APPENDIX G

Operations and Techniques

Section I. General

G-1. Tactical variations.

- a. Chapter 3 presents an overview of the most common types of tactical counterguerrilla operations conducted in an insurgency. This appendix presents techniques that may be employed when conducting those operations.
- b. Chart G-1 presents some of the most common operations and techniques that a counterguerrilla force employs. Generally, large-scale operations are more suited to the later stages of an insurgency while small unit tactics are more suited to the whole spectrum (see page G-2).

G-2. Standard operations.

With minor adaptations (Chapter 3), some operations discussed in FM 7-10 and FM 7-20 can be used for counterguerrilla warfare. These operations include raids, movements to contact, hasty attacks, deliberate attacks, reconnaissance in force, exploitations, and pursuits.

Section II. Operations.

G-3. Encirclement.

- a. Encirclement is designed to cut off all ground routes for escape and reinforcement of the encircled guerrilla force. It offers the best possibility for fixing guerrilla forces in position and achieving decisive results. Battalion and larger units may conduct encirclements.
- b. The company and smaller units normally lack enough men and command and control capability to conduct encirclements (except against small, concentrated guerrilla forces). All units of the brigade may participate in encirclements conducted by a larger force.
- c. Planning, preparation, and execution are aimed at complete encirclement of the guerrilla force. Maximum security and surprise can be gained by completing the encirclement during darkness.
- d. Encircling movements are executed rapidly. Use of air assault and airborne troops can contribute speed and surprise to the early

OPERATION	SIZE	REQUIRED *	SUIT PHASE	 MODE	PURPOSE	TARGETS	
ROADBLOCKS	≥ PLT	1	L, Ш, Ш	1 & 2	P&RC	INDIVIDUALS CONTROL	
CHECKPOINTS	≥ PLT	1	I, II, III	1&2	P & RC	INDIVIDUALS CONTROL	
CORDON AND SEARCH	≥ co	2	H, III	2	P & RC	AREAS (URBAN) LOG. PERS. INFO	
RAID	≥ PLT	3	II, III	1	SECURE INFORMATION DESTROY ENEMY LIBERATE PERSONNEL	SPECIFIC TARGETS	
PATROLLING	≥ PLT	12	1, 11, 181	1&2	RECON COMBAT DENIAL OF AREAS	AREA UNITS FACILITIES	
AMBUSH	≥ co	12	1, 41, 101	1 & 2	HARASS DESTROY INTERDICT MOVEMENT	INTERDICTION OF MOVEMENT	
MOVEMENT TO CONTACT	BN	23	ш	1	RECON CLEARING DRIVING		
RECON IN FORCE	≥ BN	23	10	1	RECON TEST	ENEMY STRENGTH, DISPOSITION, AND LOCATIONS	
HASTY ATTACK	со	12	<u>11, 11</u>	1 & 2	DESTROY ENEMY	ENEMY UNITS	
DELIBERATE ATTACK	со	23	II, III	1	DESTROY ENEMY	ENEMY UNITS FACILITIES	
EXPLOITATION	BN	3	III	1	DISRUPT ENEMY FACILITIES	ENEMY FACILITIES	
PURSUIT	BN	3	Ш	1	DESTROY WITHDRAWING FORCES	ENEMY UNITS	
OSB	BN	23	0, 10	2	SUPPORT OP LIMITED LOG BASE	ESTABLISH PRESENCE LIMIT ENEMY MOBILITY	
PATROL BASES	≥ co	23	11, 111	2	COMMAND AND CON- TROL RECON SITES	LIMITED TO DEFENSE	
IMMEDIATE ACTION DRILLS	≥ BN	12	(, II, OI	1& 2	DESTRUCTION DEFENSE	ENEMY UNITS	
ENCIRCLEMENT	≥ bn	3	11, 111	1	DESTRUCTION	LARGER UNITS BASE COMPLEXES	
(See Glossary for acronyms and abbreviations.)							

Chart G-1. Comparison of operations.

phases of an encirclement. Positions are occupied simultaneously in order to block escape. If simultaneous occupation is not possible, escape routes most likely to be used are covered first. Initial occupation is the most critical period of an encirclement. If large guerrilla formations realize that they are being encircled, they can be expected to react immediately to probe for gaps or attack weak points to force a gap.

- e. Units occupying the encircling positions provide strong combat patrols well to their front to give early warning of attempted breakouts and to block escape routes. Mobile reserves are positioned for immediate movement to counter any threat of a breakout, and to reinforce difficult areas such as deep ravines or areas containing cave or tunnel complexes.
- f. Indirect fire support can cloak an impending encirclement by gaining and maintaining the guerrilla's attention while encircling units move into position. Fires, including field artillery, should be planned in detail to support the encirclement after it is discovered.

G-4. Contraction.

- a. Following the initial encirclement, the capture or destruction of the guerrilla force is methodical and thorough. Fire and maneuver are used in a simultaneous, controlled contraction of the encirclement.
- b. As the line of encirclement is contracted, and depending on terrain, units may be removed from the line and added to the reserve. Against small guerrilla forces, the entire encircled area may be cleared by contraction; however, against larger guerrilla forces, it is probable that, at some point, some action other than further contraction will be required (Figure G-l).

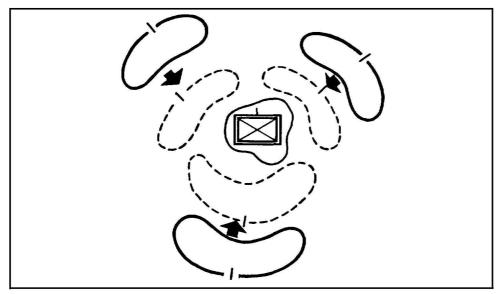


Figure G-1. Contraction technique.

c. One technique, employed after some degree of contraction, is to employ a blocking force on one or more sides of the perimeter while part of the encirclement forces the guerrillas against the blocking force by offensive action. Either element may accomplish the actual destruction, but it is usually accomplished by the attacking element. This technique is most effective when the blocking force is located on, or immediately to the rear of, a natural terrain obstacle.

G-5. Hammer and anvil.

In this method, one or more units in the encirclement remain stationary while the others drive the guerrilla unit against it (Figure G-2).

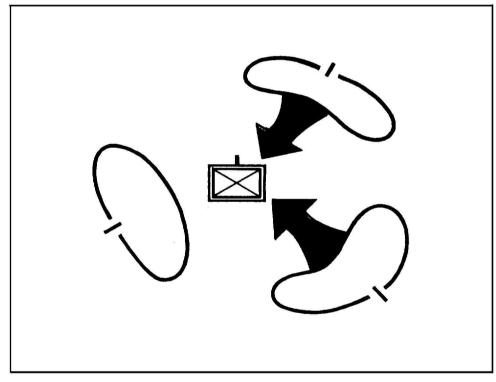


Figure G-2. Hammer and anvil technique.

G-6. The wedge.

This method is used after some contraction. A unit is used to divide the enemy while the encircling elements remain in place. After the guerrilla force has been broken up into smaller elements, either contraction or the hammer and anvil technique is used (Figure G-3).

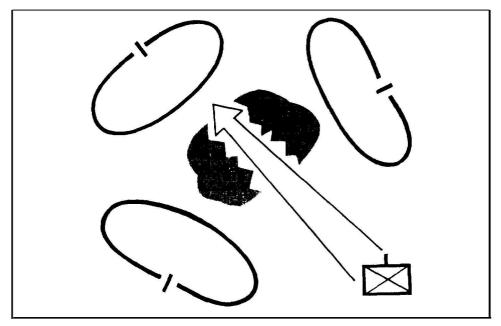


Figure G-3. Wedge technique.

Section III. Civil Disturbances and Searches

G-7. US involvement.

While it is preferable to have host country forces control civil disturbances, US forces may be forced by circumstances to conduct them and be involved in search operations. (The type of civil disturbance provides the necessary counteraction guidelines; for detailed information refer to FM 19-15.)

G-8. Search techniques.

