally, or by telephone or radiotelephone, is sent to the unit journal.

e. For further details of the message center procedure, see FM 24-5; for staff procedure at the command post, see **FM 7-40** and **101-5**.