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**ESTIMATE OF THE SITUATION
AND
OPERATION PLANS AND ORDERS**

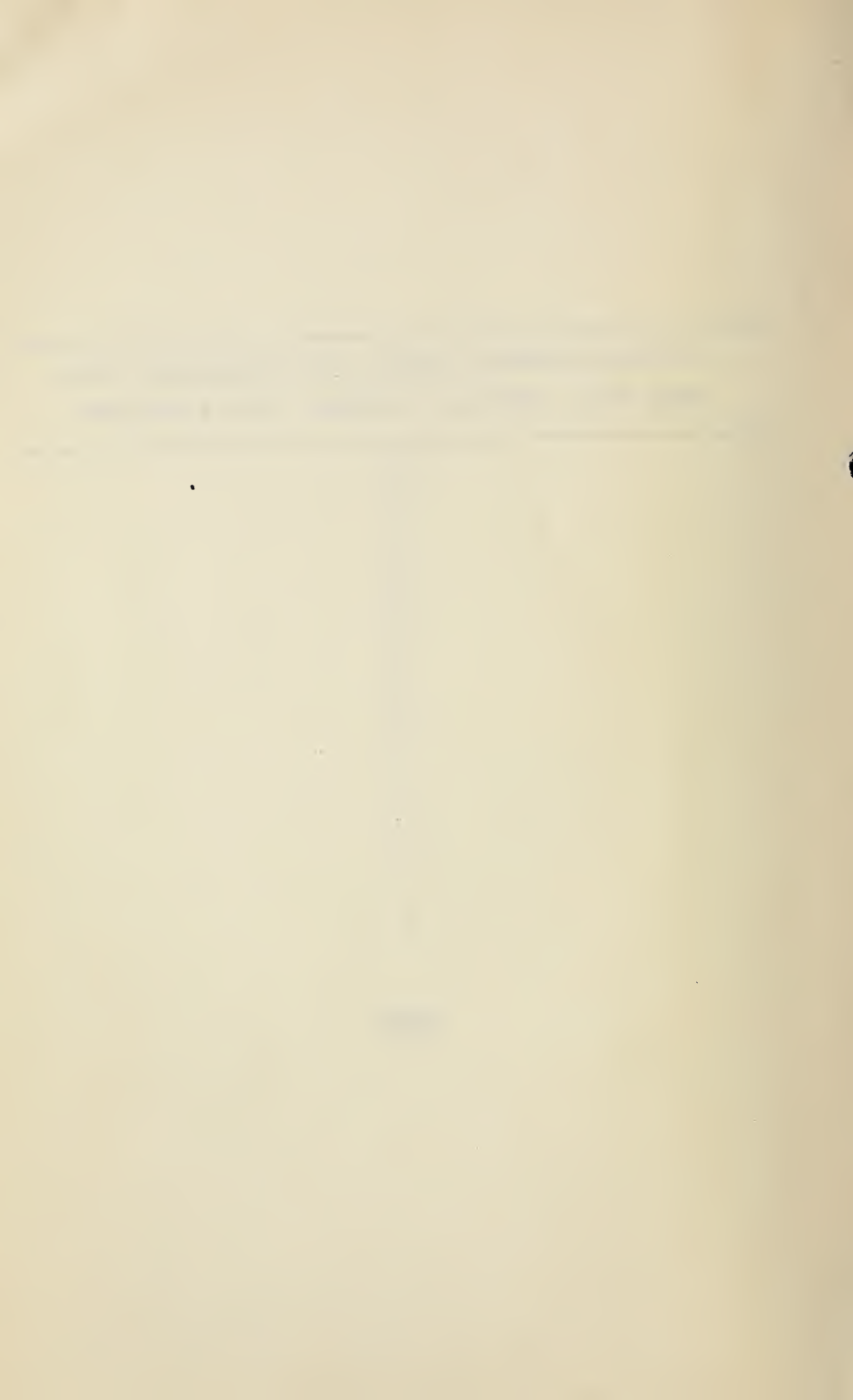


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**MARINE CORPS SCHOOLS
MARINE BARRACKS, QUANTICO, VIRGINIA**

**“IF THE TRUMPET SOUND AN UNCERTAIN NOTE
WHO WILL PREPARE HIMSELF FOR BATTLE?”**





INTRODUCTION

MARINE CORPS SCHOOLS MARINE BARRACKS, QUANTICO, VIRGINIA 1937—1938

Instructions on the subject of Combat Orders are to be found in Chapter 2, **Staff Officer's Field Manual**, Part 1. Herewith is published the doctrine and practice of the Marine Corps Schools, and this text will be used as a textbook for the various courses.

The text amplifies and emphasizes the instructions contained in the **Staff Officers' Field Manual** without in any way superseding it. It makes specific and particular application of the broad and general discussion contained therein.

The outline of the Navy form for the **Estimate of the Situation** is followed but certain features of the Army form have been included in order to make the outline more applicable to land operations.

**ESTIMATE OF THE SITUATION
AND
OPERATION PLANS AND ORDERS**

INDEX

	Paragraph	Page
Section I. Responsibility of the Commander	1-6	1-3
II. The Estimate of the Situation	7-15	4-15
III. The Plan	16-19	16-17
IV. Types of Operation Orders	20-26	18-20
V. Technique of Operation Orders	27-35	21-24
VI. Operation Orders ..	36-45	25-33
VII. Administration Plans and Orders	46-61	34-41
VIII. Outlines		42-94

ESTIMATE OF THE SITUATION
AND
OPERATION PLANS AND ORDERS
SECTION I
RESPONSIBILITY OF THE COMMANDER

	Paragraph
The Commander and Orders	1
Steps Involved	2
Estimate of the Situation	3
Plan	4
Orders	5
Supervision	6

1. **The Commander and Orders.**—a. The commander of any unit is alone responsible to his superior for all the unit does or fails to do. Although he may be provided with a staff to relieve him of the burden of details and allow him more time for consideration of the broader phases of his duties, he can not avoid his responsibility for all policies, plans, or decisions which affect the condition, morale, training, or employment of his command.

b. The commander's decisions and plans are translated into action by means of orders. The art of properly framing orders so as to insure the desired action by subordinates is a vital feature in the exercise of command. Effective orders are the result of logical thinking and definite decisions expressed in simple language. The contents and method of issue of orders depend upon the situation. Among the elements of the "situation" in this particular are the state of training of the units which are to execute the order, and the character and training of the subordinates who receive it. Unless these facts are emphasized and repeated, the tendency will continue to be, as in the past, to make all orders alike—alike in scope—regardless of the experience of the units concerned and character and experience of subordinates.

2. **Steps Involved.**—a. The solution of any situation requiring action involves a consideration of certain definite steps to be taken in a logical sequence. The commander must first make an **estimate of the situation**. As a result of this estimate he arrives at a **decision** as to what action is to be taken to meet the situation. He must next evolve a **plan** for putting his decision into effect. His **plan** is then conveyed to his subordinates by means of **orders**. His final step is **supervision** to insure the execution of the orders in accordance with his plan. Only by following the above sequence of thought and action can the commander fully discharge the responsibility resting upon him.

b. The extent to which each of the above steps will be performed personally by the commander is dependent upon a number of factors. Some of these are: the size of the command, the situation, and the character and training of the commander and the

members of his staff. In a small unit with no staff, the commander must carry out every step himself. In larger units part of the work will be done by the staff. Time and space factors, the nature of the action, the availability of members of the staff—to list only a few of the elements of the situation—may dictate the amount of detail handled by the commander. The more highly trained the members of the staff become and the more conversant they become with the commander's policies and characteristics, the more the commander will be able to rely upon them for the planning of details. It is evident, therefore, that the process of preparing the plan will vary between wide limits. However, the responsibility for the decision, plan, orders and supervision rests solely upon the commander.

3. Estimate of the Situation.—a. Before attempting to formulate a plan for an order, the commander must go through a logical mental process and arrive at a definite decision. This mental process, known as the "estimate of the situation," is discussed under Section II.

b. A commander of a small force may be suddenly confronted with an emergency demanding immediate action. There may be almost no time for deliberation, yet, before he can reach a sound decision there must flash through his mind certain essential factors affecting his task, the enemy, and his own force. In such a case the process of reasoning is almost instantaneous, but it must be gone through or the action taken is based on chance alone. The commander of a large force may be given a task which calls for days or even weeks of most careful thought and study. The commander utilizes all of his staff, everything that may possibly affect the problem is considered, all probable contingencies are foreseen and a decision is finally reached after the most exhaustive study. These two examples illustrate the extremes but the mental process involved in them is fundamentally the same, varying only in the extent of detail.

4. Plan.—a. Having arrived at a decision the commander must next express it in terms applicable to his own command. He must decide how he is going to use the various subdivisions of his unit to the best advantage in carrying out his decision. This constitutes his plan. It includes the commander's basic decision and all of his other decisions, tactical and administrative, that are necessary to insure the execution and control of the operation along the lines he intends. This plan is prepared as a directive for the commander's staff and varies materially for different operations. It is as vital a factor to the commander in formulating an order as is a plan to an architect in erecting a building. Successful execution is dependent on proper planning.

b. The detailed plan is completed by the staff from the commander's directive. It contains a general statement of the commander's decision and detailed tactical and administrative instructions for the employment of each subordinate unit in carrying out the decision. It includes all matters usually contained in paragraphs 2, 3, 4 and 5 of a field order. (Paragraph 41).

5. **Orders.**—The detailed plan must now be translated into action. The commander does this through the medium of operation orders or plans. The orders discussed in this text are classified as OPERATION ORDERS or PLANS in order to distinguish between them and ROUTINE ORDERS (general orders, courts-martial orders, special orders, bulletins, circulars, and memoranda). Operation orders are orders of any type which contain instructions for subordinate units pertaining to any phase of operations in the field.

6. **Supervision.**—a. The responsibility of the commander does not end with the issue of orders. The ideal order is one which is so clear that it admits of no misunderstanding. However, the subordinates who are to carry out the provisions of the order differ in character and experience. They do not all think nor react alike. Therefore, to secure proper cooperation among subordinates and to assure himself that subordinate plans are in furtherance of his own general plan the commander must supervise the execution of the order which he has issued.

b. This supervision is exercised by means of conferences and visits of inspection. Where a staff is available to the commander, part of the supervision is exercised by members thereof. Such conferences are not for the purpose of criticising the order or plans of the commander, nor of influencing his decision. Their object is the promotion of mutual understanding, the correct interpretation of doubtful or obscure points and the development of teamwork. In no other way can the commander insure to the fullest extent the development of the action along the lines he has planned.

SECTION II

THE ESTIMATE OF THE SITUATION

	Paragraph
The Object and Use of the Estimate	7
The Purpose of a Standard Outline	8
Importance of the Decision	9
Timeliness in the Decision	10
The Value of Training	11
The Prescribed Outline	12
Amount of Detail	13
The Commander's Estimate of the Situation	14
The Abbreviated Estimate	15

7. The Object and Use of the Estimate.—Every military operation has for its object the accomplishment of a definite purpose. The consideration which a commander gives to the means at his disposal, the factors of his situation, his own possible lines of action and the capabilities of the enemy, leads to a decision as to the employment of his forces to accomplish his purpose. No decision can be made without this consideration, whether it be mental or written, brief or detailed. This consideration of his mission, his situation, his means, and the enemy is the constant preoccupation of the commander; it is an interlude wherein he takes time out and makes up an "estimate." The object of a commander in making an estimate of the situation is to reach a sound decision in ample time for the employment of his forces. It may be prepared in order to present to higher authority a proposed course of action and the reasoning on which it is based, or to set down the reasoning on which the writer adopts a course of action.

8. The Purpose of a Standard Outline.—To guard against a superficial consideration and to insure that no important factors have been overlooked, the process of reasoning involved has been detailed in a logical sequence. This starts with a statement of the mission, is followed by a consideration of the factors affecting your own and the enemy's situation, of the plans open to the enemy and to your own forces, an analysis and comparison of the effect of each of these plans on your own and the enemy's future action. Such an estimate concludes almost certainly with a sound decision. The estimate of the situation, in its military application, differs from the ordinary mental processes which govern the acts of every-day life in this respect in that the process of reasoning is thorough and methodical. It is directed along lines carefully systematized with a view to giving the fullest possible assurance that no important factor shall be overlooked. It follows a sequence of consideration that should lead inevitably to the most appropriate decision. The outline is a tool to aid commanders in reaching sound decisions.

9. Importance of the Decision.—The rendering of decisions is the most important duty of commanders and is a responsibility which cannot be transferred. Plans are based on decisions and plans

cannot be completed until decisions are made. Correctness is essential in the decision and is gauged by the aptness with which the decision meets the demands of the mission of the commander as affected by all elements of the situation which confronts him. An erroneous and ill-considered decision leads to "orders, counter-orders, disorder."

10. Timeliness in the Decision.—A decision must be made when it is necessary to change the line of action. In other words, the commander must decide when to make a decision. Since the decision is the basis for orders which provide for the immediate future, the decision likewise covers only the course of action to meet the **immediate** situation. The decision which meets the immediate situation must be distinguished from the conditional intentions of the commander as to his plan of action for the more distant future. Decisions are made from time to time, in accordance with his general intentions, as the situation changes. A decision must be timely, so that plans may be completed, preparations made, and the execution carried through in the time available. A decision is aimed to fit the situation accurately, not at the time it is actually rendered, but at the time it is to be put into execution.

11. The Value of Training.—It is a common experience in battle, during field exercises, or even in the solution of map problems with a limited time factor, to find that the untrained officer, when confronted with a tactical situation, becomes badly confused and is unable to make a decision, or that he delays his decision until the time for action has passed. This occurs often when the answer to the problem is extremely simple and when the trained mind would grasp the situation at once and almost automatically apply the proper solution. In nearly every such case, the fault is due to lack of training in a method which will guide thought logically in spite of confusion and haste, and not to want of reasoning powers. Training in estimating situations and arriving at decisions in time of peace, using for this purpose a proved sequence of consideration, comparison, and deduction will go far to obviate confusion and indecision on the field of battle, where the situation will be further complicated by uncertainty of enemy information, exhaustion, and the responsibility of life and death resting on the decisions of the leader.

12. The Prescribed Outline.—The outline for the estimate of the situation is intended as a guide to direct the mind along a sequence of reasoning that is considered natural and logical. This outline can be expanded for the extensive consideration which would determine the plan of action of a group of armies and which might occupy fifty pages; or it can be contracted into a consideration of the few vital factors which would determine the decision in a minor tactical situation and would not occupy over a page or two, if written. Estimates of the situation intended to present a plan of action to higher authority may be opened with a statement of the situation.

13. **Amount of Detail.**—a. The amount of detail in any estimate will vary between wide limits and will depend, not only on the time available, the complexity of the situation and the size of the forces involved, but also on the readers for whose information it is prepared and the use for which it is intended. In minor tactical situations rapidity is all important, and the time available will seldom admit of all considerations being recorded, though all important factors in the situation should receive mental consideration. The estimate made in the course of battle might not be reduced to writing or might consist only of a few brief notes, while one made in peacetime on a possible war plan might fill a volume.

b. As a general rule, only the factors in the situation which have an important bearing on your own or the enemy's possible lines of action should receive written consideration. A mass of unimportant details placed on paper obscures the important factors, usually few in number, which really determine the decision. The officer making an estimate must weigh the importance of the different elements of the situation affecting enemy capabilities and his own possible lines of action. His soundness of judgment will be indicated by those he selects to receive written consideration.