Searches are commonly used in population and resources control operations. They include use of checkpoints and roadblocks to control traffic and to reduce the capability of the guerrilla to move personnel and materiel freely.

a. **Special equipment required.** For a checkpoint to achieve maximum results, special equipment is required. Portable signs in the native language and in English should be available. Signs should denote the speed limit of approach, vehicle search area, vehicle parking area, male and female search areas, and dismount point. Lighting is needed for the search area at night. Communication is required between the various troop units supporting the checkpoint operation. Barbed-wire obstacles across the road and around the search area should be provided. Troops must have adequate firepower to withstand an attack or to halt a vehicle attempting to flee or crash through the checkpoint.

b. Method. The checkpoint is established by placing two parallel obstacles (each with a gap) across the road. The distance (in meters) between obstacles depends on the amount of traffic that is held in the search area. The blocked section of road can be used as the search area. If possible, there should be a place (adjacent to the road) where large vehicles can be searched without delaying the flow of other traffic (which can be dealt with more quickly). Areas are required for searching female suspects and detaining persons for further interrogation. If possible, the personnel manning a checkpoint should include a member of the civil police, an interpreter, and a trained female searcher. When searching a vehicle, all occupants are made to get out and stand clear of the vehicle. The driver should be made to observe the search of his vehicle. The searcher is always covered by an assistant. When searching, politeness and consideration are shown at all times. The occupants of the vehicle can be searched simultaneously, if sufficient searchers are available (Figure G-4).

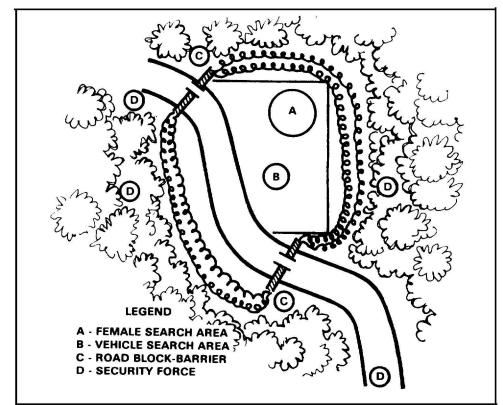


Figure G-4. Area search technique.

G-9. Search of persons, areas.

Searches can be classified as searches of individuals and searches of populated areas.

- a. Searching individuals.
 - (1) **Frisk search.** The frisk is a quick search of an individual for weapons, evidence, or contraband. It is conducted preferably in the presence of an assistant and a witness. In conducting the frisk, the searcher stands behind the suspect. The searcher's assistant takes a position from which he can cover the suspect with his weapon. The suspect is required to raise his arms. The searcher then slides his hands over the individual's entire body, crushing the clothing to locate concealed objects.
 - (2) **Wall search.** Based on the principle of rendering the suspect harmless by placing him in a strained, awkward position, the wall search affords the searcher a degree of safety. It is particularly useful when two searchers must search several suspects. Any upright surface, such as a wall, vehicle, or a tree, may be utilized.
 - (a) Position of suspect. The suspect is required to face the wall (or other object) and lean against it, supporting himself with his upraised hands placed far apart and fingers spread. His feet are placed well apart, turned out, parallel to the wall, and as far from the wall as possible. His head is kept down.
 - (b) **Position of searcher's assistant.** The searcher's assistant stands on the opposite side of the suspect (from the searcher) and to the rear. He covers the suspect with his weapon. When the searcher moves from his original position to the opposite side of the suspect, the assistant also changes position. The searcher walks around his assistant during this change to avoid coming between his assistant and the suspect.
 - (c) Position of searcher. The searcher approaches the suspect from the right side. The searcher's weapon must not be in such a position that the suspect can grab it. When searching from the right side, the searcher places his right foot in front of the suspect's right foot and makes and maintains ankle-to-ankle contact. From this position, if the suspect offers resistance, the suspect's right foot can be pushed back from under him. When searching from the left side of the suspect

the searcher places his left foot in front of the suspect's left foot and again maintains ankle-to-ankle contact.

- (d) Initial position. In taking his initial position, the searcher should be alert to prevent the suspect from suddenly attempting to disarm or injure him. The searcher first searches the suspect's headgear. The searcher then checks the suspect's hands, arms, right side of the body, and right leg, in sequence. The searcher repeats the procedure in searching the suspect's left side. He crushes the suspect's clothing between his fingers; he does not merely pat it. He pays close attention to armpits, back, waist, legs and tops of boots or shoes. Any item found that is not considered a weapon or evidence is replaced in the suspect's pocket. If the suspect resists or attempts escape and has to be thrown down prior to completing the search, the search is started over from the beginning.
- (e) **Switch of multiple suspects.** When two or more suspects are to be searched, they must assume a position against the same wall or object but far enough apart so that they cannot reach one another. The searcher's assistant takes his position a few paces to the rear of the line with his weapon ready. The search is begun with the suspect on the right of the line. On completing the search of one suspect, he is moved to the left of the line and resumes the positon against the wall. Thus, in approaching and searching the next suspect, the searcher is not between his assistant and a suspect.
- (3) **Strip search.** This type of search is usually necessary when the individual is suspected of being a guerrilla leader or important messenger. The search is conducted preferably in an enclosed space, such as a room or tent. The searching technique can be varied. One method is to use two unarmed searchers while an assistant, who is armed, stands guard. The suspect's clothing and shoes are removed and searched carefully. A search is then made of his person, including his mouth, nose, ears, hair, armpits, crotch, and other areas of possible concealment.
- (4) **Search of females.** The guerrilla force will make maximum use of females for all types of tasks where search may be a threat. Counterguerrilla forces must make maximum use of female searchers. If female searchers cannot be provided, a doctor or aidman should be considered for use in searching female suspects. The search of females is an extremely

delicate matter. When male soldiers must search females, every possible measure must be taken to prevent even the slightest inference of sexual molestation or assault.

- b. Searching populated areas. There are four fundamentals used when conducting a search.
 - (1) **Approach.** On some operations, the situation may allow mounted movement directly into the area to be searched. On others, the situation may dictate dismounted movement into the area. Emphasis is placed on rapid and coordinated entrance into the area.
 - (2) **Surrounding the area.** During darkness, troops approach silently by as many different routes as possible. At first daylight, the area can be occupied by a chain of observation posts with gaps covered by patrols. Normally, a large area cannot be completely surrounded for any length of time because of the number of troops required. If necessary, troops dig in, take advantage of natural cover, and use barbed wire to help maintain their line.
 - (3) **Reserves.** If there is a chance that hostile elements from outside the area could interfere, measures are taken to prevent them from joining the inhabitants of the area under search. Air observers can assist by detecting and giving early warning of any large-scale movement toward the occupied area.
 - (4) Search parties.
 - (a) The officer in command of the operation informs the inhabitants that the area is to be searched, that a house curfew is in force, and that all inhabitants must remain indoors. Or, he may require the inhabitants to gather at a central point and then have the search party move in and begin the search. Search parties are usually composed of search teams.
 - (b) When a decision is made to gather inhabitants at a central point, the head of the house should accompany the search party when his house is searched. If this is not done, he can deny knowledge of anything incriminating that is found, or he can accuse the troops of theft and looting. In small searches, it may be practical to ask the head of each household to sign a certificate stating that nothing has been illegally removed, but in a large search this may be impractical. In order to avoid accusations of theft, witnesses should be present during the search. A prominent member of the com-

munity should accompany each search team, if possible.

- (c) Buildings are searched from top to bottom, if possible. Mine detectors are used to search for arms and ammunition. Every effort is made to avoid unnecessary damage. Each house or building searched is marked with a coded designation. This same designation can be used to list occupants who must be accounted for in subsequent searches, and the designation helps ensure that no building is overlooked in the search.
- (d) If a house is vacant, or if an occupant refuses entry, it may be necessary to force entry. If a house containing property is searched while its occupants are away, it should be secured to prevent looting. Before troops depart, the commander should make arrangements with the community to protect such houses until the occupants return.

(5) Search teams.

- (a) Special teams may be formed for search operations. In searching small areas (a few buildings), small units can conduct a search without special teams for each function.
- (b) Search teams may require these capabilities:
 - Reconnaissance.
 - Ž Physical or visual search.
 - Ž Fire support.
 - Control.
 - Ž Prisoner detection.
 - Ž Mine detection.
 - Ž Scout dogs.
 - Riot control agents, flame weapons, and demolitions.
 - Ž Tunnel reconnaissance team.
 - Interrogation.
 - Documentation.
 - Ž Psychological/civil affairs operations.