14. **The Commander's Estimate of the Situation.**—The procedure in making a commander's estimate of the situation is discussed under the headings of the outline. The complete outline can be found in Section VIII. It is suggested that a study be made of the complete outline before reading the detailed discussion which appears below.

I. **Mission.**

a. **Summary of the Situation.** The summary of the situation is a brief statement of essential facts set forth at once to assure that the Commander has in mind the circumstances which characterize the problem. Subsequent subdivisions of the Estimate should contain all facts that may influence the final Decision.

Situations rarely remain static. Instead, they are more likely to change constantly. Therefore, it is particularly important that the summary include a statement as to present enemy activity that may affect the Commander's future action, or may change the situation between the time the estimate is commenced, and the time its resulting plan is put into operation.

b. **Formulation of the Mission.** Except in rare cases, the Commander will be assigned a Task by his immediate superior. In addition, the superior will usually supply essential information, and will disclose the Task of his own Decision.

This assigned Task, coupled with the Task of the immediate superior's Decision, constitutes the Commander's Mission, i.e., his Task and Purpose. A statement of the Mission assumes, therefore, the following form:

To: (statement of assigned Task)

In order to: (statement of the Task of the Decision of the immediate superior, or the fact of contributing thereto).

It is desirable thus to state clearly the Mission at the beginning of an Estimate in order that, throughout the process, there may be clear understanding of the ultimate objective.

The Commander may not always expect to be provided with a concisely formulated Mission. Although his immediate superior will be fully alive to the fact that unity of effort may fail of achievement if his will and intent are not made known to his subordinates, circumstances may prevent the issuance of a formal directive. In such cases, the Commander derives his Mission for himself.

There is another category of circumstances in which a Commander may not be assigned a Task expressed in a single, simple phrase. His superior may have entrusted him with several important undertakings which, while they may all contribute to the execution of the superior's plan, can be clearly understood only if expressed as separate tasks. Under these circumstances, in the formulation of his Mission, the Commander may properly summarize this series of separate tasks as a single, integrated whole. This expression of his full Task will then, to himself, represent and include all of the several tasks which his superior has directed him to perform.

If the problem which is the source of the Estimate is one that is subsidiary to the Commander's basic problem, its solution will concern the attainment of an immediate objective which represents a step in the attainment of the ultimate objective. In making an Estimate of this restricted scope, the Commander will first formulate his Mission, which embraces the ultimate objective, and immediately following will formulate a Task which involves the action necessary for the attainment of the immediate objective, together with the Purpose served by this subsidiary Task.

This statement of Task and Purpose, whether complete or partial, serves in either case to fix the limits of the Estimate in hand.

Great stress is laid upon the importance of adherence to the mission. A commander cannot abandon his mission without incurring the risk of wrecking the plans of his superior. It is not to be understood, however, that a commander must stick blindly to his mission regardless of the developments of the situation. History is full of instances in which commanders have had to abandon their missions because of changed conditions.

Only a radical change in the situation will justify an abandonment of a mission. In such circumstances the following principles will guide the commander in deciding his course of action. A mission will never be departed from in letter or spirit:

- (a) So long as the officer who assigned it is present and does not himself alter it.
- (b) If the officer who assigned it is not present, so long as there is time to report to him and await a reply without losing an opportunity or endangering the command.

If the above conditions do not exist, a departure from either the spirit or letter is justified if the subordinate who assumes the responsibility bases his decision on some fact which could not be known to the officer who assigned it, and if he is satisfied that he is acting as his superior, were he present, would order him to act.

If a subordinate does not depart from the letter of his mission when such a departure is clearly demanded, he will be held responsible for any failure which may ensue.

II. Survey of Opposing Strengths.

- a. Considerations affecting the opposing courses of action.
—Consider, in connection with your mission, such of the following, or any other, factors in the situation which will influence your choice of a course of action as well as those which affect the physical capabilities of the enemy to act adversely:

Relative Combat Strength, including:

Numerical strength

Composition

Arms and armament

Combat efficiency, including:

Physical condition

Morale

Training

Battle experience

Leadership

Sufficiency of supply (other than arms and armament) such as equipment, transport, ammunition, rations, etc.

Dispositions (as they effect the disposable force in the immediate situation).

Assistance to be expected from neighboring troops.

Time and Space (including necessary troop movements and the time required).

Terrain, including:

Observation

Field of fire

Cover

Obstacles

Communications (including influence on troop movements, evacuation, and supply).

Essential terrain objectives.

Compartments.

Dispositions (as predisposing toward or against a certain line of action).

Reinforcements

Enemy's Knowledge of Our Strength and Dispositions (secrecy)

Hydrography.

Weather.

Duration of Daylight.

Phases of Moon.

Hostile Tactical Doctrines

Character of the Enemy Commander

Signal Communications

Use a separate subparagraph for the consideration of each factor. First state the facts briefly. Then state your deductions of the effects of this factor on your choice of a course of action as well as on the enemy capabilities (favoring, limiting, or preventing certain courses of action. (Some factors will affect only your courses of action and others only the courses of action of the enemy. This list of factors is not complete and is only suggestive. Only those factors which have an actual effect on your choice of a course of action or on the physical capabilities of the enemy to act should receive written discussion. In commands where F-2 and F-3 estimates of the situation are included in the commander's estimate, the factors and deductions affecting the physical capabilities of the enemy to act, and your own possible courses of action, will be considered in separate paragraphs followed by conclusions as to the possible lines of action.

The purpose of this paragraph is to determine from an examination of all the known elements of the situation the limitation imposed on the physical capabilities of the enemy to act adversely to you and the effect of these elements on your courses of action.

The term "factor" as used in this outline refers to any one of the elements or components of the situation which affect either the enemy or your own capabilities to act. The list of factors given in the outline is merely suggestive and is not intended to cover all the elements of any given situation that could influence the courses of action. It only includes those commonly encountered. Any other factors of importance in a situation under consideration should be discussed and deductions of their effect drawn. Only those factors which have an actual effect on your choice of a course of action or on the capabilities of the enemy to act adversely to you should receive written discussion.

The judgment of a commander is indicated by his ability to select the important factors in any given situation and to accord them due weight.

The consideration of each factor divides itself naturally into (a) a statement of the facts, and (b) a deduction from these facts of the effect of this factor on your own or the enemy courses of action. For example:

TIME AND SPACE. (Facts) Six hours of daylight remain. It will take me four hours to launch either a frontal attack or a close-in envelopment leaving two hours to push through the attack. To make an attack on the flank and rear of the hostile organized position will require a march of ten miles by the enveloping force. This force, under most favorable circumstances, could only reach an attack position by dark. The two hours left of daylight are insufficient to insure that a frontal attack or close-in envelopment could be carried to a conclusion against the degree of organization of the hostile position.

(Deductions) An attack of any kind today is not practicable.

An envelopment of either flank as far east as Parr's Ridge can be made early tomorrow.

Factors should be considered in the order of the influence that they exert on your own courses of action, or on the enemy capabilities. The importance of the effect of different factors will vary with each situation. In one case time and space might have the most important bearing; in another terrain; in a third, relative combat strength. Certain factors, if considered first, tend to limit the amount of study that need be given others. For example: A consideration of time and space will limit the extent of terrain that needs to be discussed.

One factor may be the determining influence in the decision in one situation, while in another the decision can only be arrived at by weighing and balancing the effect of many factors. In most minor tactical situations the determining factors are few in number and careful consideration of a few important factors will usually lead to a sound decision. In such cases the extensive consideration of a large number of unimportant factors tends to obscure the important considerations which will determine a decision.

Factors which are in their normal relationship need not be given a discussion. To mention them is sufficient in a complete estimate and in an abbreviated estimate they should be given mental consideration and not placed on paper. For example: In considering relative combat strength if the composition of the two forces were the same a mere statement to this effect in a complete estimate is sufficient, while in an abbreviated estimate it would not be mentioned.

The same application would be made to the other details of relative combat strength. If all, except numerical strength, were in their normal relationship of presumed equality the deduction of relative combat strength

would then result simply from the consideration of numerical strength. In the abbreviated estimate, in the case cited, numerical strength would furnish the only facts for written deductions of relative combat strength. If the combat efficiency of the two forces differed materially and all other factors such as numerical strength, composition, etc., were the same or in their normal relationship, then combat efficiency would receive principal consideration and the other components would only be mentioned in a complete estimate and would not receive written consideration at all in the abbreviated estimate.

III. **Enemy Courses of Action.** As a result of these deductions list, in general terms only, all possible courses of action, within the physical capabilities of the enemy, which can adversely affect the accomplishment of your mission.

The deductions under each factor are made from consideration of their effect on the hostile physical capabilities for action (favoring, limiting, or preventing) and on your own possible courses of action to accomplish your mission. The enemy is assumed capable of acting in any direction or employing any method except as he is prevented or limited by the elements of the situation. No capability of the enemy should be eliminated from consideration as long as it remains physically possible. Your own possible courses of action are limited initially by the requirements of your mission. Consideration of the factors of your situation (at this time without considering the effect of possible enemy action) further will limit your courses of action and will tend to show the most suitable.

Enemy capabilities are arrived at from the consideration of and deductions from the factors of the situation as they effect the physical ability of the enemy to pursue certain courses of action. It is unwise to presume, in shore operations, the enemy's intentions or his mission. Your study is for the purpose of determining, not what he is going to do, but everything he is able to do. His marching ability and time and space will determine how far he can move in any given direction in a certain time. For that time his capabilities are then limited to that extent. The terrain may favor certain courses of action and render others less likely, but the commander is not justified in dismissing action over adverse terrain on that account.

In rare instances the enemy may be so limited by his situation, dispositions, and commitments that only one course of action is open to him. In this case the commander should not hesitate to so state. The mere fact, however, that the enemy has a relative combat strength of one-half your own does not justify a conclusion that he will limit himself to defensive action. Nor, if your own forces were defending would you be justified in concluding from an examination of the terrain, because it favored his attack on your right flank and was somewhat more difficult on the left flank, that the enemy would avoid your left flank. That is exactly the assumption an alert enemy would prefer you to take, since your resistance is more of a hindrance to him than is the terrain, and this assumption on your part might permit him to surprise you on an unguarded flank.

IV. **Commander's Own Courses of Action.** a.—**Appreciation of the Mission.** The Mission was originally stated in order to promote an understanding of the ultimate objective, and to confine the Estimate within certain

limits. The Mission is now restated because an appreciation of all its ramifications, in connection with the background now established, is necessary if the Commander is to evolve a plan which will meet his full responsibilities. Where the motivating Task is subsidiary to the Task of the Mission, it will also be restated for the same reason. To facilitate cooperation, the Missions of other task force commanders on the same echelon may also be set down at this point.

The Commander studies the motivating Task and the Purpose to ensure that he has a working concept of the problem which confronts him. He not only weighs carefully the implications of his assigned Task, but scrutinizes the Purpose with equal care because that Purpose indicates the integrated cooperative effort required of all Task Group Commanders involved.

- b. List, in general terms only, all reasonable and practicable courses of action open to you which, if successful, will accomplish or facilitate the accomplishment of your mission.

Your own possible courses of action are limited by the factors of the situation and your mission. Your mission may require offensive action. Your courses of action are then limited to the several possible methods of offense. The marching capacity of your command and considerations of time and space will determine the limitations of ground over which you can act. Consideration of the factors of terrain may further eliminate some of these courses of action. When you have considered all the factors which affect your own possible courses of action which will further the accomplishment of your mission you can arrive at a list of reasonable and practicable courses of action permitted you by the situation and your mission.

In large commands, where extensive estimates considering a great many factors have to be made, the second and third sections of the staff will of necessity submit separate staff estimates of the situation, coming to conclusions as to the enemy capabilities of action in the F - 2 estimate and your own possible courses of action in the F - 3 estimate. In this case the commander uses these estimates in the analysis of the opposing courses of action, and, if concurred in by him, they are made a part of his estimate of the situation, taking the place of paragraph III and IV as used in this outline. In certain situations, particularly an operation of one of the larger units projected into time and space, a more detailed study of the terrain is generally required in order to utilize this factor to the greatest advantage and to determine the effect of the terrain on the courses of action contemplated. When such an extensive estimate of the terrain factor is required by the situation it becomes an annex to the commander's estimate of the situation. See outline for an estimate of the terrain, page (73-74).

V. Determination of Commander's Best Course of Action.

a. Analysis and Comparison of the Opposing Suitable Courses of Action.

Review mentally what will happen under all of the possible combinations if each of your courses of action were opposed by each of the hostile capabilities. This is to determine the degree of success, toward the accomplishment of your mission, that can be expected from each of your courses of action, and to discover the weakness of each when tested against each of the capabilities of the enemy. From these mental analyses, state briefly such of your conclusions as have an important bearing on your choice of a course of action.

In paragraph 2 you have considered the limiting and favoring factors imposed upon the enemy capabilities and on your own possible courses of action by the situation without regard to interference from the opposing force. You have deduced from these studies certain enemy capabilities to act adversely to you and all reasonable and practicable courses of action which would, if successful, accomplish your mission. In paragraph V, you study what would happen under all the possible combinations of the opposing courses of action. These studies should show the feasibility of your courses of action when opposed by the enemy and the advantages and disadvantages of each. The most important considerations in assessing each of these eventualities are: Will it accomplish my mission? What is its probable degree of success? What is its cost in losses, time, and disorganization? How will I be situated for future action in case of success or failure? How decisively will the enemy be affected?

This is done by mentally picturing what will happen to your course of action number 1, for example, if it were put into execution and opposed by enemy plan 1, then with enemy plan 2, and similarly with all other combinations. The amount of discussion given to each of these eventualities will depend upon the importance of its bearing on your choice of a course of action. All probable effects should receive mental consideration, should be winnowed and sifted, but only those of primary influence should be selected for written discussion.

Napoleon deduced the enemy capabilities and frequently reduced his analysis of the opposing courses of action to writing. With reference to the situation in August, 1813, he wrote the Secretary of War as follows:

"It is reported that 60,000 men of the Russian and Prussian Army have entered Bohemia, and that Emperor Alexander arrived at Prague, the 15th. If this is the case:

First hypothesis: Either the enemy will take the offensive by Zittau, the only exit that is on the right bank. He will be stopped by the forces at Zittau and the corps of General Vandamme, as well as by the reserve at Goerlitz that I can get there in a day and a half, or

Second hypothesis: The enemy will maneuver on the left bank of the Elbe and will debouch by Toeplitz and Peterswalde to advance on Dresden. In this case Marshal St. Cyr can assemble 60,000 men in two days, and in four days I can be there with 150,000. Finally,

Third hypothesis: [Considered highly improbable by the Emperor, but not omitted by him.] The enemy may engage in operations that cannot be anticipated and will enter Germany moving either by Munich or by Nuremberg. In this case, he will deliver all of Bohemia into my hands.

In case the report is in error: If on the contrary, the report of the entry of the Russian Army into Bohemia is false, or if there is but a small body of troops, then in two days I can concentrate 200,000 men against the enemy in Silesia.

Another improbable action: We shall consider the case where the enemy, forgetting past lessons, may move with 40,000 men on Munich and 25,000 or 30,000 on Wurzburg, which would weaken him by 70,000. Here, then, is my plan so that you may give the necessary orders, etc."

b. Final Evaluation of Commander's Courses of Action.

With reference to each of your own courses of action determine and state the decisive factor or factors that lead you to discard or adopt it and state, in conclusion, which course of action is most advantageous for carrying out your mission whatever capability the enemy may follow. This determination will result from balancing mentally the comparative advantages and disadvantages of your own courses of action, from judging and weighing their relative merits. It will require a mental review of the deductions and conclusions made in paragraphs II, III and IV, calculation of the probability of success from each, appraisal of your situation resulting from each course as it will favor your future action, estimation of the comparative decisiveness of the effect of each plan upon the enemy, and of the relative cost of each to you in losses and disorganization.