- (6) **House search.** Each search party assigned to search an occupied building should consist of at least one local policeman, a protective escort, and a female searcher, if appropriate. The search party must first assemble everyone. The civil police may give the necessary orders and do the actual searching. The object of this search is to screen for suspected persons. Apprehended persons are evacuated as soon as possible. Troops may perform this task. Escort parties and transportation must be planned in advance.
- (7) Village search.
 - (a) Prior to conducting search operations in a village, a reconnaissance patrol is sent out to gain information about the village and its inhabitants. The patrol avoids detection. A portion of the patrol maintains surveillance over the village while the remainder of the patrol returns with information. This is done to detect any changes which may take place prior to the security element going into position. Information of value to a commander includes:
 - Ż Size and exact location of the village.
 - Fortifications (mantraps, spiketraps).
 - ž Warning systems.
 - Ž Tunnel systems.
 - Where does the insurgent live? Does he live in the forest at night and inhabit the village during the day, or does he stay in the village night and day? Does he inhabit one or more huts?
 - How many people are there in the village?
 - (b) The security and search elements use one of two general methods of movement.
 - If aviation support is available, a quick-strike air assault operation is employed. This type of operation is characterized by speed.
 - \check{Z} If the elements conduct a dismounted operation, they normally use designated routes. This type of operation is characterized by secure and rapid movement.
 - $\check{\mathbf{Z}}$ A village may be searched as follows:
 - \check{Z} First method assemble inhabitants in a central location (if they appear to be hostile). This method provides maximum control, facilitates a thorough search, denies insurgents an opportunity to conceal

evidence, and allows for detailed interrogation. It has the disadvantage of taking the inhabitants away from their dwellings, thus encouraging looting which, in turn, engenders ill feelings.

- Second method restrict inhabitants to their homes. This method prohibits movement of civilians, allows them to stay in their dwellings, and discourages looting. The disadvantages are that it makes control and interrogation difficult and gives inhabitants time to conceal evidence in their homes.
- \check{Z} Third method control head of household. The head of each household is told to remain in front of his house while all others are brought to a central location. During the search, the head of each household accompanies the search team through his house. Looting is minimized, and the head of the household can see that the search team did not steal property. This is the best method for controlling the population.
- (d) Search teams must search thoroughly for insurgent personnel, equipment, escape tunnels, or caches. Cattle pens, wells, haystacks, gardens, fence lines, and cemeteries should be investigated. Search teams are constantly alert for booby traps.
- (e) After the house search is completed, the perimeter and area between the security element and the village is searched. There are two methods:
 - \dot{Z} One if the security element has not been discovered, the search element may be formed into sections, each section searching a portion of the perimeter. Should any section flush an insurgent out of the vegetation or tunnel exit, the security element captures the person, or shoots at him, if he attempts to escape.
 - Two if the security element has been discovered, it conducts the perimeter search. Part of this element keeps the village isolated, while the remainder conducts the search. Such a search could take hours if the terrain is extremely dense. Regardless of the terrain, the search unit checks possible locations for caches of materiel or insurgents in hiding.
- (f) In areas where tunnels have been reported, it is imperative that the search unit have a tunnel recon-

naissance team attached. This team should be composed of volunteers trained for this type of operation. They should have special equipment such as flashlights or miner helmets, protective masks, communication with the surface, and silencer-equipped pistols. They should know how to sketch a tunnel system, and they should recover all items of intelligence interest.

Section IV. Movement Security

G-10. Two categories.

Movement security can be divided into two categories: security of convoys with strong security detachments, and security of convoys with weak security detachments.

G-11. Strong convoy security.

- a. Special combined-arms teams may be organized and trained to accompany and protect convoys. The security detachment is organized with adequate combat power to suppress guerrilla ambushes. Its size and composition depend upon the physical characteristics of the area, the capability of the enemy force, and the size and composition of the convoy.
- b. In any case, the security detachment should have the following subordinate elements:
 - (1) A headquarters element to provide command, control, and communication.
 - (2) A medical support element.
 - (3) An armored element to provide firepower and shock effect.
 - (4) A mechanized or motorized infantry element.
 - (5) A combat engineer element to make minor repairs to bridges and roads and to detect and remove mines and obstacles.
- c. For large convoys, the security detachment should include field artillery. Ideally, half of the artillery would be placed well forward in the column and half near the rear of the column. The artillery command and control element would move in the vicinity of the security detachment headquarters. This arrangement allows the most flexibility for providing artillery fire support to elements of the column in the event of ambush.
- d. The combined-arms security detachment is usually interspersed throughout the convoy so that the various elements can be employed either as a fixing element or attacking element, as required.
- e. The formation of a security detachment and its integration into a convoy varies because the enemy may be expected to observe

convoy patterns and prepare their ambushes to cope with expected formations. Tanks lead the convoy to gain maximum advantage from their mobility and firepower. If no tanks are available, a heavy vehicle with sandbags placed to protect personnel from mines should lead the convoy.

- f. A strong attack element is placed at the rear of the convoy formation where it has maximum flexibility in moving forward to attack any force attempting to ambush the head or center of the convoy.
- g. The enemy force may allow the advance guard to pass the site of the main ambush and then block the road and attack the main body and the advance guard separately.
- h. At the first indication of an ambush, vehicles attempt to move out of the kill zone. If necessary to halt, vehicles stop in place; they do not drive to the roadsides or shoulders, which may be mined.
- i. Specified individuals (following the unit SOP) immediately return fire from inside vehicles to cover dismounting personnel. These individuals dismount last under cover of fire by those who dismounted first. Upon dismounting, personnel caught in the kill zone open fire and immediately assault toward the ambush force and then establish a base of fire. Tanks open fire and maneuver toward the ambush force or to the most favorable ground in the immediate vicinity.
- j. While the engaged element continues its action to protect the convoy, the commander rapidly surveys the situation and issues orders to the designated attack elements to begin predrilled offensive maneuvers against the guerrilla force. The fire of the engaged security element is used to fix the ambush force and is coordinated with that of the attacking element.
- k. After the guerrilla force is destroyed or neutralized, security details are posted to cover convoy reorganization. The convoy commander, using the fastest communication available, briefs his commander on the engagement. Captured guerrilla personnel are interrogated as to where they planned to reassemble, and this information is reported immediately to higher headquarters.
- 1. After an ambush, patrols maybe sent to interrogate and, if necessary, apprehend suspected civilians living near or along the routes of approach to the ambush positions.

G-12. Weak convoy security.

a. If the security detachment accompanying a convoy is too weak for decisive action against a guerrilla attack or ambush, the following principles apply:

- (1) Some of the troops are placed well forward in the convoy, and the remainder are placed a short distance to the rear.
- $^{\left(2\right) }$ Radio contact is maintained between the two groups.
- (3) Sharp curves, steep grades, or other areas where slow speeds are necessary are reconnoitered by foot troops before passage.
- b. At the first indication of ambush, leading vehicles, if the road appears clear, increase speed to the safe maximum in an effort to smash through the ambush area. Troops from vehicles halted in the ambush area dismount and immediately return fire. Troops from vehicles breaking through the ambush dismount and assault the flanks of the ambush position. Both attacking groups must exercise care that they do not fire on each other.
- c. If the enemy force allows the main convoy to pass through and then ambushes the rear guard, troops from the main body return and attack the flanks of the ambush position.

APPENDIX H

Related Operations

Section I. General

H-1. Five operations.

This appendix describes the five major operations found in internal defense and development, and in foreign internal defense besides tactical operations. They are: intelligence, psychological operations, civil affairs, populace and resources control, and advisory assistance.

H-2. IDAD support.

While the brigade commander is primarily concerned with tactical operations in strike campaigns, he also recognizes that these five operations exist and support a whole range of activities in a COIN program. In consolidation campaigns, these operations normally take precedence, and tactical operations assume a supporting role. While the emphasis on any single operation may shift in response to the requirements of the situation, all of these operations occur simultaneously and continuously.

Section II. Intelligence

H-3. Information sources.

- a. When operating in a counterinsurgency environment, the population is considered a major source of intelligence. Since the conflict revolves around the population, the populace usually has a wealth of information that can be exploited.
- b. In FID, intelligence organization requirements fall into three areas: preparedness, advice and assistance, and support of US units.
 - (1) The first area is preparedness. In this area, intelligence requirements are generated and filled in anticipation of a counterinsurgency. This intelligence production is designed to fulfill contingency requirements. Examples of these requirements are background biographies, area studies, and order of battle for guerrilla forces in areas likely to become involved in an insurgency.
 - (2) The second area. is advice and assistance to host country intelligence organizations. This advice and assistance is

designed to increase the capabilities of the host country intelligence organization.

- (3) The third area is designed to fulfill operational requirements for committed US units.
- c. Some of the primary objectives of US intelligence organizations in FID are to:
 - (1) Determine the indicators of an impending insurgency.
 - (2) Obtain or develop enemy intelligence which can be utilized to launch surgical strikes by US forces.
 - (3) Obtain information about the insurgent, weather, terrain, and population.
 - (4) Reduce to a minimum insurgent espionage; subversion, and sabotage.
 - ⁽⁵⁾ Identify the main sources of discontent among the people.
 - (6) Identify the true nature, aims, leadership, potential power, and most likely course of action of the insurgency.
 - (7) Identify and penetrate the insurgent infrastructure.
- d. The internal defense intelligence system consists of all host country military and civilian intelligence systems plus all US intelligence resources which are committed in-country to assist in preventing or defeating an insurgency. These agencies are coordinated and integrated under a single directorship in the National Internal Defense Coordination Center. The intelligence resources of committed counterguerrilla forces are an integral part of this intelligence system. National agencies are usually targeted toward more strategic demands that require long-term intelligence assets are usually targeted toward tactical battlefield intelligence requirements and use intelligence gained through national systems.

H-4. Intelligence production.

Intelligence production in counterguerrilla operations in foreign internal defense operations is done in accordance with the intelligence cycle which consists of directing the intelligence effort, collecting raw information, processing this information into finished intelligence, and disseminating the intelligence for use by the commander and his staff.

a. **Directing.** The intelligence effort is directed by the intelligence officer. He translates the commander's guidance and concept of the operation into specific, prioritized intelligence requirements.

A continuously updated collection plan provides the intelligence officer with a logical, orderly system for directing the collection effort. Ideally, it ensures that all information necessary is collected in time to be of use and that all possible sources of information are exploited by appropriate collection agencies.

- b. **Collecting.** The need to exploit all sources of information will require resourceful, flexible, and aggressive direction and coordination of the intelligence collection effort. It is essential that commanders and intelligence officers be fully aware of the capabilities and limitations of all available intelligence resources in order to make the best use of them. Among the collection techniques employed is the use of standard procedures as well as the use of expedients and improvisations necessitated or permitted by local conditions and resources, and the employment of specialized intelligence personnel and equipment which may be placed in support of the brigade.
- c. **Processing.** Processing is the phase of the intelligence cycle whereby information becomes intelligence. Raw (combat) information from all sources is evaluated, correlated, and analyzed to produce an all-source product. The effort to produce intelligence necessary to support counterguerrilla operations in foreign internal defense will require continual and close coordination with higher, subordinate, adjacent, supporting, and cooperating civil and military intelligence agencies and elements.
- d. **Disseminating and using.** The timely dissemination of available intelligence and its immediate use is of vital importance in counterguerrilla operations in foreign internal defense. Primary, alternate, and special intelligence channels of communication may be established when facilities and resources permit.

H-5. Civilian population.

Exploitation of civilian sources of information in counterguerrilla operations normally requires a sophisticated intelligence organization which is resident within the population. However, as the counterguerilla campaign progresses, the civilian populace can be expected to volunteer increasing amounts of intelligence information within the brigade operational area.

- a. **Type of information.** Civilian sources or informants normally may be expected to provide the following information:
 - (1) Details of the local terrain.
 - (2) Ideological motivation and sympathies of local residents.
 - (3) Logistical support available, or potentially available, to guerrillas operating in the area.

- (4) Potential guerrilla targets or objectives.
- (5) Identification of covert or part-time members of the guerrilla force.
- (6) Sabotage, espionage, and terrorism techniques and activities of the guerrilla and underground support organizations.
- (7) Weaknesses and vulnerabilities of the guerrilla force.
- (8) Psychological operations by the guerrilla force and the impact on the local population.
- b. **Information source file.** To expedite the evaluation of information provided by the civilian populace, it may become necessary for brigade intelligence personnel to establish records which quickly identify local sources of information and the degree of reliability of such sources. When established, this information source file should include such information as:
 - (1) Name, photograph, and physical description of source.
 - (2) Area in which source(s) can obtain information.
 - ⁽³⁾ Factors contributing to source's motivation to cooperate with counterguerilla forces.
 - (4) Information collection capabilities of source, to include indication of training received.
 - ⁽⁵⁾ Method by which source is contacted.
 - (6) Record of payments or other remuneration, if made to source.
 - (7) Record of productivity and reliability of source.
- c. **Overt exploitation of civilian sources.** In overt exploitation, a source is contacted openly by the intelligence officer or one of his recognizable agencies, and information is solicited directly. This method has the advantage of providing for the immediate collection of information, but frequently entails significant disadvantages, to include:
 - (1) The information requirements of the brigade or battalion are made apparent to the source, thus entailing a security risk.
 - (2) The source may not cooperate fully because of lack of motivation or because of fear of reprisal.
- d. **Clandestine exploitation of civilian sources.** Clandestine intelligence techniques are necessary in counterguerrilla operations in foreign internal defense to complement overt collection efforts in determining location, strength, and capability of guerrilla forces, underground cells, and civilian supporters. Normally, at brigade or battalion level, it is difficult, if not impossible, to establish an original clandestine collection or

informant system during the time the brigade or battalion is in a particular area of operations. Therefore, the S2 should support and utilize reliable informant or clandestine collection operations being conducted by other US, allied, or host country agencies within the brigade or battalion area of interest. Intelligence collected through clandestine exploitation of civilian sources of information is made available to counterguerrilla commanders through an area control center, joint operations-intelligence center, or a similar facility established to coordinate internal defense and development operations.

H-6. Counterintelligence.

Counterintelligence increases the security of all forces and increases the probability of attaining surprise in operations against guerrilla forces. Adequate security measures are developed and continuously enforced to prevent penetration of the intelligence operation by hostile elements and to detect hostile elements already within the operation. Since guerrilla forces are usually numerically inferior to those of the host country, allied, and US forces opposing them, the guerrilla depends heavily on intelligence for successful operations. US brigades, in coordination with host country authorities, must habitually place emphasis on counterintelligence measures.

- a. **Denial measures.** Denial measures particularly applicable to counterguerrilla operations may include:
 - (1) Removal of compromised informant sources from the area of operations.
 - (2) Restrictions on movement and communication facilities of the civilian population within the area of operations.
 - (3) Thorough briefing of all US, allied, and attached host country personnel in the intelligence practices and techniques used by the guerrilla and his underground support organization and on the security of information.
 - (4) Emphasis on the secure disposal of trash and waste matter.
 - (5) Employment of silent weapons by patrols.
 - (6) Normal activity, while preparing for operations, to preclude indication to the guerrilla force of a change in routine.
 - (7) Maintenance of strict security concerning current or projected logistical movements and the nature of supplies.
 - (8) Conduct of major troop movements under the concealment of darkness or during inclement weather and by the most rapid means of movement available.

- b. **Detection measures.** Appropriate detection measures in counterguerrilla operations may include:
 - (1) Background investigations and screening of all civilians employed by, or operating with, US and host country forces, and those in civil positions. Particular attention is given to the control of guides or trackers who are familiar with the location, disposition, and objectives of the friendly forces.
 - (2) Surveillance of all known or suspected members of the guerrilla force and its infrastructure.
 - (3) Extensive employment of trip flares and ambushes in areas of suspected guerrilla reconnaissance activity.
 - (4) Employment of infantry scout dogs, if available, in conjunction with other security measures.
 - (5) Maximum emphasis on visual and electronic observation. Augmentation of organic visual aids and electronic detection devices is frequently required.
 - (6) Monitoring civil communication media.
 - (7) Employment of civil policewomen for search and interrogation of women and children.
 - (8) Counterintelligence screening of the entire population of settlements suspected of intelligence activities in support of guerrilla force.
 - (9) Wide distribution of photographs of known guerrillas or key underground personnel to assist in the apprehension.
 - (10) Offering rewards for information leading to the capture of informants or other agents supporting the guerrilla force.
 - (11) Periodic photographs of all residents of villages within the guerrilla area of influence and comparison of these photographs to determine additions to, or deletions from, the population during the interim period.
 - (12) Issue of closely controlled identification cards to all residents of the area of operations. In counterguerrilla operations, counterintelligence activities normally are complicated by the presence of large numbers of civilians of unknown reliance; it is difficult to distinguish among the friendly, neutral, and hostile elements. All possible security measures which facilitate identification of these elements are employed continually.
- c. **Deception measures.** In counterguerrilla operations, units habitually plan and execute small-scale cover and deception.