Having determined the absolute advantages and disadvantages of each of your courses of action separately when opposed by each of the enemy capabilities you can now assess the comparative merit of your plans and select the most advantageous for the accomplishment of your mission. The estimate so far has proceeded by a constant sifting, discarding the unimportant factors and stressing those that have an important bearing on your selection of a course of action. The comparison of your courses of action should now be narrowed to a few predominant considerations. A sound selection of a choice of action should result inevitably from assessing the comparative importance of their effect.

Napoleon carefully appraised the comparative merits of his own courses of action. In 1814, operating with inferior forces between the Marne and the Seine, containing the Prussian-Russian forces on the Marne, defending against the Austrians on the Seine, he learned that his S-detachment (McDonald, Oudinot) had fallen back, and that Schwarzenberg (Austrians) had crossed the Seine at Troyes. He immediately, in writing, examined three possible plans open to him and compared their relative effectiveness:

Plan 1. Advance on Troyes, i.e., operate against the rear of the Austrians. A decisive plan, bound to affect the Austrians and menace their lines of communication.

Plan 2. Join McDonald at Provins. Disadvantage, in operating on parallel lines with the enemy, indecisive.

Plan 3. Move on Meaux, interpose between Paris and the Enemy. Mediocre conception; indecisive, without moral effect, risking everything on a single battle; the operation against the rear is bound to be more effective.

VI. **Decision.**—State the commander's basic decision which is reached as a result of the analyses and comparisons of all of the elements of the estimate. This statement is brief and shows, in concise and definite terms, the courses of action which the command as a whole is to adopt to meet the immediate situation. Usually the basic decision will include a statement of what the command as a whole will do and when, where, how and why it will be done. Situations will occur when, due to lack of information, all of these elements cannot be included in the basic decision. The amount of detail to be included in the basic decision in situation must be determined by the officer making the estimate.

The statement of the basic decision should be clear and brief. Detailed plans are formulated with this as a foundation. The commander will, in most cases, need to make supplementary decisions as to the details of the employment of his forces to complete his plan of action. Other supplementary decisions are made by his chief of staff and the members of his staff as the plan is developed. The basic decision must be positive and definite. A conditional decision is not a basic decision as the term is employed in this text.

The basic decision applies to the command as a whole. For example: the basic decision might be to attack at daylight tomorrow, enveloping the hostile south flank from the vicinity of Culp's Hill. A supplementary decision might have been to order certain elements to drive in the hostile covering forces and locate his main body.

Decisions meet the immediate situation. They must be distinguished from the conditional intentions for a more extended future. On the other hand, such supplementary decisions as determination of assembly areas for an attack, action of advance guards, etc., should not be confused with the basic decision which is to attack at a specified time and place and in a prescribed manner. The development is not the action to meet the immediate situation; this action is an attack. The development is incidental to the attack.

15. **The Abbreviated Estimate.**—When decisions must be made rapidly time will not be available for a complete written estimate of the situation. Nevertheless it will be found desirable to follow a logical outline and to write the most important deductions and conclusions in the sequence described. The following changes can be made in the outline.

Mission.—State your mission or the conclusion of your mental analysis.

Survey of Opposing Strengths.—State your deductions.

Enemy Courses of Action.—No change.

Commander's Own Courses of Action.—No change.

Determination of Commander's Best Course of Action.—Summarize only the important conclusions.

Final Evaluation of Commander's Courses of Action.—Compare only the predominant factors leading to your decision.

Decision.—State as in outline.

SECTION III

THE PLAN

	Paragraph
Importance	16
Characteristics	17
Composition	18
Preparation	19

16. Importance.—Proper planning is an essential precedent to successful execution. A practical order cannot be issued without a plan. The plan includes the tasks to be accomplished by the force as a whole, and by each element thereof. Each unit must be engaged in accordance with a definite scheme. A unit committed to action without a plan will neither render nor receive the coöperation so vital in combat and will waste its strength in uncoördinated effort.

17. Characteristics.—Any properly prepared plan of action evidences certain characteristics. The most important of these are:

a. **Comprehensiveness.**—A plan must be comprehensive. Teamwork can be secured only by the allotment of the teams. Orders based on a comprehensive plan provide for the coördinated use of the entire command.

b. **Flexibility.**—A plan must be flexible. It should be designed to fit the situation most accurately, not at the time it is actually prepared but at the time it is to be put into execution. The situation is constantly changing. The plan must, therefore, be susceptible of corresponding changes.

c. **Simplicity.**—The plan must be simple. Confusion, intermingled units, loss of direction, late orders, misleading information, and unforeseen contingencies are normal in combat. Troops must carry out their orders under conditions of fatigue, hunger, unfavorable weather, and the devastating psychological and physical effect of the fire of modern weapons. Elaborate and complicated plans require complex and detailed orders. Such orders require considerable time to prepare and to digest. They are apt to be late. Under the conditions of modern warfare only the simplest plan clearly expressed in orders has any chance of success.

18. Composition.—A Commander's plan of action consists of both a tactical (or strategical) plan and an administrative plan.

a. **Tactical Plan.**—The tactical plan defines the objective of the operation and sets forth the tasks of the combat elements. Its purpose is to insure the coördinated effort of all the combat elements of the command in carrying out the commander's decision. When drawn up in detail it covers all matters usually contained in a regular operation order.

b. **Administrative Plan.**—The administrative plan coördinates the administrative needs of the tactical plan. It contains the tasks of the service elements and the location of all supply and evacuation installations available to them for the operation. Its purpose is to insure the coördinated effort of the technical, supply, evacuation, and administrative services in support of the tactical plan.

19. **Preparation.**—a. The commander who has no staff must of necessity prepare his own plan. Where a staff is available, the commander makes use of it in the development of the details of his plan. As the commander and his staff become better acquainted and as the members of his staff become more experienced, the commander will be able to entrust to his staff a greater amount of detail. It is neither possible or desirable to attempt to indicate exactly how much of the plan is prepared by the commander or how much is prepared by the staff in any type of operation or for any particular unit. As a guiding principle it may be stated that the commander should include in the announcement of his basic decision and general plan as much as is necessary to enable that particular staff to proceed with the detailed plans for that particular operation.

b. An accepted procedure is for the commander to issue a directive to his staff in which he outlines his decision and general plan of action. Each staff section then proceeds with the preparation of its detailed plan. Warning or fragmentary orders are issued at any time during the preparation of the plan when such procedure will increase the readiness of units to carry out their part in the projected plan. The ideal is that the action of troops shall never be delayed by the absence of orders.

c. When staff section plans are completed they are submitted to the chief of staff for approval and coördination. Whenever practicable much of the coördination is effected by means of numerous conferences between staff officers and commanders of subordinate units during the preparation of the section plans. When finally approved these plans become the plan of action and the basis for orders for the unit.

SECTION IV

TYPES OF OPERATION ORDERS

	Paragraph
Classification	20
Campaign Plan	21
Letters of Instruction	22
Warning Orders	23
Movement Orders	24
Operation Orders	25
Administrative Order	26

20. Classification.—The Commander's decision having been made and his plan of action developed, the next step to consider is the means by which these are communicated to subordinates concerned. The commander makes known his decision and plan through the medium of Operation Orders. These are classified according to their form and special uses. Influenced by the nature of the decision, plan of action, and their application to the particular situation the commander selects the one best suited. They are classified as follows:

- Campaign Plan.
- Letters of instruction.
- Warning orders.
- Movement orders.
- Operation orders.
- Administrative orders.

21. Campaign Plan.—A Campaign Plan is the schedule of strategy which the Commander intends to employ to attain his objective. Such a plan indicates the phases into which he proposes to divide the campaign, indicates their sequence, and outlines:

- (a) The general tasks involved in each phase, with the order of their accomplishment, and usually,
- (b) The forces to be made available for the first phase.

The Campaign Plan is not primarily for promulgation to the subordinate commanders, but is mainly for the guidance of the commander himself. When necessary for information or approval, it is forwarded to higher authority. To provide the necessary background, it may sometimes also be furnished to the principal subordinates. In any case, the interests of secrecy demand that its distribution be extremely limited.

22. Letters of Instruction.—a. At the beginning of operations and from time to time thereafter, plans of the higher commanders, usually including those of the Navy Department, and Marine Corps Headquarters, are communicated to subordinate commanders in the form of letters of instruction. These letters regulate movements over large areas and for considerable periods of time. They deal with the broader phases of operation and are generally confined to stating the mission and the part each major unit is to play in its accomplishment.

b. In active campaigns commanders of all units keep their immediate subordinate commanders informed of anticipatory plans to meet possible changes in the situation and of their intentions over longer periods of time than are covered in orders. Such information and plans are transmitted by personal conferences and messages or, in the case of large commands by letters of instruction.

c. Letters of instructions are usually secret and are addressed to the commander of the unit concerned. The information contained therein is not for general distribution.

23. Warning Orders.—A warning order is issued as a preliminary to an order which is to follow. Its object is to give advance information to commanders so that they may make timely arrangements to carry out the order which is to follow. It may take the form of a message or a complete operation order, oral, dictated or written. The situation with which the command is confronted will determine whether or not a warning order is necessary and the method of issue.

24. Movement Orders.—A movement order is issued to direct the movement of large bodies of troops when combat missions are not directly involved.

25. Operation Orders.—a. Operation orders set forth the situation, the decision and general plan of action, and the tasks of subordinate units in such detail as will insure coördination within the command. Operation orders may contain complete detailed instructions to a unit, or simply a statement of the task and the means available for its accomplishment, leaving to the resourcefulness of the subordinate the method of execution. While these two methods have no fixed line of demarkation they are for convenience, called detailed operation orders and mission operation orders. The situation will frequently occur wherein the operation order issued to meet it contains the most minute, detailed instructions for one major element of the command, whereas the instructions for another like major element are more general in nature. In the former case, they may properly be called detailed instructions and in the latter case mission instructions.

b. A detailed operation order is one which is composed wholly, or in part, of detailed instructions to an element of, or to all the elements of, a command. The amount of detail contained in such an order depends upon the situation, the most important factors of which are: the status of the training of the troops, the experience and character of the subordinate, the type of operation, the finality of enemy dispositions, and the completeness of enemy information.

c. A mission operation order is an operation order in which an element of a command is simply given a task together with the means available for its accomplishment. This type of operation order finds its especial application in a situation where the higher commander desires a particular task accomplished at such a distance that he will be unable to exercise direct control over the action of the subordinate unit, or under conditions which can only

be adequately analyzed and the detailed measures of execution prescribed by the commander immediately present. Inasmuch as only an experienced and trusted subordinate should be assigned such a task the orders to him should be most general in their nature. An outstanding example of this type of order is the method used by Lee in giving orders to Jackson.

d. A mission operation order is issued in the same sequence as a detailed operation order. It may be issued either orally dictated, or written. Regardless of the method of issue the body of the order will contain all the essentials of a written operation order.

26. Administrative Order.—Administrative Orders are used to announce the administrative, supply, and evacuation details for the operation. They outline the operations of the several technical, supply, evacuation, and administrative services, and transmit to the command the commanders' plan of administration.

SECTION V

TECHNIQUE OF OPERATION ORDERS

	Paragraph
Purpose	27
Period Covered	28
Amount of Detail	29
Details of Time	30
Details of Place	31
Designation of Units	32
Legibility	33
Choice of Language	34
Abbreviations	35

27. Purpose.—Our whole military fabric rests on the trust one Marine reposes in another. The commander trusts his subordinate to carry out his wishes just as the subordinate trusts his commander to give the right orders. However, the personal factor must be considered and the amount of independence given to a subordinate will vary with his experience and known character or reputation. Operation orders are the medium through which the Plan of the Commander is communicated to his subordinates. It is essential that they express exactly the meaning intended. They should be so clear as to permit of no doubt or misunderstanding on the part of the subordinate. The elder Von Moltke said, "An order which can be misunderstood will be misunderstood." The purpose of this section is to indicate the technique by which the commander can unmistakably communicate his will in orders to his subordinates. The principles contained herein are applicable to all types of operation orders.

28. Period Covered.—A commander should plan for future contingencies, but he must be very careful to avoid providing in his orders for things too far in advance. It is evident that, as new phases are ever arising, the orders relating to any one of these particular phases should definitely relate to it alone. It is unwise to attempt to give orders in detail to meet the various possible contingencies that may occur. Experience shows that, when this has been attempted, some unforeseen event usually occurred which has taken the subordinate by surprise. The anticipatory orders interfered with his initiative and, in addition, tended to cause him in the crisis to await more applicable instructions.

29. Amount of Detail.—a. An order always contains three essential ideas: the situation, the decision of the commander, and the execution. The commander informs his subordinates, to the extent useful to them, of the situation of the enemy and friendly troops. He announces his decision and general plan. He details their tasks and the means to be given them other than those they organically control. He does not charge them with decisions which are his responsibility, nor does he trespass on their initiative by

prescribing details of execution which lie within their province. He does not attempt to prescribe details of action where the commander on the ground is the only person who can correctly judge existing conditions, and take the proper action when a change in the situation occurs.

b. Within the framework of the order, the extent to which details will be prescribed will vary with the experience and training of subordinate commanders; their character, and the trust reposed in them by their superior; the type of operation, complex or simple, centralized or decentralized control; and on the clarity of the situation. Colonel G.F.R. Henderson quotes an officer of great ability as having once remarked, "You can always tell the value of any army by its orders. If the officers are good and the orders detailed, the general is stupid. If the general is a good soldier, and he finds it necessary to issue detailed orders, his officers have been badly trained."

c. It is noticeable how Wellington's orders in the Peninsular Campaign gradually decreased in length as his troops learned their business. In the earlier campaigns the most careful instructions were issued for every moment, especially when generals were concerned whom he could not trust. Later, when the incompetent had disappeared, his orders became as brief as those of the German generals in 1870. He knew his lieutenants, his officers were veterans, and his orders were evidence of their mutual confidence.

d. The orders issued by General Lee during the battle of Chancellorsville should be studied by every military man. In all cases he adjusted the substance of his order to the character of the man who received it. To this subordinate a suggestion, producing the overwhelming offensive against the hostile exposed flank; to another, explicit detailed written instructions admitting of no deviation, resulting in the stability of an over extended line; to another a brief presentation of two alternatives, one or the other to be chosen according to future circumstances—and the correct one was chosen. The commander adapted his orders to the character of the individual who received it. The individuals were not so many identical machines; they were men, and all were different.

30. **Details of Time.**—a. Details of time should be carefully stated in orders. In the absence of other instructions, "zone time" will be used. Time will be expressed by means of a time group of four figures, the first two figures denoting the hour from 00 midnight to 24 and the last two figures denoting the minutes.

EXAMPLES

0001	-----	12:01 am
0101	-----	1:01 am
1201	-----	12:01 pm
1301	-----	1:01 pm
2359	-----	11:59 pm

Midnight, 25-26 June—

- (a) 2400 of 25 June, or
- (b) 0000 of 26 June.

b. When orders or plans are prepared for an operation that is to take place on a date and at an hour as yet undetermined or concerning which secrecy is essential, the expressions—D-day and H-hour are used to indicate that the date and hour of the operations are to be announced in subsequent orders. For example: Operation Order No. 1. states “xxx the brigade attacks on D day at H hour xxxx.”

c. Subsequent orders state, “xxx reference Operation Order No. 1: D day is 15 Jan; H hour is 0530 xxxx.” When the operations of any element of the command are to commence at some time prior or subsequent to D day on H hour, the time is indicated as D day (or H hour) minus (or plus) so many days (hours or minutes).

31. Details of Place.—a. Details of place should be stated in orders with great care and accuracy.

b. Expressions depending upon the viewpoint of the observer, such as right, left, in front of, behind, or this side, beyond, and similar words or phrases are avoided, reference being made to points of the compass instead. The terms right and left, however, may be applied to individuals or bodies of troops, to boundaries of zones or sectors, or the banks of a stream. In the latter case, the observer is supposed to be facing downstream; in the other cases he is supposed to be facing to the front (direction of the enemy.) In all cases where these terms are used the compass direction should be inserted in parentheses immediately following the word right and left, thus: Right (east) boundary. The hostile left (north) flank.

c. Geographical names are written or printed in capital letters. When the spelling does not conform to the pronunciation, the latter is shown phonetically in parentheses, thus:

BICESTER (Bister)

GILA (Hila)

Beaches will be designated by letters, thus:

Beach A.

Beach B, etc.

d. All topographical features and places, except towns whose names appear in capitals on the map, will be identified by coordinates each time they appear in a different subparagraph of an order when the maps are provided with the grid lines, or by reference to prominent nearby points when the map is not gridded.

e. A road is designated by its name, as the BALTIMORE TURNPIKE, or by connecting two or more names of places on the road with dashes, thus: QUANTICO—FREDERICKSBURG—RICHMOND Road.

32. Designation of Units.—The title of the organizations are written as follows: Fleet Marine Force, 4th Marine Brigade, 6th Marines.

33. Legibility.—Written orders should be so distinct as to be legible even in bad light. The recipient of the order may have only a candle or flashlight by which to read. Before they are issued the commanders should provide for checking to see that carbon mimeographed copies are so distinct as to be easily read.

34. Choice of Language.—a. An order is faulty if it does not convey to the recipient the exact meaning and intentions of the author. Vague and ambiguous orders indicate vacillation and the absence of definite decision on the part of the commander. Troops must be told, in terms direct and unmistakable, exactly what their leader wants them to do.

b. Operation orders must be brief, clear, and definite. The correct use of plain English is essential. Long involved sentences are seldom understood. Conjectures, expectations, reasons for measures adopted, and detailed instructions for a variety of possible events must be avoided. They weaken the force of an order and undermine confidence in the commander.

c. As a rule, the affirmative form of expression is used. Such an order as, "The field train will not accompany the regiment," is defective because the gist of the order depends upon the single word not. The correct form is "The field train will remain in..... (state locality).

d. Such expressions as attempt to capture, try to hold, as far as possible, as well as you can, must be avoided. They tend to shift the responsibility for the decision to the subordinate which is incompatible with command.

e. Early in the course of the battle of Gettysburg, Ewell was ordered by Lee to capture Cemetery Hill if possible. Ewell had been serving under Stonewall Jackson who was not in the habit of issuing discretionary or conditional orders. Ewell was now commanding a Corps in battle for the first time. If possible to Jackson meant it must be done; to Ewell if possible meant impossible. Lee's order shifted the responsibility for the decision to attack Cemetery Hill to Ewell who decided that such a task was impossible and thus left the enemy undisturbed on a defensive terrain feature.

35. Abbreviations.—a. The purpose of abbreviations is to save time; the proper rule is that they should be used when the purpose is served and not otherwise. Their use should never be made a burden. Those who write orders, and those who read them, should not be required to set aside a time to memorize a whole list, nor to look up any that are unfamiliar. In the field the source may be missing. The meaning of some abbreviations is reasonably plain at sight and these may always be used—for example: Adv Gd, Arty, Comdg, How Co, Sig Bn, Regt, Msg Ccn. An abbreviation once used in an order should be used throughout. Abbreviations which are not generally understood by all officers should not be used.

b. The following abbreviations are habitually used: RJ for road junction, CR for crossroads, and BM for bench mark when these terms are used as part of the designation of a particular point; and incl and excl for inclusive and exclusive, respectively.

c. A list of abbreviations is published in Staff Officers' Field Manual, Part 1, beginning on page 142. Except for names of states and territories of the United States and similar subdivisions of foreign countries only these abbreviations will be used. Periods are not used in writing abbreviations.

SECTION VI

OPERATION ORDERS

	Paragraph
Purpose of the Prescribed Sequence	36
The Art of Preparation	37
The Method of Issue	38
Fragmentary Operation Order	39
Oral and Dictated Operation Orders	40
Operation Map	41
Complete Written Operation Order	42
Heading	43
The Body	44
Ending	45

36. Purpose of the Prescribed Sequence.—If ten untrained operations officers were to put a given plan into the form of an operation order, the result would be ten orders, no two of which would be alike in form or arrangement. Also, there would probably be serious omissions, and it is doubtful if any order would convey a clear cut idea of the situation or of the intentions of the commander. If each commander who issues an operation order should follow a form of his own, confusion and misunderstandings would still result. Therefore in order to enable the will of the commander to be understood quickly, to secure prompt and complete coöperation among subordinates, and for ready reference, it is logically and necessarily required that all operation orders follow a standardized form.

37. The Art of Preparation.—a. There is no royal road to perfection or even average skill in the preparation of concise and understandable operation orders. It is an art which can not be acquired over night. In spite of exhaustion, sleeplessness, hunger, thirst, and the excitement and confusion of battle the commander and staff must prepare instructions of unmistakable clarity. Every officer, during his entire military career, should take advantage of every opportunity to express tactical decisions in the form of operation orders, and every effort should be closely criticized.

b. The ideal operation order is one which expresses graphically the plan of the commander and the details of execution. Although this ideal cannot usually be completely attained, all matters contained in an order which can be placed upon a map or overlay should be expressed graphically thereon.

c. The operation order issued by a subordinate should not be mere repetitions of those received from higher authority with additions of his own. A new order should be prepared, expressed in terms suited to the organization and personalities of the command.

38. The Method of Issue.—a. The Commander, having reached his decision and evolved a plan of action, must select the method to be used to issue the operation order. Depending upon how quickly the course of action must be initiated it will be issued either orally, dictated, fragmentary or in complete form.

b. The time required for orders to reach the lower units depends not only on the size of the command, but on its situation as regards concentration, dispersion, contact with the enemy, availability of communications, weather conditions, and other factors. The invariable rule is that an order must reach the lowest subordinate concerned in its execution in sufficient time to afford him ample opportunity to make his own reconnaissance, plans, and dispositions and to issue his own orders prior to the hour set for the beginning of the action.

39. Fragmentary Operation Order.—a. The ideal, that the forward movements of troops must be continuous from march columns to their battle positions, requires that orders be issued and distributed to lower units so that their reconnaissance can be made and their orders issued while troops are moving forward. An order which does not arrive in time to permit this uninterrupted forward movement fails of its purpose.

b. In a warfare of movement there will not be time, except in the very unusual case, for a force smaller than the Fleet Marine Force to prepare and distribute the complete written operation order to initiate the action, if the requirements of this ideal are to be met. It is therefore necessary for these orders to be issued in fragmentary form. This is more apparent in units of greater mobility, such as motorized units, Tanks, and Aviation than in the standard marine organization.

c. In the preparation of the fragmentary operation order the sequence and technique of the complete written operation order is followed as closely as permitted by the information and instructions to be furnished each of the subordinate units.

d. Fragmentary operation orders may be issued orally, dictated, or written and, whenever possible, should be accompanied by an operation map. They may be issued direct to subordinate commanders or their representatives, or may be transmitted to them by means of officers, special messengers, telephone, airplane, radio, or prearranged signals. When transmitted in a form other than written, such instructions should be followed as soon as possible by a written confirmation. When time and space factors permit, officers are invariably used for the delivery of fragmentary operation orders to insure accurate and reliable transmission. The unit which has the least time to initiate its action should be the first to receive orders.

40. Oral and Dictated Operation Orders.—a. Oral and dictated orders are similar in that both are spoken orders. Dictated orders are spoken slowly so that the receivers may write them verbatim.

Oral orders are not written verbatim; notes are taken, and the orders must be spoken slowly enough to be understood. The method rests with the commander. He may say, "Copy this order" meaning a dictated order; or he may say, "Take notes," meaning an oral order.

b. When time does not permit of the issue of the complete written operation order, yet does admit of the use of a dictated order, it should always be used in preference to the oral form.

c. A strict adherence to the prescribed sequence of operation orders is particularly applicable to oral and dictated orders. Training the mind to follow a logical and systematic method of dealing with the situation is highly important. The written operation order can be modified, added to, or otherwise corrected before issue. But the moment a commander changes his instructions during the course of a dictated or oral order he creates confusion and misunderstanding, and causes in his subordinates a lack of confidence in him as a commander by his apparent indecision and vagueness.

d. An operation map preferably should be issued with dictated or oral operation orders.

41. Operation Map.—An operation map is a graphic presentation of a commander's decision and tactical plan placed upon a map through the use of abbreviations and conventional signs. It consists of that part of an operation order which can be shown graphically on a map in such detail as will not be confusing. It will contain the following information:

- (1) Location of the known enemy position and area from which his artillery is firing.
- (2) Locations of own troops in contact with the enemy.
- (3) Location of flank detachments.
- (4) Direction of effort of the holding attack.
- (5) Assembly area, direction of attack, and objective of the unit making the main attack.
- (6) Area in which the artillery is to be prepared to mass its fire.
- (7) Boundaries and objectives.
- (8) Location and composition of the Force Reserve.
- (9) Location of command posts of Force and Brigades, or in smaller units of command posts of the units making the attack and the next lower unit.

In landing operations the following in addition:

- (1) Transport area.
- (2) Lines of departure.
- (3) Beaches.
- (4) Times of landing.
- (5) Formation.
- (6) Beachhead Lines.
- (7) Intermediate objectives 1st, 2d, etc.
- (8) Exploitation Line.
- (9) Artillery control line.

If sufficient maps are not available the information should be issued with the order in the form of an overlay.

42. Complete Written Operation Order.—a. Clerical details and Sequence of Subject Matter.

The following special clerical details are followed:

(1) All geographical names are spelled entirely with capitals.

(2) A narrow left hand margin is left abreast the Heading and Task Organization, and a wider margin is left abreast the paragraphs.

(3) The paragraph numbers are indented in the wider margin.

(4) Task Group titles, whenever occurring, are underlined.

b. The operation order is divided into the following parts, each of which contains a particular class of information or instructions:

(1) The heading.

(2) The body, (five paragraphs).

(3) The ending.

43. Heading.—The heading contains the title or name of the issuing officer's command, the place, date, hour of issue, the office notation, the type (secret or confidential), the number of the order, and the reference to the map (chart) or maps (charts) used.

a. **Title.**—(1) The title is the first thing written in an order. It appears in the upper right hand corner of the first page. It is the official designation of the command. It may be abbreviated, written in full, or shown by code name. It is the name of the unit, therefore the word "headquarters" is never used.

(2) Examples:

(a) Correct: "4th Marine Brigade" or "6th Marines."

(b) Incorrect: "Hq 4th Marine Brigade" etc.

b. **Place.**—(1) The place where the order is issued appears next in the heading. It is also shown in the upper right hand corner of the first page, and on the next line below the title, thus:

4th Marine Brigade
MARINE BARRACKS, QUANTICO, VA.,

(2) The place of issue is usually, but not necessarily, the command post of the unit. It may, or may not, be a geographical name. When it is not, only the first letter is capitalized, thus:

4th Marine Brigade
Farmhouse at (630.8 - 756.0)

c. **Date and Hour.**—(1) Both the date and hour are written on the line below the place of issue. The hour follows the date. The hour given is the time at which the order is signed and ready for distribution.

(2) Example:

19 August 1937, 0900

d. **Office notation.**—(1) The office notations and statement as to whether the order is secret or confidential, appear in the upper left hand corner of the first page.

(2) Example:

File No. 23-3
CONFIDENTIAL

e. **Number of the Order.**—(1) The number of the order, such as, Operation Order No. 2, appears next below the office notations.

(2) Example:

Operation Order
No. 2

f. **The map (chart) reference.**—(1) The map (chart) reference appears next in the heading. It begins at the left margin, on the second line below the serial number.

(2) Example Maps: Geological Survey (1925), 1/62,-
500, Yorktown.
Williamsburg, and Newport News
quadrangles.

44. **The Body.**—The body of the operation order contains the information and instructions for the command in the following order:

Task Organization.

Paragraph 1. Information.

Paragraph 2. The decision and general plan.

Paragraph 3. Tactical instructions to subordinate units.

Paragraph 4. Administrative instructions.

Paragraph 5. Provisions for the maintenance of signal communication.

a. **Task Organization.**—(1) The Task Organization consists of a table which enumerates the Task Groups into which you have decided to divide your whole command, the composition of each Task Group, and the title and name of its commander except that it is customary to omit your own name for any Task Group commanded by yourself. The service (supply) elements are not included in this table.

(2) Example:

TASK ORGANIZATION*

(a) **5th Marines**, Col "5th Marines"
5th Marines (less 3d Bn)

(b) **6th Marines, Reinforced**, Col "6th Marines"
6th Marines.
1st Bn. 10th Marines.
1st Light Tank Co.

* The Task Organization paragraph is not used when a unit is subdivided into its organic parts. It will only be used when one or more of the organic units is reinforced to such an extent that the use of a task organization paragraph will simplify the Operation Order, or Plan.

Each Task Group is indicated by a separate letter, (a), (b), (c), the task assigned to it being shown in similarly lettered subparagraphs in Paragraph 3 of the order. The Task Groups may be arranged in any sequence. Titles contained in Tables of Organization will be used. Such title as: Beach "A" Force, QUANTICO Force will not be used.

b. **Paragraph 1.**—Paragraph 1 is the information paragraph. It contains such available information of the enemy and own forces as is needed by subordinates to enable them to cooperate efficiently. Information previously disseminated is not repeated. Paragraph 1 is devoted exclusively to information, and contains no part of the plan or instructions of the commander. Information of own and enemy forces is set forth in separate unlettered subparagraphs.

In this paragraph the distinction must be definitely drawn between information which is based upon established facts and that which is only conjecture. A Commander's conjecture regarding the enemy may be essential to a proper understanding of his own plan. Such conjectures, however, are to be used with discrimination.

c. **Paragraph 2.**—Paragraph 2 contains the general plan of the commander or so much thereof as embodies his decision and general plan for the employment of the command as a whole to meet the immediate situation. It gives the direct order that puts the plan into execution. It will include, when appropriate, certain details applicable to the command as a whole which are necessary to coordinate the action of subordinate units; e.g., the main objective, direction of attack, zone of action for the whole command, and the boundaries between subordinate units. In general, paragraph 2 should give the answers to the following interrogations:

What?
When?
Where?
How?
Why?

d. **Paragraph 3.**—(1) Paragraph 3 gives a definite task to each of the several combatant fractions of the command. These tasks are given under as many lettered subparagraphs, a, b, c, etc., as may be necessary to assign one subparagraph to each tactical unit to which instructions are given. The leading unit or the one having the most important duty to perform is usually considered first. The complete mission of each subordinate unit with its scheme of maneuver is embodied in its lettered subparagraph. This does not mean, however, that each unit will find all that concerns it in its lettered subparagraph.