Section III. Psychological Operations

H-7. Create support.

Psychological operations in foreign internal defense include propaganda and other measures to influence the opinions, emotions, attitudes, and behavior of hostile, neutral, or friendly groups to support the achievement of national objectives. (For further information on psychological operations, see FM 33-1.)

H-8. Brigade PSYOP.

The purpose of brigade psychological operations is to enhance the probability of accomplishing the brigade's various foreign internal defense missions. This is achieved by employing psychological principles to lessen or exploit the effects of tactical or nontactical operations upon the population and/or the guerrilla force.

H-9. Concept.

- a. The overall psychological operation program for a given host country is established at the national level by a US-host country agency. This program provides guidelines for succeeding lower military and civilan echelons to use in the quest for popular support.
- b. Counterguerrilla units must ensure that their PSYOP is consistent with and supports US national objectives and the host country national PSYOP program. The brigade employs psychological operations to support its tactical strike and consolidation missions and to support intelligence operations, civil affairs operations, and advisory assistance operations. Care is exercised to ensure that the allegiance of the people is directed toward the host country rather than toward US brigade forces, and that announced programs and projects are attainable. Coordination is accomplished in the local area control center.

H-10. Organization.

a. The psychological operations staff officer(s) and unit(s) perform assigned missions in the same manner as other specialized units or staff members that are attached to, or placed in support of, the brigade or battalion. When such support is not available, a member or section of the unit staff is assigned responsibility for incorporating psychological operation considerations into plans, action, and operations. b. Psychological operation resources are provided either from higher headquarters units or from TOE resources. Psychological operation units provide, in addition to advice, support in the form of loudspeaker teams, leaflets, and various other audiovisual media.

H-11. Operations.

- a. Properly integrated and employed in the planning and conduct of operations and activities, psychological operations can facilitate the accomplishment of the brigade's mission. Counterguerrilla forces must consider the employment of psychological operations in all missions. Commanders and staff officers must realize that all military operations have psychological implications. PSYOP officers must be included in planning all activities.
- b. The establishment of support bases and operational support bases necessitates gaining the support of the populace in the vicinity. Propaganda themes stress the purpose of US support and the military civic action program; the need for laborers; the effects of pilferage on the counterguerrilla effort; and that people do not discuss US and host country military activities.
- c. Within an insurgency context, PSYOP has five major objectives:
 - (1) Assist the government in gaining the support of its population.
 - (2) Assist the government in defeating the insurgent movement.
 - (3) Assist the government in providing psychological rehabilitation for returnees from the subversive insurgent movement.
 - (4) Establish and maintain a favorable image in the host country.
 - (5) Influence neutral groups and the world community.
- d. The major tasks of US PSYOP in an insurgency (when US combat forces are not yet committed) are to:
 - (1) Advise host country PSYOP personnel on how to best exploit government programs.
 - (2) Recommend techniques for maintaining morale of host country forces.
 - (3) Assist host country and US information agencies and activities in coordinating their efforts.
 - (4) Assist host country personnel regarding PSYOP programs which will motivate the people to actively support their government.

- (5) Recommend programs which will adversely affect the insurgent.
- e. The major tasks of US PSYOP personnel in an insurgency (when US combat forces have been committed) are to:
 - (1) Coordinate PSYOP activities with host country units.
 - (2) Advise US and host country commanders regarding insurgent activities and effects.
 - (3) Advise US commanders regarding the psychological effects of military actions.
 - (4) Assist in developing a PSYOP capability within host country military forces.
- f. There are five major target groups for PSYOP: the insurgent, the population supporting the insurgent, the uncommitted population, government personnel, and foreign audiences. Themes are tailored to each of these groups to gain maximum effective support for the government.
- g. When targeting the insurgent:
 - (1) The major PSYOP objective is to discredit the insurgent and to isolate him from the population.
 - (2) The most important direction of attack is against insurgent unit morale.
 - (3) Themes should publicize and exploit differences between cadre, recruits, supporters, and the local population. Other themes might stress lack of support, isolation, homesickness, and hardships.
 - (4) Amnesty programs often prove useful in neutralizing insurgences. Amnesty programs are most effective when they are sincere, credible, well publicized, directed against lower ranking members of the insurgency, and offer sufficient reason and benefits for quitting the insurgent threat.
 - (5) Amnesty programs do, however, have several disadvantages: they recognize the insurgents as quasi-legitimate; they forgo punishment of anyone accepting amnesty; and they increase the image of the insurgent threat.
- h. When targeting the population supporting the insurgent:
 - (1) The PSYOP objective is to achieve withdrawal of support for the insurgent and defection in place or person to the legitimate government.
 - (2) Themes should highlight insurgent shortcomings, ultimate governmental victory, government successes, and the

practical advantages of surrendering or of accepting amnesty.

- i. When targeting the uncommitted population:
 - (1) The major PSYOP mission is to build national morale, unity, and confidence in the government.
 - (2) There should also be a major effort to win popular acceptance of the government force, and convince the people that government programs serve their interests, government forces can protect them, ultimate government victory is assured, and the people have major intelligence and counterintelligence roles to play.
- j. When targeting government personnel:
 - (1) Seek to maintain loyalties and develop policies and attitudes which will result in group members who will realize the importance of popular support, promote public welfare and justice, take action to eliminate the basic causes of the subversive insurgency, and protect the population from the subversive insurgent.
 - (2) Indoctrinate host country security and military forces regarding the importance of the civilian population in IDAD operations. Each soldier must understand that his actions toward the people may spell the difference between success and failure.
 - (3) When government personnel interact with neutral and nonhostile elements of the population, the emphasis should be positive and constructive. PSYOP efforts should publicize the tangible and visible accomplishments of the legitimate government.
 - (4) PSYOP should discourage public apathy and activity that helps the insurgent.
 - (5) The people should not be asked to undertake any activity which is contrary to their own best interests.
- k. When targeting foreign audiences, there are two major groups to be addressed: neutral nations and hostile nations. For neutral nations, the purpose of PSYOP is to achieve friendly neutrality or active support for the legitimate government. For hostile powers, the major PSYOP objective is to influence public opinion against involvement in supporting the insurgency.
- 1. US PSYOP attempts to establish and maintain a favorable US image. The themes most useful in establishing an image are that the US presence is requested by host country government, it is legal and necessary, it is temporary, and it is advisory.

- m. In combat actions, every effort is made to provide for the safety of the civilian population and, if possible, to separate them from the guerrilla forces so that maximum available firepower can be employed against the guerrilla. The decision to employ psychological operation media to accomplish this task is carefully weighed against compromising surprise and security.
- n. Intelligence operations are facilitated by employing psychological operation media to inform the people that they should report to the proper authority information pertaining to strangers, suspicious persons, unusual activities by neighbors, and guerrilla activities. Posters and leaflets provide definitive instruction as to persons and places that are available to receive this information. The message indicates what rewards, if any, are available.
- o. Captured or defected leaders of the guerrilla force are exploited. Written and broadcast messages prepared by these individuals and reviewed by trained psychological operation personnel are used in communities suspected of supporting guerrilla forces, and in tactical operations against guerrilla forces.

Section IV. Civil Affairs

H-12. Government-building.

- a. The civil affairs (CA) role in FID takes the form of civic assistance and civic action.
- b. Civic assistance is defined as providing advice and assistance to indigenous civil and military authorities in the sociological, economic, and political aspects of a civil emergency, disorder, or IDAD. It is commonly referred to as "government-building" since it is directed toward the structures of government. Military civic action is defined as the participation findigenous military forces in short-term projects which are useful to the local population and which contribute to social and economic development.
- c. Civic action programs are divided into long-range and short-range programs. The former deals with the resolution of social and economic problems; the latter is designed to gain and retain the loyalty of the population.
- d. CA operations are a responsibility of military commanders at every echelon. They include any activity of military forces concerned with relationships between the military forces and the civil authorities and people in the area. Activities may range from military civic action projects to the exercise of certain authority that normally is the responsibility of the local government.

H-13. Operational scope.

- a. The scope of CA operations varies with the type of local government and is influenced by the economic, social, and political background of the country and people. Some major CA activities include:
 - (1) Prevention of civilian interference with military operations.
 - (2) Support of government functions.
 - (3) Community relations.
 - (4) Military civic action.
 - (5) Assistance for populace and resources control.
 - (6) Civil defense.
- b. The overall objective of CA in FID is to mobilize and motivate civilians to assist the government and military forces. The operations are directed at eliminating or reducing military, political, economic, and sociological problems. Close and continuous PSYOP support is needed to maximize the effect of CA.
- c. All military units have a capability to conduct CA, particularly military civic action. Major roles in military civic action are frequently undertaken by engineer, transportation, medical, and other units having assets suited to support military civic action projects.
- d. There are several judgmental factors that should be considered before a military unit undertakes a civic action project:
 - (1) Is the project needed and wanted?
 - (2) Will military participation compromise civilian authority and responsibility?
 - (3) Does the project support the unit's political-military mission?
 - (4) Does the project comply with the host country FID plan?
 - (5) Will the project duplicate other efforts?
 - (6) Will the people be involved in the project?
 - (7) Will there be continuity of effort?
- e. Both civic assistance and civic action are geared to the phase of insurgency they are facing.

H-14. US role.

- a. The normal role of the US military in civic assistance and civic action is to advise and assist host nation military forces. Under some rare conditions, US military units may enter into direct civic action programs.
- b. Units as small as a battalion task force may be assigned CA elements to assist in carrying out CA plans. A civil-military operations staff officer may also be assigned to such a task force.
- c. CA liaison and coordination should be established between military forces and government agencies. This can be accomplished through organizations specifically designed for this purpose or through CA staff elements.
- d. CA operations require good relationships with the population. To establish a good relationship, troop discipline, courtesy, and honesty in dealings with the people are emphasized. Where rapport has been established between host country forces and the population, properly administered CA operations contribute to the attainment of FID objectives.

H-15. Planning – five phases.

- a. CA planning includes political, economic, social, psychological, and military considerations. These considerations include:
 - (1) A national development plan that involves projects which support development programs that meet the needs and desires of the people. Civic actions projects conducted simply for the want of something to do may be counterproductive.
 - (2) Military civic action projects conducted by military forces.
 - (3) CA personnel and units required to support host country agencies at subnational levels.
 - ⁽⁴⁾ CA mobile training team requirements and resources.
 - (5) CA training program requirements for host country and allied forces.
 - (6) CA requirements to provide (where needed) government administration in areas of the country.
- b. CA responsibilities assigned to a tactical unit commander may require the employment of specialized civil affairs personnel or units. Host country CA plans should include provisions for CA support to tactical unit commanders. (For further information on CA organization, see FM 41-10.)
- c. Emphasis on military civic action varies with the intensity of insurgent activities. Whatever the level of military civic action,

projects are planned and coordinated with internal development programs. During Phase I of an insurgency, military civic action concentrates on the development of the socio-economic environment. In the absence of tactical operations, many military resources may be devoted to military civic action projects providing both long-range and short-range benefits.

- d. During Phases II and III, military civic action is concentrated on projects designed to prevent intensification of the insurgency. These projects produce noticeable improvements in a relatively short time. Examples of such projects are farm-to-market roads, bridges, short-range educational programs, basic hygiene, medical immunization programs, and simple irrigation projects.
- e. Advice is sought on projects to ensure they are needed, wanted, and coincide with development plans for the area. In the advanced stages of insurgency, priorities on military operations may reduce military civic action to such immediate tasks as providing medical aid to civilians and procuring and distributing food and shelter for displaced persons.

Section V. Populace and Resources Control

H-16. Population protection.

- a. Population and resources control (P&RC) operations are generally classified as nontactical, police-type operations.
- b. Populace and resources control is government action to protect the populace and its materiel resources and to deny those resources which would further hostile objectives against the government.
- c. The objective of populace and resources control operations is to assist in preserving or reestablishing a state of law and order within a nation or area. There are three main tasks involved in reaching this objective:
 - (1) Providing security for the populace.
 - (2) Detecting and neutralizing the insurgent apparatus.
 - (3) Severing any relationship between the insurgent and the populace.

H-17. Forces available.

- a. There are three forces available to conduct populace and resources control operations:
 - (1) The civil police are the first line of defense in the battle against an insurgency.

- (2) Paramilitary forces may augment or assist the civil police.
- (3) The nation's military forces should reemployed only when civil police and paramilitary units cannot cope with the insurgent activity. Even then, priority should be given to employing military police units rather than combat forces.
- b. Control of the populace and resources should be performed by host country agencies. This is a matter of practicality, but there are also legal and psychological implications. US military should be used as a last resort and only as augmentation to host country units. Military police should be utilized before combat troops.
- c. Populace and resources control measures can be classified into three categories:
 - (1) Surveillance of individuals, groups, activities, or locations by overt or covert means.
 - (2) Restrictions such as curfews, travel permits, registration of firearms, national registration and identification of all persons, and control of selected foodstuffs, medical supplies, and equipment.
 - (3) Enforcement through the use of roadblocks, checkpoints, rewards, amnesty programs, and selective inspections of homes at night.
- d. These control measures should be well-planned and coordinated to ensure rapid and efficient operations, with a minimum of delay and inconvenience to the people.
- e. Populace and resources control is designed to complement and support other counterguerrilla operations and environmental improvements being conducted by the military forces, and to contribute to the overall stability of the country or the operational area.

H-18. Central theme.

- a. The central theme of populace and resources control is population protection and resource management. PSYOP should convey this theme and be designed to accomplish the following:
 - (1) Persuade the people to accept the necessary measures, priority to their implementation.
 - (2) Convince the people that their full support will minimize the inconvenience of the measures.
 - (3) Place the blame for any inconveniences or discomfort squarely upon the insurgents.
- b. Border operations are taken (as part of populace and resources control) to isolate the insurgent from his outside support. Outside

support covers a variety of activities. It may range from provision of funds and training of individual insurgents by an outside power to providing an active sanctuary for combat forces.

- c. The most frequent populace and resources control operations US units may participate in are:
 - (1) Border operations.
 - (2) Cordon and search.
 - (3) Augmentation of enforcement operations (roadblocks, checkpoints).

Section VI. Advisory Assistance

H-19. Tactical backup.

- a. Advisory assistance is advice and assistance provided by US personnel to host country regular, paramilitary, and irregular forces and to civilian agencies to help them become effective in the performance of their missions.
- b. These activities support and, in turn, are supported by tactical operations, intelligence operations, psychological operations, populace and resources control operations, and military civic action. Such assistance is designed to:
 - (1) Provide military assistance in conjunction with the Navy and Air Force to the host country.
 - (2) Participate with other services in joint internal defense training and exercises as mutually agreed upon by the services concerned.
 - (3) Provide mobile training teams, combat service support, and combat support to advise, train, assist, and support host country forces.

H-20. Army assistance.

- a. The primary purpose of US Army assistance is to increase the capabilities of host country armed forces.
- b. The brigade may be required to organize, train, equip, and advise host country civil and military personnel and units to perform counterguerrilla missions. Tasks include:
 - ⁽¹⁾ Organizing, equipping, training, and advising paramilitary and irregular forces (locally recruited) to assume local defense missions from the brigade.
 - (2) Equipping, training, and advising host country regular armed forces on new equipment provided by military

assistance programs (MAP) and foreign military sales (FMS).

- (3) Organizing, equipping, training, and advising host country police organizations.
- (4) Advising host country regular armed forces, paramilitary forces, and local governments in all aspects of internal defense and development.
- c. Brigade advisory assistance to host country personnel and organizations, as differentiated from military civic action, usually is performed to extend security assistance activities. Such activities as organizing, equipping, training, and advising host country forces may be accomplished while in base areas or during the defensive phase of consolidation operations of counterguerrilla tactical operations.
- d. If US military assistance organizations are operational, advisors usually are provided for this purpose. However, in cases where US advisors or mobile training teams are not available, brigades may be required to assume this function. Advisory assistance is coordinated closely with both the internal defense and the internal development programs through the local area control center.