(2) The amount of detail to be given in this paragraph depends upon the situation. The order should not ordinarily trespass upon the province of the subordinate. **The general rule is that the commander of each subordinate unit should be told what he is to accomplish, but not how to do it.**

(3) A final subparagraph, always lettered X, contains general instructions applicable to two or more elements of the command which do not properly belong elsewhere. It will be found

useful to place therein instructions which would result in much repetition if given in the various other subparagraphs.

e. **Paragraph 4.**—Paragraph 4 contains administrative instructions. In commands smaller than a Force, except when on an independent mission, this paragraph usually contains all necessary information or instructions pertaining to trains, rations, and ammunition distributing points, refilling points, collecting and aid stations, or other administrative matters. In larger units these instructions are issued as a separate administrative order. When an administrative order is issued, paragraph 4 of the operation order is merely a reference to the administrative order.

f. **Paragraph 5.**—Paragraph 5 contains instructions providing for the maintenance of signal communication. This requires the following to be included when appropriate:

(1) Brief reference to signal communication annex (if any).

(2) Axes of signal communication (initial and successive command posts of the issuing commander and of the next subordinate commanders) or command posts. Zone time to be used. Synchronization of watches.

These subjects appear in this sequence and each is given a lettered subparagraph.

45. **Ending.**—a. **Composition.**—The ending contains the signature, authentication, a list of annexes, if any, and a statement showing the distribution given the order.

b. **Signature.**—Operation orders are signed by the commander in person or by his principal staff officers. In some cases, commanders prefer to sign their orders personally. In other cases, this is done by the chief of staff, or by the executive in smaller commands. The signature follows immediately after the order toward the right hand side of the page.

Examples:

(1) Of the personal signature of a commander:

(Sig) (A. SMITH)

A. SMITH,

Brigadier General, USMC,

Commanding.

(2) Of a signature by a staff officer:

By Command of Brigadier General Smith.

(Sig) (B. BROWN)

B. BROWN,

Colonel, USMC,

Chief of Staff.

By order of Colonel Smith.

(Sig) (B. BROWN)

B. BROWN,

Major, USMC,

Executive Officer.

c. **List of annexes.**—(1) Annexes giving details are employed to amplify the operation order whenever the detailed instructions are too-long to be included in the operation order. Annexes to the same field order are lettered serially with capital letters and reference is made to them in the proper paragraph of the order. See example under par. 30-c.-(4).

(2) Annexes, when necessary, are prepared by the appropriate staff officer or subordinate commanders and submitted to the commander for approval prior to issue. They are signed by the Chief of Staff (Executive Officer in smaller units) and authenticated by the appropriate staff officer.

d. **Subordinate Operation Order or Plan as an Annex.**—Frequently the operation order or plan of a subordinate commander may be made an annex to the parent unit operation order. For example, the Force air officer's operation order may, upon occasions, be made an annex to the Force operation order. In such case, the subordinate's entire order is simply put in between the standard caption and the standard signature and authentication. However, for the sake of brevity, pertinent parts of the order (from the viewpoint of its use as an annex), such as paragraphs 1, 4, and 5, and the distribution, may be omitted. Puzzling points of technique will clear themselves if the second preceding sentence be kept in mind.

Example:

ANNEX TO OPERATION ORDER NO 1, FLEET MARINE FORCE
AVIATION

File No. 23-3
CONFIDENTIAL
Operation Order

Aircraft, Fleet Marine Force,
MARINE BARRACKS, QUANTICO, VA.,
19 August, 1937, 0900

No.
Maps: (Omitted)

x	x	x	x	x	x
x	x	x	x	x	x

D,
Colonel, USMC,
By Command of Major General A.
Commanding.
x,
Colonel, USMC,
Chief of Staff.

Official:
Y,
Major, USMC,
F-3.

(4) The list of annexes is placed on the left side of the page, the word "Annexes" being two spaces below the last line in the signature.

Example:

Annexes

- A. Intelligence Plan.
- B. FMF Artillery Plan.
- C. Chemical Plan.
- D. Engineer Plan.

e. **Distribution.**—(1) The statement showing the distribution is essential in order to insure that the order is distributed to every officer or unit directly concerned with its execution.

(2) The distribution is shown on the left-hand side of the page immediately following the list of annexes.

Example:

xxxxxxxxxx

D. Engineer Plan.

Distribution:

1st Marine Brigade.

2d Marine Brigade.

10th Marines.

f. **Authentication.**—(1) Copies of an operation order are authenticated by the staff officer who is responsible for the preparation of the order.

(2) The authentication appears on the left hand side of the page following the last line under "Distribution."

Example:

xxxxxxxxxx

Official:

(A. SMITH) (Sig)

A. SMITH,
Major, USMC,
F-3.

SECTION VII

ADMINISTRATIVE PLANS AND ORDERS

	Paragraph
Administrative Plan—General	46
Method of Procedure	47
Force Special Staff Functions in Preparation of the Administrative Plan	48
Formal Administrative Plan	49
Forms for Plans	50
Administrative Orders Defined	51
By Whom Issued	52
By Whom Prepared	53
Basis	54
When Issued	55
How Issued	56
Amount of Detail	57
The Complete Written Administrative Order	58
Oral and Dictated Administrative Orders	59
Fragmentary Administrative Orders	60
Administrative Map	61

46. Administrative Plan—General.—The administrative plan coordinates the administrative needs of the tactical plan. It contains the tasks of the service elements and the location of all supply and evacuation installations available to them for the operation. Its purpose is to insure the coordinated effort of the technical, supply, evacuation, and administrative services in support of the tactical plan. It includes all matters usually contained in paragraph 4 of an operation order (paragraph 42), the administrative order, the administrative arrangements to be made with higher headquarters, and such other details of the operation of the various services as may be necessary.

47. Method of Procedure.—When the force commander has made his tactical decision, his staff proceeds with the detailed plans for carrying out this decision. While F-3 prepares the plan for tactical operations, F-4, assisted by F-1, prepares the administrative plan.

The details of the administrative plan are developed by means of staff conferences between F-4 and F-1 and the various force special staff officers. These conferences range from a general gathering of those involved to informal conferences from time to time with the individual special staff officers as the plan is developed. The special staff officers are given any information available regarding higher administrative (logistic) plans which concern the force, such as location of supply depots (transports); they are called upon to submit their recommendations concerning the administrative details of the activities for which they are responsible. These recommendations are coordinated and harmonized by F-4

and F-1. The coordination among the various services having been effected, the administrative plan is completed by the addition of necessary details by F-4 and F-1. Coordination with higher supply echelons and F-3 is necessary. The completed plan is submitted to the force chief of staff for approval by the force commander. With the action of the force commander completed, the plan is adjusted to any changes directed by him. The administrative plan is now ready for dissemination to the command.

The next step is to transmit the details of the plan to all members and units of force who are involved in its execution or who need the information contained therein. The promulgation to the command is effected initially by means of informal notification of staff officers and other members of the command involved, so that their activities may proceed without delay. This informal dissemination is confirmed by the force administrative order. The order includes only such parts of the plan as have been approved by the commander and are necessary to coordinate effort and cooperation in the work of the technical, supply, and administrative agencies for the particular operation.

48. Force Special Staff Functions in Preparation of the Administrative Plan.—The following tabulation shows the various elements of the administrative plan concerning which the several members of the force staff are called on for recommendations:

- a. **The force quartermaster:**
 - (1) Supply Officer (Assistant quartermaster):
 - (a) Railhead (navigation head) (refilling point).
 - (b) Plan for automatic supply.
 - (c) Trains—
 - (i) Service trains.
 - (ii) All field trains of the force.
 - (iii) Combat trains (usually only in special cases).
 - (d) Burials.
 - (e) Salvage.
 - (2) Munitions officer:
 - (a) Refilling points for ammunition.
 - (b) Distributing points for small arms ammunition.
 - (c) Hauling of infantry ammunition.
- b. **The force surgeon:**
 - (1) Collecting stations.
 - (2) Hospital station.
 - (3) Bivouac of the medical regiment.
- c. **The force engineer:**
 - (1) Construction and maintenance of routes.
 - (a) Designation of the main supply road.
 - (b) Specific upkeep on other roads, construction and repair of bridges and the like, construction and repair of piers, and the priority thereof.
 - (2) Bivouac of the engineer regiment.
 - (3) Water supply for the force.

(4) Marking of routes for the control of traffic.

(5) Location of distributing points for engineer supplies (if required by the situation).

d. The force artillery commander:

(1) Artillery ammunition refilling point (in conjunction with the force munitions officer).

(2) Artillery ammunition distributing points.

(3) Artillery ammunition supply plans insofar as movements of the ammunitions train are concerned.

(4) Bivouac of the ammunition train.

e. The commanding officer of special troops and provost marshal:

(1) Prisoners of war.

(2) Stragglers.

(3) Traffic control and circulation.

(4) Force rear echelon.

(5) Surplus baggage.

(6) Mail.

f. Communication, chemical, and aviation officers.—Other than a statement of the locating of depots (transports), for their supplies, when appropriate, details concerning their supply services seldom appear in the administrative plan. Where any unusual requirement is involved they function in a manner similar to other staff officers.

49. Formal Administrative Plan.—A formal administrative plan is one which accompanies a formal operation plan for a particular operation. Like an administrative order it contains only so much of the general administrative plan as has been approved by the commander, and is necessary to assure the coördinated effort of the technical, supply, and administrative agencies for the particular operation.

50. Forms for Plans.—The general plan follows the form of an administrative order, expressed briefly and without formality. The formal plan, except for the change of the word "Order" to "Plan" in the heading, follows the form of the administrative order and complies with the same details of technique.

51. Administrative Orders Defined.—Administrative orders are orders used to announce the administrative, supply, and evacuation details for operations. They outline the operations of the several technical, supply, evacuation, and administrative services, and transmit to the command the commander's plan of administration.

52. By Whom Issued.—Administrative orders are issued by a force; the task groups of a force, when their operations are widely separated as in some landing attacks; and brigades. They may, if necessary, be issued by other units smaller than a brigade. However, in these smaller units the instructions regarding supply, evacuation, traffic, transport, and other administrative matters are generally not so voluminous and can usually be published in paragraph 4 of the operation order.

53. By Whom Prepared.—The administrative order is prepared by the F-4 Section of the executive staff of the force or by the corresponding sections in lower units. Those parts of the order pertaining to the first section are coordinated by F-1, or the corresponding staff officer in lower units, and transmitted to F-4 for incorporation in the order.

54. Basis.—a. The administrative order is based on the administrative plan of the commander. This administrative plan is controlled by the plan for the tactical employment of the command and the administrative (logistic) plans and orders of higher authority.

b. In general, the administrative order of a force is based upon the logistic order of the attack (base defense) force commander. The administrative order of a brigade is based upon a force administrative order.

c. To formulate a suitable administrative order a thorough understanding of the tactical plan is essential. The officers charged with its preparation must have the confidence of the commander. They must consult freely with the operations section of the staff in order that there may be complete accord between the tactical and administrative plans. Mutual understanding and cooperation of the highest order must exist between the members of the executive and special staff sections.

55. When Issued.—An administrative order is issued when a change in the administrative plan, brought about by a change in the tactical plan or tactical situation of the unit, necessitates new instructions to the command. It may also be issued when the preceding administrative order has been so changed by fragmentary orders that a new order is desirable in order that current instructions may be more easily referred to or understood by the lower echelons.

56. How Issued.—Administrative orders of a command are numbered consecutively for the period of the war. Administrative orders may be issued orally, dictated or written in complete or fragmentary form, and may or may not be accompanied by an administrative map. In any case, when they are not issued as a complete written order initially, this is accomplished later for the purposes of clarity, confirmation, and record. Administrative orders are generally issued to accompany operation orders and reference is made to them by number in paragraph 4 of the operation order. However, an administrative order might be necessary for a unit in a "rest area" or at a "port of embarkation" while an operation order might not be required. The force administrative order covers the supply, evacuation, and administrative details to include brigades and separate organizations.

57. Amount of Detail.—a. When subordinate commanders and troops of a unit are inexperienced it may be necessary to include in an administrative order many details which would not be included in an order to a well trained and experienced unit. Through

training and experience the handling of many details will become routine and many will become standard practice through incorporation in standing orders. Such details might include instructions relative to the replenishing of reserve rations, traffic control, police arrangements, disposition of surplus baggage, size of service detachments, the use of extra motor transport, the use of small boats returning to transports, marking of organizational equipment and baggage, equipment and supplies to be carried by the individual, loads of cargo vehicles, and posting of signs.

b. Details or instructions to a service, of interest to that service alone, should not be included in the administrative order but should be delivered to the chief of the service concerned as a separate directive, oral or written, as their nature may require.

58. The Complete Written Administrative Order.—a. The rules regarding the technique of preparing a written administrative order are those prescribed generally for operations orders in Section V. The procedure which should be followed in its preparation is the same as that prescribed for operation orders in paragraph 37, Section VI. For the complete outline, see Section VIII.

b. **Heading.**—The heading consists of the same items as the heading of a written operation order. (Section VI, Paragraph 43), and (Section VIII). If the administrative order is to accompany an operation order the heading contains the words, "To accompany Operation Order No....."

c. **Body.**—The body of the administrative order contains information and instructions for the command in the following order:

- (1) Equipment.
- (2) Supply.
- (3) Evacuation.
- (4) Traffic.
- (5) Transport.
- (6) Personnel.
- (7) Miscellaneous.

The paragraph headed MISCELLANEOUS should include any subject which is not covered under one of the preceding paragraphs of the order. Paragraphs are numbered consecutively. **When any paragraph is not needed it is omitted, but its number is used for the next paragraph.** In that event, however, the following notation must be included in the paragraph headed MISCELLANEOUS, "Other administrative details no change." As many subparagraphs as are needed are used in each numbered paragraph. There is no prescribed form for the division into subparagraphs, but the lettered subheads run consecutively. For the prescribed sequence and subparagraphs see "Outline for Administrative Orders." (Section VI.)

(1) **Paragraph 1.**—Paragraph 1 is headed **EQUIPMENT** and contains instructions relative to; uniform; equipment, both for personnel and organizations; and may prescribe equipment for special units such as the shore party. This paragraph will be used seldom after the beginning of a campaign. It is particularly applicable for mobilization and embarkation.

(2) **Paragraph 2.**—Paragraph 2 is headed **SUPPLY** and contains all the instructions given in the order with respect to supply. Its subparagraphs include refilling points, dumps, automatic supplies, ammunition, water, engineer, and other supply branch material and functions.

(3) **Paragraph 3.**—Paragraph 3 is headed **EVACUATION** and contains instructions for the collection, hospitalization, and evacuation of sick and wounded men and animals; burial; salvage; captured material; captured civilians; and prisoners of war.

(4) **Paragraph 4.**—Paragraph 4 is headed **TRAFFIC** and contains instructions as to; priorities in the use of landing boats; circulation ashore; the construction and maintenance of routes, including piers when required; and the rear boundary when such is prescribed.

(5) **Paragraph 5.**—Paragraph 5 is headed **TRANSPORT** and contains instructions relative to force trains in one subparagraph; organizational transport in another subparagraph; and those pertaining to both, in a third subparagraph. This paragraph also contains instructions relative to combat trains and unit transport when separated from organizations for the purposes of traffic control. When water borne transport, airplanes, or other means are employed information would appear in this paragraph.

(6) **Paragraph 6.**—Paragraph 6 is headed **PERSONNEL** and contains instructions for the straggler line (including its designation and the collecting point), surplus baggage (including individual rolls), mail and shelter.