H-21. Brigade organization.

- a. All brigade organizations should be prepared to provide individuals or teams capable of performing advisory assistance within their areas of specialization, if the need arises. Organization for advisory assistance operations may require the tailoring of specific teams to accomplish specific missions:
 - (1) Military police, augmented by brigade elements, may be required to train host country military police organizations in the area, while combined arms teams may be required to train local host country artillery and armor units in artillery and armor tactics and techniques.
 - (2) Training centers may be required if the training load is sufficient to warrant them.
 - (3) Teams from brigade units may be organized for on-duty training of host country specialists. These specialists are trained in the use of specialized equipment which is organic to brigades but which will be supplied to host country forces at some future date.
 - (4) Mobile training teams formed by the brigade may be dispatched to local host country forces to conduct training at host country unit bases or training centers.

b. Advisory assistance operations inherently involve the requirement to use advisory techniques. Consequently, tact, discretion, language qualification, expertness in the subject, and other qualifications normally associated with US advisors and advisory operations must be stressed. (For further information on policy governing advisory assistance activities, see FM 100-5 and FM 100-20.)

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APPENDIX I

Staff Functions

I-1. General.

This appendix describes some of the major functions and duties of staff personnel that are inherent in counterguerrilla operations.

I-2. Executive officer (XO).

- a. The duties and responsibilities of the XO are tailored to the desires and wishes of the commander.
- b. These duties and responsibilities encompass four major tasks:
 - (1) Coordinate all staff functions.
 - (2) Assume command in the absence of the commander.
 - (3) Prepare for future operations.
 - (4) Ensure that liaison and coordination are conducted with higher headquarters by the appropriate staff sections, as needed.

I-3. Adjutant (S1).

- a. The S1 is responsible for preparing the personnel estimate and providing input on the effects of personnel status on operations.
- b. In addition to this vital function, there are several other tasks that the S1 must accomplish:
 - (1) Maintain unit strength reports.
 - (2) Process wounded in action.
 - (3) Process killed in action.
 - (4) Process prisoners of war (PW).
 - (5) Maintain unit morale.
 - ⁽⁶⁾ Maintain discipline, law, and order.

I-4. Intelligence officer (S2).

a. In counterguerrilla operations, the S2 is the driving force for all operations. Without timely, accurate intelligence and current estimates of enemy courses of action and locations, the S3 cannot plan for tactical operations with any degree of success.

- b. To fulfill this vital role, the S2 must:
 - (1) Maintain current intelligence information.
 - (2) Develop and interpret intelligence information.
 - (3) Gather intelligence information.
 - (4) Determine likely and suspected enemy targets.
 - (5) Prepare for future operations.
- c. Some of the items the S2 accomplishes, to complete his tasks, include:
 - (1) Updating situation map based upon current intelligence reports.
 - (2) Collecting, interpreting, and disseminating information concerning the effects of weather, terrain, and the guerrilla force on the battalion mission.
 - (3) Supervising the intelligence activities of attached and supporting elements.
 - (4) Monitoring command and intelligence communications nets at all times.
 - (5) Requesting intelligence reports from various sources (higher units, attachments) and logging reports in the S2 journal.
 - (6) Ensuring that the S2 section receives situation reports from the S3 section, tactical fire direction system (TACFIRE), and attachments according to the internal tactical operations center communications SOP.
 - (7) Evaluating and interpreting intelligence information and determining enemy probable course(s) of action.
 - (8) Disseminating intelligence information to his commander, staff, higher headquarters, units or attachments, and adjacent units according to SOP.
 - (9) Supervising and controlling reconnaissance and surveillance plans (in coordination with the battalion S3).
 - (10) Briefing and debriefing patrols operating in accordance with reconnaissance and surveillance plans.
 - (11) Determining reconnaissance patrol plans, reports, and the use of scouts (recommends use of same to S3).
 - (12) Supervising the interrogation of PWs, to include civilians who may have information of immediate tactical value.
 - (13) Examining captured enemy documents and expediting evacuation of PWs and captured materiel to higher headquarters after coordinating with the S4. Unless the S2 is

language-qualified, or has an interpreter attached and available, documents and materials should be forwarded immediately to higher headquarters where qualified personnel can conduct interrogations and/or examinations.

- (14) Planning, supervising, and coordinating with the S3 to ensure all reconnaissance, surveillance, target acquisition (RSTA) devices maintain as complete coverage of the area of operation as possible.
- (15) Coordinating with the S3 to ensure the reconnaissance and surveillance plan and the limited visibility plan are adjusted as needed by the tactical situation.
- (16) Supervising and controlling the operation of the scout platoon in the execution of intelligence missions.
- (17) Originating requests and screening requests from staff elements and subordinate units for air reconnaissance.
- (18) Analyzing air photos and imagery-analysis reports received from brigade.
- (19) Supervising the destruction of classified materials in accordance with the unit's classified document destruction plan.

I-5. Operations and training officer (S3).

- a. The S3 prepares the operations estimate and recommends to the commander actions to be taken. The estimates, predictions, and information supplied by the S2 drive the tactical plan.
- b. The S3 and the S2 work in close coordination if they are to successfully support the mission. More specifically, the S3 accomplishes the following major tasks:
 - (1) Receives and sends initial unit or attachment dispositions.
 - (2) Monitors the tactical situation.
 - (3) Analyzes, interprets, and recommends courses of action.
 - (4) Interacts and coordinates with other staffs.
 - (5) Maintains communications.
 - (6) Prepares for future operations.
 - (7) Supervises training.

I-6. Logistics officer (S4).

a. The S4 is responsible for advising the commander on all logistical matters. He determines supply and other service support requirements. The S4 prepares the logistical estimate and logistical administrative plans.

- b. The S4 accomplishes the following tasks:
 - (1) Maintains equipment readiness reports.
 - (2) Monitors support of units or attachments.
 - (3) Monitors the tactical situation.
 - (4) Supervises use of transportation assets.
 - (5) Prepares for future operations.
- c. Supply operations in support of counterguerrilla forces involve much use of pre-positioned caches and the urgency to resupply units in action.

I-7. Civil-military operations officer (S5).

- a. The role of the S5 is a major one in the inevitable interaction between counterguerrilla forces and the civilian population. The S5 prepares civil affairs estimates and portions of the operation orders. All operations have civil affairs value, and the S5 ensures that this value supports the overall COIN goals.
- b. To do this, the S5:
 - (1) Advises, assists, and makes recommendations that relate to civil affairs.
 - (2) Makes recommendations to ensure operations are consistent with overall COIN goals.
 - (3) Coordinates and implements the civil affairs tasks of the unit.

I-8. Fire support officer (FSO).

- a. The FSO is responsible for the planning, coordination, and request of fire support for the battalion. He ensures that fire support is in consonance with any firepower restrictions and adheres to the principle of "minimum essential force."
- b. To accomplish this, the FSO:
 - (1) Establishes and maintains communication.
 - (2) Manages fire support coordination reports and information.
 - (3) Plans and coordinates employment of battalion fire support assets.
 - (4) Coordinates all fire support on surface targets.
 - (5) Processes planned fire support requests.
 - (6) Monitors immediate fire support requests.
 - (7) Performs target analysis.

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APPENDIX J

Combined Operations

J-1. General.

If and when US forces are deployed to a host country to assist in a counterinsurgency conflict, tactical operations will probably be joint in nature, and it is likely that US forces will be working with, or in support of, the military and paramilitary forces of the host country.

J-2. Nature of Combined Operations.

- a. Combined operations require prior written agreement as to authority, jurisdiction, and procedural and organizational matters. The legal basis for combined operations is usually a treaty or operational agreement between the US and the host country.
- b. US forces must plan to coordinate and work with the military or paramilitary forces. Commanders and staffs must be prepared to establish workable arrangements rapidly, once introduced into a host country, if not done prior to deployment. Every situation will be unique and will depend upon the extent of involvement of US forces and the nature of the operations.
- c. Planning for factors that must be taken into consideration will benefit combined operations. Chief considerations are:
 - (1) Command and control.
 - (2) Intelligence.
 - (3) Operational procedures.
 - (4) Combat service support.