(7) **Paragraph 7.**—Paragraph 7 is headed **MISCELLANEOUS** and contains instructions for other administrative details which are not considered of sufficient importance to be placed in a separate main paragraph or which are of infrequent application; such as shore parties, assignment to and location; and, when required, a statement to the effect that there are no changes.

d. **Signature and Authentication.**—The ending contains the signature and authentication of the order, list of annexes, and a statement of the distribution. The original order is signed by the chief of staff and all copies are authenticated by the chief of the fourth section. The general rules for distribution are the same as for operation (field) orders. It is important that no agency or officer to whom special instructions have been given in the administrative order is overlooked in its distribution. This is apt to occur unless the order is carefully checked against the distribution list. The order is distributed through the message center, as in the case of an operation order.

e. **Annexes.**—(1) The administrative order may be complete within itself. However, when it is necessary to publish details too voluminous for inclusion in the order, any paragraph or subparagraph may be amplified by an annex, such as,

- (1) Administrative map.
- (2) Circulation map.
- (3) Quartermaster plan.
- (4) Ammunition plan.
- (5) Engineer plan (other than tactical).
- (6) Medical plan.
- (7) Ordnance plan.
- (8) Signal plan.
- (9) Landing diagrams and boat schedules.

(2) Orders of a force smaller than a reinforced (independent) brigade rarely are accomplished by (3), (7), or (8).

(3) These annexes are listed at the foot of the order and are referred to in the proper paragraphs.

59. Oral and Dictated Administrative Orders.—Due to the impracticability of assembling the large number of subordinates concerned, complete oral or dictated administrative orders will rarely be issued. However, each unit must be given advance information concerning administrative plans affecting it and this information is transmitted to the commander concerned in message form, oral or written, by the most accurate and rapid means available. When an administrative order is issued orally or dictated, the subject matter of the order should be arranged in the same sequence as prescribed for the complete written order. When either of these methods is used, a complete written administrative order should be prepared and issued as early as practicable for the purposes of confirmation and record.

60. Fragmentary Administrative Orders.—The issue of a complete written administrative order by a large force and by units of high mobility as their initial announcement of the administrative plan in any operation will be the exception. The time required to prepare and issue a complete written order, the necessity for the uninterrupted forward movement of the supply and evacuation services, and the necessity that combat units have early information relative to the location of certain supply and evacuation establishments make it imperative to issue administrative orders in fragmentary form. Fragments of the complete administrative plan which apply to a particular unit are dispatched to that unit without delay in the form of oral or written messages by telephone, messenger, radio, or airplane. These fragmentary orders are consolidated at the earliest practicable moment and a complete written administrative order is issued for the purpose of confirmation and coördination, to insure that no part of the plan has been overlooked and for the purpose of record. Changes in the tactical situation will cause corresponding changes in the administrative arrangements initially ordered. Such changes in the administrative plan are announced to those concerned in fragmentary orders. When these become so voluminous as to cause confusion, they are consolidated and published in a new complete written administrative order.

61. **Administrative Map.**—a. An administrative map is a graphic presentation of the commander's administrative plans and decisions placed upon a map through the use of abbreviations and conventional signs. It consists of that part of the administrative order which can be shown graphically on a map in such detail as will not be confusing. This detail consists of the locations of the supply and evacuation establishments, trains, rear echelons, traffic control posts, designation of the main supply road(s), the line forward of which lights will be extinguished, and so much of the tactical plan as is essential to clarify the administrative plan. It may, or may not, include a prescribed road circulation. The use of an administrative map to accompany an administrative order, completely written or fragmentary, is desirable for the same reasons that the use of an operation map with an operation order is advisable. The technique of preparation of an administrative map and the form in which it may be issued are similar to those of an operation map. (Paragraph 26.)

b. When an administrative map is issued in conjunction with an administrative order, the location of establishments shown on the map need not be described. A reference is all that is necessary, e.g.:

“c. Ammunition:

(1) Refilling point, all classes, Annex 1, opens at 1:00 PM.

(2) Distributing points:

Artillery: 10th Marines, Annex 1.

11th Marines, Annex 1.”

When so issued the administrative map is appended to the order to which it pertains, as an annex and is always listed as “Annex 1.”

SECTION VIII

OUTLINES

	Pages
Attack	43 - 45
Defense (Passive)	46 - 48
Defense (Active)	49 - 51
Defense (Shore Defense Force)	52 - 54
Operation Plan (Landing Operation)	55 - 56
Aviation Annex	57 - 59
Recommendation for Employment of Artillery	60
Artillery Annex	61 - 63
Engineer Plan	64
Communication Annex	65 - 66
Organization of the Ground	67 - 68
Estimate of the Situation	69 - 71
Abbreviated Estimate of the Situation	72
Estimate Appreciation of the Terrain	73 - 74
Political Survey	75
Economic Estimate	76 - 78
Combat Estimate	79 - 80
Study of the Theater of Operations	81 - 82
Study of the Terrain	83 - 85
Administrative Order	86 - 89
Administrative Order (Variation for a Landing Operation)	90 - 94

These outlines are intended for use as a guide or check list only. They should not be followed blindly, but should be used with care, selecting only items that apply to the tactical situation at hand. At times, it may be necessary to add items that apply to a specific situation.

The amount of detail shown in an outline will seldom, if ever, be found in an operation order. The amount of detail in an order will depend upon the tactical situation, the time available, and primarily upon the state of training of the command.

The instructions given in an order can frequently be shown graphically on operation maps, sketches, or overlays annexed to it. This method should be used whenever conditions permit and clarity is gained thereby. The matter thus shown should, in general, then be omitted from the written part of the order.

It should be understood that these outlines cover the sum total of the matter to be included in orders. In other words, the written matter plus the matter shown graphically should equal the matter required.

An outline of an order for an
ATTACK

File no.

SECRET (or CONFIDENTIAL)

Operation Order

No.

Maps:

TASK ORGANIZATION.*

Title

Place

Date and Hour

- (a) **Task Group**, Rank and name of commander.
Composition.
 - (b) **Task Group**, Rank and name of commander.
Composition.
 - (c) **Artillery**, Rank and name of commander.
Composition.
 - (d) **Aircraft**, Rank and name of commander.
Composition.
 - (e) **Tanks**, Rank and name of commander.
Composition.
 - (f) **Reserve**, Rank and name of commander.
Composition.
 - (g) **Engineers**, Rank and name of commander.
Composition.
 - (h) **Chemical troops**, Rank and name of commander.
Composition.
 - (i) **Reconnaissance detachment(s)**, Rank and name of commander.
Composition.
 - (j) **Transport**, Rank and name of commander.
Composition. (This Task Group is indicated when all or a part of the combat troops taking part in the operation are moved by motor transport.)
1. **Information.**— Enemy — location, strength (known or estimated), composition, dispositions, designation of units if known, rate and direction of movement of any hostile elements which may interfere with the action of this organization; report of special activities (e.g., air, mechanized). Refer to F-2 Report or Operation Map if issued. Friendly troops—designation, mission or action, and location of higher, adjacent, or covering unit or units within supporting distance. Special support furnished by any unit. Refer to Operation Map if issued.

* See note page 29.

2. Decision of commander—scheme of maneuver of the command as a whole; direction of attack; mission or objective; time of attack; line of departure (when same for all units); zone of action; boundary between principal subordinate units.
3. **Task Group**—scheme of maneuver, general location or direction of principal effort; mission or objective; time to exert maximum effort; assistance to be rendered to other units; measures toward deception; special security measures; routes of advance and assembly positions. (Where more than one major infantry unit is to execute the holding attack, each unit will be given a separate lettered subparagraph under paragraph 3. Coördination between such units will be obtained by designating lines of departure, boundaries, and times of attack, where applicable.)
 - (b) **Task Group**—scheme of maneuver; direction of attack; mission or objective(s); line of departure (if not given in paragraph 2); special secrecy and security measures; routes of advance and assembly position. (Where more than one major infantry unit is to execute the main attack, each unit will be given a separate lettered subparagraph under paragraph 3. Coördination between such units will be obtained by designating boundaries, time of attack, and line of departure, where applicable.)
 - (c) **Artillery.**
 - (1) Field—general mission; organization for combat and assignment of support missions; special fire missions prior to preparation, during preparation, and during attack; special instructions, for example: movements, positions, restrictions as to fire, use of chemicals, measures for secrecy and deception.
 - (2) Antiaircraft—missions (gun and machine-gun defense to be furnished); coördination (with aviation and adjacent antiaircraft-artillery units).
 - (3) Refer to Artillery Annex, if issued.
 - (d) **Aircraft.**
 - (1) Air service—air areas; reconnaissance; battle missions; establishment of landing field(s). Refer to Intelligence Annex if issued.
 - (2) Combat aviation—missions. (Refer to Combat Aviation Annex.)
 - (e) **Tanks**—mission and location.
 - (f) **Reserve**—composition; location and route thereto; time to be in position; special missions, such as security, feints, and reconnaissance.
 - (g) **Engineers**—engineer missions in connection with combat units; time and place of assembly for combat use.

- (h) **Chemical troops**—location of unattached units; general missions, including location of gas concentrations or barriers, smoke screens, firing positions, and time of firing.
- (i) **Reconnaissance detachment(s)**—mission; time and route of withdrawal; disposition or action when withdrawn.
- (j) **Transport**—instructions relative to troop movements by motor transport.
- (x) Instructions applicable to two or more units or elements or to entire command which are necessary for coördination but do not properly belong in another subparagraph such as: secrecy and deception, limitation on reconnaissance, special instructions as to liaison, relief of units, time of attachment, hour at which movements to positions will be completed, priority on roads, use and restrictions on use of chemicals and smoke.
4. Refer to Administrative Order; if none, give necessary administrative details.
5. (a) Signal Communication—refer to annex if issued and signal operation instructions if changed.
- (b) Axis(es) of signal communication (initial and successive command posts of issuing unit and of next principal subordinate units).
- (c) Command post.

(Signature),
Rank,
Commanding.

Annexes:

A. (Name)

B. do

Distribution:

Official:

X,

-----, USMC,

F-3.

An outline of an order for a
DEFENSE (PASSIVE)

File No. _____	Title
<u>SECRET (or CONFIDENTIAL)</u>	Place
<u>Operation Order</u>	Date and Hour

No. _____

Maps:

TASK ORGANIZATION.*

- (a) **Infantry**, Rank and name of commander.
Composition.
- (b) **Reserves**, Rank and name of commander.
Composition.
- (c) **Artillery**, Rank and name of commander.
Composition.
- (d) **Aircraft**, Rank and name of commander.
Composition.
- (e) **Reconnaissance Detachment(s)**, Rank and name of commander.
Composition.
- (f) **Tanks**, Rank and name of commander.
Composition.
- (g) **Engineers**, Rank and name of commander.
Composition.
- (h) **Chemical troops**, Rank and name of commander.
Composition.
- (i) **Transport**, Rank and name of commander.
Composition (This Task Group is indicated when all or a part of the combat troops taking part in the operation are moved by motor transport).

1. Information—Enemy—location, strength (known or estimated), composition, dispositions, designation of units if known, rate and direction of movement of any hostile elements which may interfere with the action of this organization; report of special activities (e.g., air mechanized). Refer to F-2 Report or Operation Map if issued. Friendly troops—designation, mission or action, and location of higher, adjacent, or covering units or units within supporting distance. Special support furnished by any unit. Refer to Operation Map if issued.
2. Decision of commander.—
 - (a) General line to be defended.
 - (b) Organization of the ground.

* See note page 29.

- (1) For defense in one position—designate main line of resistance and extensions; regimental reserve line and extensions; outpost line of resistance.
 - (2) For zone defense—designate in general terms line of resistance of outpost area; main line of resistance and regimental reserve line of battle position; main line of resistance of reserve battle position and switch positions.
- (c) **Formation.**
- (d) **Boundaries of sectors occupied by the command (when interior unit), and between major units.**
3. (a) **Infantry.**—(a separate lettered subparagraph for each major unit)—unit; sector to be defended; extensions of main line of resistance and regimental reserve line when required; organization of the ground; initial garrison on main line of resistance, organization and garrison of extensions. Use of chemicals and smoke by each major unit.
- (b) **Reserves.**—units to be held in reserve; location; use in organization of ground; degree of readiness; preparation of plans for counterattack or extension of flanks.
- (c) **Artillery.**—
- (1) **Field**—general mission; organization for combat and assignment of support missions; special fire missions prior to enemy attack, during counterpreparation, and during enemy attack; special instructions, for example: movements, positions, restrictions as to opening fire, alternate positions, measures for secrecy and deception, use of chemicals and smoke. Refer to Artillery Annex, if issued.
 - (2) **Antiaircraft.**—Units and installations to receive gun defense and (or) machine-gun defense. Attachments (if any) to subordinate units.
- (d) **Aircraft.**—
- (1) **Air Service**—air areas; reconnaissance; battle missions; establishment of landing field(s). Refer to Intelligence Annex if issued.
 - (2) **Combat aviation**—missions. (Refer to Combat Aviation Annex.)
- (e) **Reconnaissance Detachment(s)**—Composition; mission; time and routes of withdrawal; disposition or action when withdrawn.
- (f) **Tanks**—location of units not attached.
- (g) **Engineers**—attachments (when, where, period) special missions such as organization of position, demolitions, and obstructions; time and place of assembly for combat use.

(h) **Chemical troops**—or general missions, including: locations of gas concentrations or barriers, smoke screens, firing positions, and time of firing.

(i) **Transport**—instructions relative to troop movements by motor transport.

(x) Instructions applicable to two or more units or elements or to entire command, which are necessary for coordination but do not properly belong in another subparagraph including the following items which may be greatly simplified if situation permits:

- (1) Instructions reference mission, strength, and conduct of covering force and outpost. Definite instructions to withdraw or to hold designated tactical localities to the last, depending upon the mission and situation.
 - (2) Counterattack plans—when made; by what units; by whom ordered.
 - (3) Direction for coördination of infantry and artillery defensive measures. Other coördination within organizations, and with adjacent organizations.
 - (4) Use of chemicals and smoke.
 - (5) Special instructions for organization of the ground; priority of work.
 - (6) Special Instructions as to liaison.
4. Refer to Administrative Order; if none, give necessary administrative details.
5. (a) Signal communication—refer to annex if issued and signal operation instructions if changed.
(b) Command posts—location of unit and principal subordinate units. Zone time to be used. Synchronization of watches.

(Signature),
Rank,
Commanding.

Annexes:

A. (Name)

B. do

Distribution:

Official:

X,
-----, USMC,
F-3.

An outline of an order for a
DEFENSE (ACTIVE)

File No.

SECRET (or CONFIDENTIAL)

Operation Order

Title

Place

Date and Hour

No.

Maps:

TASK ORGANIZATION. *

- (a) **Defending force**, Rank and name of commander.
Composition.
- (b) **Maneuvering force**, Rank and name of commander.
Composition.
- (c) **Reserve**, Rank and name of commander.
Composition.
- (d) **Artillery**, Rank and name of commander.
Composition.
- (e) **Aircraft**, Rank and name of commander.
Composition.
- (f) **Covering force or outpost**, Rank and name of commander.
Composition.
- (g) **Reconnaissance detachment(s)**, Rank and name of commander.
Composition.
- (h) **Tanks**, Rank and name of commander.
Composition.
- (i) **Engineers**, Rank and name of commander.
Composition.
- (j) **Chemical troops**, Rank and name of commander.
Composition.
- (k) **Transport**, Rank and name of commander.
Composition. (This task group is indicated when all or a part of the combat troops taking part in the operation are moved by motor transport.)

1. Information—Enemy—location, strength (known or estimated), composition, dispositions, designation of units if known, rate and direction of movement of any hostile elements which may interfere with the action of this organization; report of special activities (e.g., air, mechanized). Refer to F-2 Report or Operation Map if issued.