J-3. Command and Control.

Establish:

- a. Organization of the combined force.
- b. Overall command of the force.
- c. Roles and/or missions of the combined force.
- d. Procedure for exchange of liaison officers with language capability or interpreter support, and determine the level of exchange.
- e. Understanding of differences, capabilities, and personal characteristics of host country military leaders.

J-4. Intelligence.

Establish procedures for:

- a. Dissemination of military intelligence and use of intelligence assets by partners.
- b. Coordination of intelligence operations.
- c. Sharing of high-tech intelligence capabilities.

J-5. Operational Procedures.

Establish plans and procedures for:

- a. SOPs that ensure effective cooperation.
- b. Assignment of responsibility for certain operations based on special capabilities of the force.
- c. Determining difference in tactics, techniques, and procedures.
- d. Determining difference in equipment, radios, and maps.
- e. Detailed planning and rehearsals.
- f. Determining allied unit recognition.
- g. Rear operations coordination, planning, and responsibilities.
- h. Use of combat support assets.

J-6. Combat Service Support.

Establish plans for:

- a. Exchange of liaison officers.
- b. Coordinating support from local resources and facilities.
- c. Determining equipment and ammunition compatibility.
- d. Support in a tactical emergency.

Glossary

Acronyms, Abbreviations

Α

- ACC area control center
- ADA air defense artillery
- AI air interdiction
- AO area of operations

В

- bdebrigadeBDFbase defense force
- bn battalion
- BSA brigade support area

С

C ³ CM	Command, Control, Communications countermeasures
CA	civil affairs
CAS	close air support
cdr	commander
CEOI	communications-electronics operation instructions
CEWI	combat electronic warfare intelligence
co	company
COIN	counterinsurgency
COMINT	communications intercept
COMSEC	communications security
СР	command post
CS	chemical gas
	D
DCA	Jafanaine annatan ain

DCAdefensive counter airdivdivisionDSdirect support

Glossary-1

E

	E			
EC	electronic combat			
ELINT	electronic intelligence			
EW	electronic warfare			
	F			
FA	field artillery			
FAC	forward air controller			
FDC	fire direction center			
FID	foreign internal defense			
FIST	fire support team			
FM	frequency modulation (radio)			
FMS	foreign military sales			
FPF	final protective fire			
FSO	fire support officer			
	G			
GS	general support			
	н			
НАНО	high altitude, high opening			
HALO	high altitude, low opening			
нс	chemical smoke			
ннс	headquarters and headquarters company			
НQ	headquarters			
HUMINT	human intelligence			
	Ι			
IDAD	internal defense and development			
IMINT	imagery intelligence			
indiv	individual			
info	information			
	\mathbf{L}			
ldr	leader			

Glossary-2

LOC	lines of communication
log	logistics
LP	listening post
LRSU	long-range surveillance unit
LUP	linkup point
	Μ
MAP	military assistance program
METT-T	mission, enemy, terrain (and weather), troops (available), and time (available)
MI	military intelligence
	Ν

NBC nuclear, biological, chemical

0

obj	objective
OCA	offensive counter air
OCOKA	Observation and fields of fire, Concealment and cover, Obstacles, Key terrain, Avenues of approach and escape
OP	observation post
ор	operation
OPSEC	operations security
ORP	objective rally point
OSB	operational support base

Р

pers	personnel
plt	platoon
POL	petroleum, oils, lubricants
P&RC	population and resources control
PSG	platoon sergeant
PSYOP	psychological operations
PW	prisoners of war

R

	R			
RCA	riot control agent			
recon	reconnaissance			
RON	remain overnight			
R&S	reconnaissance and/or surveillance			
RSTA	reconnaissance, surveillance, target acquisition			
	S			
SAO	security assistance organization			
SEAD	suppression of enemy air defense			
SIGINT	signal intelligence			
S 1	adjutant			
SOP	standing operating procedure			
SP	start point			
sqd	squad			
STANO	surveillance, target acquisition, and night observation			
	Т			
TACFIRE	T tactical fire direction system			
TACFIRE tm				
	tactical fire direction system			
tm	tactical fire direction system team			
tm TOC	tactical fire direction system team tactical operations center			
tm TOC TOE	tactical fire direction system team tactical operations center table(s) of organization and equipment			
tm TOC TOE	tactical fire direction system team tactical operations center table(s) of organization and equipment Tube-launched, Optically-tracked, Wire-guided missile			
tm TOC TOE TOW	tactical fire direction system team tactical operations center table(s) of organization and equipment Tube-launched, Optically-tracked, Wire-guided missile U			
tm TOC TOE TOW US	tactical fire direction system team tactical operations center table(s) of organization and equipment Tube-launched, Optically-tracked, Wire-guided missile U United States			
tm TOC TOE TOW US	tactical fire direction system team tactical operations center table(s) of organization and equipment Tube-launched, Optically-tracked, Wire-guided missile U United States United States Air Force			
tm TOC TOE TOW US USAF	tactical fire direction system team tactical operations center table(s) of organization and equipment Tube-launched, Optically-tracked, Wire-guided missile U United States United States Air Force W white phosphorus			
tm TOC TOE TOW US USAF	tactical fire direction system team tactical operations center table(s) of organization and equipment Tube-launched, Optically-tracked, Wire-guided missile U United States United States Air Force W			

Glossary-4

References

Required Publications

Required publications are sources which users must read in order to understand and use FM 90-8.

Field manual (FM)

100-20 Low Intensity Conflict

Related Publications

Related publications are sources of additional information. Users do not have to read them to understand FM 90-8.

Army regulation (AR)

310-25	Dictionary	of United	States	Army T	'erms

310-50 Catalog of Abbreviations and Brevity Codes

Field manual (FM)

1-100	Combat Aviation Operations
3-10	Employment of Chemical Agents
3-12	Operational Aspects of Radiological Defense
3-50	Deliberate Smoke Operations
5-100	Engineer Combat Operations
6-20	Fire Support in Combined Arms Operations
7-8	The Infantry Platoon and Squad (Infantry, Airborne, Air Assault, Ranger)
7-10	The Infantry Rifle Company (Infantry, Airborne, Air Assault, Ranger)
7-20	The Infantry Battalion (Infantry, Airborne, Air Assault)
7-30	Infantry, Airborne, and Air Assault Brigade Opera- tions
17-47	Air Cavalry Combat Brigade (ACCB)
17-50	Attack Helicopter Operations
17-95	Cavalry

References-1

19-1	Military Police Support for the AirLand Battle
19-4	Military Police Team, Squad, Platoon Combat Operations
19-15	Civil Disturbances
19-40	Enemy Prisoners of War, Civilian Internees, and Detained Persons
21-75	Combat Skills of the Soldier
24-1	Combat Communications
29-2	Organizational Maintenance Operations
29-23	Direct Support Maintenance Operations (Non- divisional)
29-30-1	Division Maintenance Battalion
29-51	Division Supply and Field Service Operations
30-5	Combat Intelligence
31-11	Doctrine for Amphibious Operations
31-12	Army Forces in Amphibious Operations
33-1	Psychological Operations: US Army Doctrine, Combat Electronic Warfare and Intelligence
34-1	Intelligence and Electronic Warfare Operations
34-10	Military Intelligence Battalion (Combat Electronic Warfare Intelligence Division)
41-10	Civil Affairs Operation
44-1	US Army Air Defense Artillery Employment
44-3	Air Defense Artillery Employment: Chaparral/Vulcan
44-18	Air Defense Artillery Employment: Stinger
55-2	Division Transportation Operations
71-1	Tank and Mechanized Infantry Company Team
71-2	The Tank and Mechanized Infantry Battalion Task Force
71-3	Armored and Mechanized Brigade Operations
90-4	Airmobile Operations
90-10	Military Operations on Urbanized Terrain (MOUT)
90-10-1	An Infantryman's Guide to Urban Combat

References-2

90-14	Rear Battle
100-5	Operations
101-40	Armed Forces Doctrine for Chemical and Biological Weapon Defense

Joint chiefs of staff publication (JCS Pub)

- Pub 1 Dictionary of Military and Associated Terms
- Pub 2 Unified Action Armed Forces

References-3