* See note page 29.

Friendly troops—designation, mission or action, and location of higher, adjacent, or covering units or units within supporting distance. Special support furnished by any unit. Refer to Operation Map if issued.

2. Decision of commander—usually to assume a defense in a certain locality while assembling a maneuvering force in a designated locality prepared to launch a counteroffensive in a certain direction (give direction only when it can reasonably be foreseen).
3. (a) **Defending force**—units; mission; such details as to lines, sectors, extensions, security, initial garrisons, organization of the ground, restrictions as to use of reserves, covering forces, and conduct of the defense as are necessary and practicable considering the situation and size of the force; use of gas.
(b) **Maneuvering force**—units; mission; location; routes; preparation of plans; security and security measures; use of gas and smoke.
(c) **Reserve**—units; location; routes; plans. (Applicable only when there is a general reserve in addition to the maneuvering force.)
(d) **Artillery.**
 - (1) **Field**—general mission, for example, the amount of artillery to support the defense and preparations for massing the fire to support the counteroffensive; organization for combat and assignment of support missions; special fire missions; special instructions, for example: movements, position areas, measures for coordination, restrictions as to fire, use of chemicals and smoke, measures for secrecy or deception. Refer to Artillery Annex, if issued.
 - (2) **Antiaircraft**—units, installations, and localities to receive gun and (or) machine-gun defense. Attachments (if any) to subordinate units.
- (e) **Aircraft.**
 - (1) **Air service**—air areas; reconnaissance; battle missions; establishment of landing field(s); refer to Intelligence Annex if issued.
 - (2) **Combat aviation**—missions. (Refer to Combat Aviation Annex.)
- (f) **Covering force or outpost**—mission; time and routes of withdrawal; action when withdrawn. (Applicable only when the covering force or outpost has not been assigned to the defending force. Use separate subparagraphs when there is both a covering force and an outpost.)
- (g) **Reconnaissance detachment(s)**—composition; mission; time and routes of withdrawal; disposition or action when withdrawn.
- (h) **Tanks**—location of units not attached.

- (i) **Engineers**—engineers special missions such as organization of position, demolitions, and obstructions, time and place of assembly for combat use.
 - (j) **Chemical troops**—general missions, including: locations of gas concentrations or barriers, smoke screens, firing positions, and time of firing.
 - (k) **Transport**—instructions relative to troop movements by motor transport.
 - (x) Instructions applicable to two or more units or elements or to entire command, which are necessary for coördination but do not properly belong in another subparagraph such as: instructions reference to outpost, secrecy, coördination, passive measures for anti-aircraft protection, liaison, use of demolitions and road blocks, use of restriction of chemicals, organization of the ground including priority of work.
4. Refer to Administrative Order; if none, give necessary administrative details.
 5. (a) Signal communication—refer to annex if issued and signal operation instructions if changed.
 (b) Command posts—location of unit and principal subordinate units. Zone time to be used. Synchronization of watches.

(Signature),
 Rank,
 Commanding.

Annexes:

A. (Name)

B. do

Distribution:

Official:

X,
 -----, USMC,

F-3.

NOTES

1. This outline represents a large number of items which might be covered in an order. In most situations many of the items will not apply and should not be included in the order.

2. When there is not a single commander for the maneuvering of the defending force a separate lettered subparagraph should be used for each major unit in those forces.

AN OUTLINE OF A SHORE DEFENSE FORCE
OPERATION PLAN

File No _____
SECRET (or CONFIDENTIAL)
Operation Order

Title
Place
Date and Hour

No _____

Maps:
Charts:

TASK ORGANIZATION.

- (a) **Sector Force**, Rank and name of commander.
Composition.
 - (b) **Sector Force**, Rank and name of commander.
Composition.
 - (c) **Base Defense Artillery Force**, Rank and name of commander.
Composition.
 - (d) **Antiaircraft Force**, Rank and name of commander.
Composition.
 - (e) **Light Artillery Force**, Rank and name of commander.
Composition.
 - (f) **Reserve**, Rank and name of commander.
Composition.
 - (g) Continue with other Task Groups as applicable.
Composition.
1. **Information.** Statement of information of enemy and own forces that affects the Plan and is needed by subordinate commanders. Refer to Annex _____, Study of Theater of Operations. Refer to Annex _____, Study of Terrain.
- Assumptions.** Statement of the assumptions upon which the Plan is based, if the Plan is contingent. If not, the notation as to assumptions is omitted.
2. **Decision of Commander.** It is customary to begin with the words "This force will" followed by the pertinent part of the Decision of the Estimate showing: **WHAT** is to be accomplished; **HOW** and **WHERE**, it is to be done; and, when necessary for clarification, **WHEN** it is to be done; and **WHY** it is to be done.
- Designation of sectors; boundary between sectors (to extend to seaward to limit of light artillery fire); beach and inland defensive positions; final defensive position; outpost line of observation. Reference may be made to Annex _____, Operation Map.

3. (a) Title of Task Group (a) followed by a statement of the principal task, minor tasks and detailed instructions for the particular Task Force.
- (b) Title of Task Group (b) followed by a statement of the principal task, minor tasks and detailed instructions for the particular Task Force.
- (c) Title of Task Group (c) mission; sea areas to be denied to hostile vessels; mine fields to be protected; positions to be occupied and mission in support of final defensive position.
- (d) Title of Task Group (d) General areas to defend; priority; coördination required with aircraft, and surface craft.
- (e) Title of Task Group (e) designation; mission (includes where bulk of fires are to be placed and/or which areas or sector to favor); general areas for positions; special instructions, if applicable, in support of final defensive position.
- (f) Title of Task Group (f). Positions, degree of readiness, employment during organization of the defense, employment of fires of reserve's weapons in support, preparation for counterattacks, instructions to engineers regarding employment as part of the reserve to include: amount of time which will be given to assemble, assembly point.
- (g) Title of Task Group (g)

Continue with a lettered subparagraph for every Task Group enumerated under Task Organization.

(x) Instructions applicable to several task groups or to the whole command; such as:

(1) Observation of the coast line not part of beach defense positions.

(2) Protection furnished heavy artillery by sector forces.

(3) Instructions for coördination of antiaircraft machine-gun defense between infantry and artillery units having antiaircraft machine guns and the antiaircraft artillery machine guns.

(4) Use of dummy installations.

(5) Submission of plans of defensive fire.

(6) Directions for coördination of infantry and artillery fires.

(7) General instructions for defense against chemical agents, and designation of danger zones.

(8) Statement of the manner in which the Plan is placed in execution.

(9) Organization of the ground including priority of work. May refer to Annex _____, Organization of the Ground.

4. Logistics. May refer to Administrative Order.
5. Instructions to govern collections and dissemination of information. May refer to intelligence annex. Signal Communication. Refer to communication annex if issued. If not issued, show axis (es) of signal communication. Command posts. Zone time to be used and synchronization measures.

(Signature),
Rank,
Commanding.

Annexes:

A. (Name)

B. "

C. "

Distribution:

Official:

X,
-----, USMC,
F-3.

An outline of an Operation Plan for a
LANDING OPERATION (ATTACK)

File No. <u>SECRET (or CONFIDENTIAL)</u> <u>Operation Plan</u>	Place Title Date and Hour
--	---------------------------------

No. _____

Maps:

Charts:

TASK ORGANIZATION. *

- (a) **Task Group Title**, Rank and name of commander.
Composition of Task Group
- (b) (Similarly enumerate other Task Groups after appropriate letter (b), (c), etc.)

1. **Information.** Statement of information of enemy and own forces that effect the Plan and is necessary to subordinate commanders. Normally would include reference to the followings:

See Annex _____, Study of Theater of Operations.

Outline of known hostile dispositions. See F-2 Situation Map and F-2 Report or F-3 Report, if issued.

Naval (FMF) Air Support, refer to Annex _____,

Naval (FMF) Air Support.

Naval Gunfire Support, refer to Annex _____,

Naval Gunfire Support.

Naval Support Other than Gunfire, refer to Annex _____,

Naval Support Other than Gunfire.

Assumptions. Statement of the Assumptions, if any, upon which the plan is based, if the plan is contingent. If not, the notations as to assumptions is omitted.

2. **Decision of Commander.** If operation is to be executed in more than one Phase, each phase, including preliminary phase which have a bearing on this operation, should be listed immediately after the Commander's Decision.

Transport Areas.

Debarcation. Refer to Annex _____, Landing Schedule.

Approach to Line of Departure. Refer to Annex _____, Operation Map.

Lines of Departure. Refer to Annex _____, Operation Map.

Beaches and Time of landing on each beach. Refer to Annex _____, Operation Map.

Boundary. Refer to Annex _____, Operation Map.

Objectives. Refer to Annex _____, Operation Map.

Force Beachhead Line. Refer to Annex _____, Operation Map.

Exploitation Line. Refer to Annex _____, Operation Map.

* See note page 29.

3. (a) Title of Task Group. Lettered subparagraph for each Task Group to which instructions are given. To include a statement of the principle Task, minor tasks, and detailed instructions to the particular Task Group. Reference to Appropriate Annexes should be made, when possible, to eliminate detailed written instructions.
 - (x) Instructions applicable to two or more units or elements or to entire command, which are necessary for coördination but do not properly belong in another subparagraph such as: action of units after securing the Force Objective; use of gas and smoke; Light Tank Lighters; progress reports required. After the last numbered paragraph covering special instructions a statement will be entered showing how the Operation Plan will be placed in execution.
4. Generally will include reference to Administrative Plan or give necessary administrative details.
5. (a) Zone time to be used and synchronization measures.
 - (b) Intelligence measures (may refer to Intelligence Annex).
 - (c) Signal Communication. Refer to Annex and signal operation instructions, if issued. If not issued show:— Axis(es) of signal communication (initial and successive command posts of issuing unit and of next principal subordinate units).
 - (d) Command Posts. (Time closing aboard ship and opening ashore.)

(Signature),
Rank,
Commanding.

Annexes:

A. (Name)

Distribution:

Official:

X,
-----, USMC,
F-3.

NOTE: Shore parties should be prescribed as task organizations when appropriate. When the senior unit does not designate a shore party as a task group, it should prescribe in paragraph 3(x) of the operation plan the subordinate units that will prescribe them.

When shore parties are listed under Task Organizations the name of the commander, and strength of the party, will be specified. The composition and dispositions of the party may be shown either in the administrative plan, if one is issued, or in paragraph 4 of the operation plan.

AVIATION

File Notations

SECRET (or CONFIDENTIAL)**Operation Plan**

No. _____

Maps:

Charts:

Title

PLACE OF ISSUE

Date and Hour.

TASK ORGANIZATION.

- (a) **Task Group Title**, Rank and Name of its commander.
(Composition of Task Group.)
- (b) (Enumerate other Task Groups as above after appropriate letter b., c., etc.)

1. Information. Surface. A statement in general terms of the location, strength, and situation of the enemy surface forces that affect the Plan. When Plan provides for operations against surface components of the enemy, such as hostile reserves, troops in movement, fleets, carriers, transports, convoys, lines of communication, docks, and supply establishments, show the known characteristics of the objective. Refer to photographs, **OBJECTIVE FOLDERS**, and the **F-2 REPORTS** and **OPERATION MAPS**.

Air. Strength, composition and location of hostile air elements. Show strength and location of antiaircraft defense. Give details concerning the hostile Aircraft Reporting Service. Particular information on hostile resistance likely to be met, referring when possible to **F-2 REPORT** and **OPERATION MAPS**.

Surface. Tasks of adjacent friendly forces of the same echelon and general measures prescribed by immediate superior for coöperation and security. Give mission and plan in general terms of adjacent forces. Indicate the coöperation of anti-aircraft. Refer to photographs and to **F-3 SITUATION MAPS** and **OPERATION MAPS**.

Air. The scheme of employment of air units which are rendering support. The scheme of employment of air units which are being supported. The operations of friendly air units and the location of new landing fields. Necessary details concerning friendly Aircraft Reporting Service. Refer to **F-3 SITUATION MAPS** and **OPERATION MAPS**.

Assumptions. Statement of the assumptions upon which the Plan is based, if the Plan is contingent. If not, the notation as to assumptions is omitted.

- 2.** The General Task for the whole force for meeting the situation covered by the Operation Plan, the general methods to be employed in executing it, and, if desired its Purpose. To convey clearly the will and intent of the

commander such of the following details of maneuver as may be essential or applicable to the operation of his unit as a whole should be given:

Route out.

Route back.

Time of assumption of a Condition of Readiness, (1, 2, or 3) or time of take-off.

Rendezvous: Includes time, place, formation, and altitude. When applicable, should include same data for higher participating units. (Or Time of Attack, but not both time of attack and rendezvous are prescribed by the higher commander).

Initial Point.

Direction of Attack.

Method of Attack.

Maneuvers after Attack.

Rendezvous after Attack. Include place, formation and altitude of own, and higher participating units as necessary.

3. (a) **Title of Task Group (a)**, followed by a statement of the principal task, minor tasks and detailed instructions for the particular Task Group. Include directions as to coöperation, security, and the collection and dissemination of information if necessary; unit to be supported and armament carried.
(b) **Title of Task Group (b)**, followed by a subparagraph of similar substance and arrangement as in (a) above.
(x) Instructions that apply to all Task Groups and that pertain to the general conduct of the operation. Statement of the manner in which the Operation Plan is placed in execution. Include particularly measures for coöperation, security, and the collection and dissemination of information, that do not properly belong in above subparagraphs. Special defensive measures on the ground to be taken by all units. Non-routine reports. Preparation for the next mission or task.
4. Reference to Administrative Plan by number when issued, (or to Logistic Annex). When not issued give instructions concerning logistic support necessary to the operation, instructions concerning supply, evacuation, traffic, trains, and personnel as may be necessary.
5. Provisions necessary to the exercise of command such as signal annexes, (plan of communications), location of dropping grounds and panel stations, zone time to be used,

rendezvous, location of Aircraft commander, designation of deputy commander, location of Task Group commanders.

(Signature),

Rank,

Title of Command.

Annexes:

A. (Name)

B. do

Distribution:

(Authentication).

A form for
**RECOMMENDATIONS FOR EMPLOYMENT
OF ARTILLERY**

1. The general employment of the artillery to include:
 - a. Mission. General mission to include the area in which the mass of the artillery must be able to concentrate its fire.
 - b. General location.
 - c. Lines to be reached by guns and howitzers.
2. The organization of the artillery for combat and assignment support missions.
3. When attached artillery will revert to control of its normal commander.
4. Any limitations which should be placed on:
 - a. The time of opening fire of any part of the artillery.
 - b. The amount of artillery to fire in support of any phase of the operation.
5. Employment of antitank, antiboat or accompanying artillery, if any, to include amounts and general locations.
6. Aviation to be placed at the dispositions of the artillery commander and the general missions to be assigned to it.

NOTE: Whenever an artillery commander is required to make recommendations regarding the employment of the artillery, he should include such items shown in the above as are appropriate to the situation.

General form for an
ARTILLERY ANNEX

ANNEX To Operation Plan No. ... Fleet Marine Force

File No.	Title
<u>SECRET (or CONFIDENTIAL).</u>	Place
<u>Operation Plan</u>	Date and Hour
No.	

Maps:

Charts:

TASK ORGANIZATION.

- (a) Task Group, Rank and name of commander.
- (b) Task Group, name, composition of Task Group.
- (c) Continue with a lettered subparagraph for each task group composing the artillery unit.
 1. a. (1) Study of the theater of operations. (Reference may be made to a study of the theater of operations annex when appropriate in this subparagraph.)
(2) Summarize the information pertaining to the enemy strength, organization, dispositions, defenses, etc., affecting the employment of the artillery. (Reference should also be made to an enemy situation overlay when appropriate in this subparagraph.)
b. Set forth the information of friendly troops affecting the employment of the artillery of the unit issuing the order, to include the following:
 - (1) Mission and schemes of employment of the command to which the artillery pertains.
 - (2) Zones of action or defensive sectors of units to be supported. (Refer to an overlay when appropriate.)
 - (3) Information of neighboring, supported or supporting artillery, gunfire support to be rendered by the Navy.
 - (4) Information of other units or agencies of value to artillery.
 - (5) Topographical and geodetic information not shown on reference maps.
 2. A general statement of the mission of the command issuing the order and the methods to be employed in the accomplishment of its mission.
 3. a. In this subparagraph designate the duties to be performed by the first task groups, to include the following:
 - (1) Missions prior to the attack, missions in direct or general support, normal and contingent zones, special fire missions or attachment to another unit, etc.
 - (2) Positions (areas), when appropriate.
 - (3) Time, places and method of landing; routes and order of march (when applicable).

b. Give to each of the other task groups a lettered subparagraph in the same order as under TASK ORGANIZATION.

x. In this subparagraph place instructions applicable to two or more tasks groups or the command as a whole, such as:

- (1) Reconnaissance measures.
- (2) Restrictions on the opening of fire.
- (3) Plans for the delivery of fire to be submitted for co-ordination.
- (4) Minimum and maximum range lines.
- (5) The length and phase of the preparation.
- (6) Accompanying artillery.
- (7) Antiboat and antitank guns.
- (8) Restrictions of the employment of chemical agents.
- (9) Ammunition expenditures and allowances.
- (10) Liaison with naval fire support groups.
- (11) Artillery control line.
- (12) Adjustment of fires by aviation.
- (13) Changes of positions, time, routes, etc.
- (14) Measures to be taken to secure secrecy.
- (15) Priorities granted certain units over other units.
- (16) Essential elements of enemy information.

4. In this subparagraph give all instructions regarding ammunition supply; such as:

- a. (1) Number of units of fire to be combat unit loaded, organization unit loaded and (or) convoy unit loaded.
(2) Location of battalion combat trains, ammunition trains and ammunition refilling and distributing points, or plan for landing ammunition.

b. In this subparagraph give all instructions regarding supply (other than ammunition), and administrative details as rear echelons, aid stations, traffic, etc. Reference may be made to an Administrative Plan Annex when appropriate.

5. a. Method of signal communication to be employed, signals for lifting fires, etc. Zone time to be used and synchronization measures.

b. Axes of signal communication of:

- (1) Unit issuing the order.
- (2) Next subordinate units.
- (3) Supported units.

c. Location of observation posts (when appropriate).

- d. Command posts of:
- (1) Unit issuing the order.
 - (2) Next subordinate units.
 - (3) Supported units.

(Signature),
Rank,
Commanding.
By Command of Major General, A,
X,
Colonel, USMC,
Chief of Staff.

Annexes: (as required)

1. (Title of Annex A)
2. (Title of Annex B)

Distribution.

Official:

“B,”

Lieutenant Colonel, USMC,
F-3.

- NOTE:**
1. Annexes to FMF Operation Plans and Orders are lettered.
 2. Annexes to Artillery Operation Plans, Orders and Annexes are numbered.
 3. When the Artillery Operation Plan is employed as an Annex to the FMF Plan, all FMF Annexes to the Artillery Plan are omitted. Otherwise, the Artillery Operation Plan must be complete with Annexes.

Form for an

ENGINEER ANNEX TO AN OPERATION PLAN OR ORDER
ANNEX ___ TO OPERATION PLAN (ORDER) NO ___ FMF

File: _____

Title

SECRET (or CONFIDENTIAL)

Place

Maps: _____

Date and Hour

TASK ORGANIZATION:

(To be included only when size of unit warrants).

1. Information:

- a. Enemy (when such information has a bearing on engineer activity).
- b. Own Troops:
 - (1) Fleet Marine Force as a whole.
 - (2) Subordinate units with which engineers are concerned.
- c. Intelligence. A summarized report of beaches, roads, railroads, bridges, rivers, water supply, possible sources of engineering material, and other pertinent information.

2. General mission of engineer unit.

3. Specific orders for engineer troops.

a. Task Group:

- (1) To whom and when attached, or to what area assigned.
- (2) Work to be accomplished or type of work anticipated.
- (3) Other instructions.
- (4) Transportation attached.
- (5) Engineer equipment to be carried.
- (6) Establishment of dumps.

b. Task Group:

- (1)
 - x. Place, time and purpose for assembly. Other general instructions.

4. Administrative arrangements:

- a. Location of engineer depot.
- b. Supply.
- c. Evacuation. When unattached to combat units.

5. Command posts:

(Signature),
Rank,
Chief of Staff.

Distribution:

Official:

_____,
_____, USMC,
F-4.

A Form for a
SIGNAL COMMUNICATION ANNEX

ANNEX NO. ____ TO OPERATION ORDER (PLAN) NO ____

COMMUNICATION

File No. _____	Title _____
SECRET (or CONFIDENTIAL)	Place _____
	Date and Hour _____

Maps:

1. Such information of the enemy and of our own forces as is necessary for the signal communication troops. This may include the commander's general plan of action, boundaries of the unit and its major subdivisions, axes of signal communication, location of initial command posts, observation posts, and other establishments that will in all probabilities require signal communication, and information relative to existing communication facilities in the area, as well as any communication that will be established with the unit from another force or arm of service.
2. General plan for the installation, maintenance and operation of signal communication. If special considerations require that an hour be fixed for the establishment of communication, it should be so stated. If other than normal facilities are to be used, this also should be stated.
3. a. Orders to the signal troops operating at the headquarters of the unit:
 - (1) General instructions covering location and operation of message center.
 - (2) Special instructions for messenger section.
 - (3) Wire section.—Location of telephone central and local lines, number of wire circuits to subordinate units, their routes, number, and whether straight wire lines or simplexed or phantomed lines, and directions relative to buzzer application.
 - (4) Radio and panel section.—This would include the location of each station if practicable, both radio and panel, otherwise units should be required to report locations when stations are established. Markings of friendly airplanes should be stated when not covered in General Signal Operation Instructions; changes in technical operation instructions; and instructions relative to net operations and silence.
 - (5) Visual Section.—Should include limitations governing use of visual communication, location of signal lamp stations, when practicable, special instructions covering use of pyrotechnics, and detailed employment of visual section to assist others etc.

- b. Coördinative orders to next subordinate units.
- x. Orders applying to signal agencies of more than one unit not covered in preceding subparagraphs.
- 4. Priority of signal troops and transportation on roads; location of signal dumps, parks, or depots; special instructions relative to the issue of signal supplies, etc.
- 5.
 - a. Reference to Index to signal operation instructions.
 - b. Statement of zone time to be used.
 - c. Location of Communication office.

(Signature),
Rank, USMC,
Chief of Staff.

Distribution:

Official:

X,
Rank, USMC,
Force Communications Officer.

Form for the Organization of the Ground Annex

ANNEX _____ TO OPERATION PLAN (ORDER) NO _____ FMF

ORGANIZATION OF THE GROUND

File No _____

SECRET (or CONFIDENTIAL)

Title

Place

Date and Hour

Maps:

Charts:

1. a. Decision of commander: to organize and defend specified Base Defense Area against attack from all or designated sea, air, and land approaches.
b. (1) General plan for organization of the ground, giving form of defense.
(2) Sector boundaries.
2. In the following subparagraphs, give definite locations of position from perimeter inland, with limiting points on sector boundaries, other points as required, depth of positions, etc. when such information is not contained in other plans or annexes. (When required usually best shown by overlay attached as an annex.)
 - a. Outpost line of observation.
 - b. Beach defense positions.
 - c. Inland defense positions.
 - d. Final defense position, if prescribed.
 - e. Reserve assembly or bivouac areas.
 - f. Supplementary positions or tactical areas to be organized.
 - x. Works to be constructed.
 - (1) Types of infantry weapon emplacements, trenches, obstacles, command and observation posts, artillery emplacements, shelters, etc., to be constructed in each area and position. State locations when necessary.
 - (2) Special works; underwater obstacles, mines, tank obstacles, inundations, demolitions, roads, trails, chemical barriers, etc. If not appearing in other plans or annexes.
3. Construction of works:
 - a, b, c, etc. Assignment of units not already assigned or of civilian labor when employed.
 - x. (1) Priority of construction in areas or positions, and of work in each.
 - (2) Instructions relative to camouflage.
 - (3) Hours of work or instructions as to time of completion.

- (4) Other instructions relative to conduct of work.
- (5) Instructions directing the submission of periodic reports on the progress of the work.
- 4. Location of construction dumps or establishments with nature and amount of equipment and materials available at each.
- 5. Command post of officer in charge.

C,
Rank, USMC,
Chief of Staff.

Annexes:

(Maps, overlays, sketches, charts or tables.)

Distribution:

Official:

Y,
Lieut Col, USMC,
F-3.

COMMANDER'S ESTIMATE OF THE SITUATION

I. MISSION.

- a. Summary of the situation (when necessary).
- b. State the mission assigned by higher authority or deduced from the instructions from that source.
- c. (Only when necessary.) Analyze the mission briefly. If it contains multiple objectives, determine their relative importance. If the time factor in the mission is so urgent as to tend toward a definite course of action in spite of other considerations, a statement to that effect should be made. If the estimate is to decide on the best course of action to attain an intermediate objective (contingent mission) toward the accomplishment of a mission extended in time and space, the contingent mission should be deduced in this subparagraph.

II. SURVEY OF OPPOSING STRENGTHS.

- a. **Considerations affecting the opposing courses of action.** Consider, in connection with your mission, such of the following or any other factors in the situation which will influence your choice of a course of action as well as those which affect the physical capabilities of the enemy to act adversely:

RELATIVE COMBAT STRENGTH, including:

Numerical strength

Composition

Arms and armament

Combat efficiency, including:

Physical condition

Morale

Training

Battle experience

Leadership

Sufficiency of supply (other than arms and armament) such as equipment, transport, ammunition, rations, etc.

Dispositions (as they affect the disposable force in the immediate situation).

Assistance to be expected from neighboring troops.

TIME AND SPACE (including necessary troop movements and the time required).

TERRAIN, including:

Observation

Field of fire

Cover

Obstacles
Communications (including influence on troop movements, evacuation, and supply)
Essential terrain objectives.
Compartments.

DISPOSITIONS (as predisposing toward or against a certain line of action).

REINFORCEMENTS

ENEMY'S KNOWLEDGE OF OUR STRENGTH
AND DISPOSITIONS (secrecy)

HYDROGRAPHY

WEATHER

DURATION OF DAYLIGHT

PHASES OF THE MOON

HOSTILE TACTICAL DOCTRINES

CHARACTER OF THE ENEMY COMMANDER

SIGNAL COMMUNICATIONS

Use a separate subparagraph for the consideration of each factor. First state the facts briefly. Then state your deductions of the effect of this factor on your choice of a course of action as well as on the enemy capabilities. (Favoring, limiting, or preventing certain courses of action.) Some factors will affect only your courses of action and others only the enemy's. This list of factors is not complete and is only suggestive. Only those factors which have an actual effect on your choice of a course of action, or on the physical capabilities of the enemy to act, should receive written discussion. In commands where F-2 and F-3 estimates of the situation are included in the commander's estimate, the facts and deductions affecting the physical capabilities of the enemy to act, and your own possible courses of action, will be considered in separate paragraphs followed by conclusions as to the possible courses of action.

III. ENEMY COURSES OF ACTION.

As a result of these deductions list, in general terms only, all possible courses of action, within the physical capabilities of the enemy, which can adversely affect the accomplishment of your mission.

IV. COMMANDER'S OWN COURSES OF ACTION.

- a. State mission.
- b. List, in general terms only, all reasonable and practicable courses of action open to you which, if successful, will accomplish or facilitate the accomplishment of your mission.

V. DETERMINATION OF COMMANDER'S BEST COURSE OF ACTION.

a. Analysis and Comparison of Suitable Courses of Action.

Review mentally what will happen under all of the possible combinations if each of your courses of action were opposed by each of the hostile capabilities. This is to determine the degree of success, toward the accomplishment of your mission, that can be expected from each of your courses of action, and to discover the weakness of each when tested against each of the capabilities of the enemy. From these mental analyses, state briefly such of your conclusions as have an important bearing on your choice of a course of action.

b. Final Evaluation of Commander's Courses of Action.—

With reference to each of your own courses of action determine and state the decisive factor or factors that lead you to discard or adopt it and state, in conclusion, which courses of action is most advantageous for carrying out your mission whatever capability the enemy may follow. This determination will result from balancing mentally the comparative advantages and disadvantages of your own courses of action, from judging and weighing their relative merits. It will require a mental review of the deductions and conclusions made in paragraphs II and V, calculation of the probability of success from each, appraisal of your situation resulting from each course as it will favor your future action, estimation of the comparative decisiveness of the effect of each plan upon the enemy, and of the relative cost of each to you in losses and disorganization.

VI. DECISION.

State the commander's basic decision which is reached as a result of the analyses and comparisons of all of the elements of the estimate. This statement is brief and shows, in concise and definite terms, the line of action which the command as a whole is to adopt to meet the immediate situation. Usually the basic decision will include a statement of what the command as a whole will do, and when, where, and how it will be done. Situations will occur when, due to lack of information, all of these elements can not be included in the basic decision. The amount of detail to be included in the basic decision in any situation must be determined by the officer making the estimate.

ABBREVIATED ESTIMATE OF THE SITUATION

- I. **MISSION.**—State the assigned or deduced mission.
- II. **SURVEY OF OPPOSING STRENGTHS.**
 - a. **Considerations affecting the opposing courses of action.**
Consider mentally, in connection with your mission, such of the following or any other factors in the situation which will influence your choice of a course of action as well as those which affect the physical capabilities of the enemy to act adversely: **RELATIVE COMBAT STRENGTH, TIME AND SPACE, TERRAIN, DISPOSITIONS, REINFORCEMENTS, KNOWLEDGE OF OUR STRENGTH AND DISPOSITIONS, WEATHER, SIGNAL COMMUNICATIONS,** etc. Note only your deductions of the effect of each of the factors considered on your choice of a course of action and on the enemy capabilities. (Favoring, limiting, or preventing certain courses of action.)
- III. **ENEMY COURSES OF ACTION.**
List all the possible courses of action within the physical capabilities of the enemy which can adversely affect the accomplishment of your mission.
- IV. **COMMANDER'S OWN COURSE OF ACTION.**
List all reasonable and practicable courses of action open to you which, if successful, will accomplish or facilitate the accomplishment of your mission.
- V. **DETERMINATION OF COMMANDER'S BEST COURSE OF ACTION.**
 - a. **Analysis and comparison of the opposing suitable courses of action.**—
Review mentally what will happen under all of the possible combinations if each of your courses of action were opposed by each of the hostile capabilities. This is to determine the degree of success, toward the accomplishment of your mission, that can be expected from each of your courses of action, and to discover the weakness of each, when tested against the capabilities of the enemy. Summarize your most decisive conclusions.
 - b. **Final Evaluation of Commander's Courses of Action.**—
With reference to each of your courses of action state the decisive factor or factors which lead you to discard or adopt it. This will require a mental review of your deductions and conclusions reached in paragraphs II and V and a comparative assessment of the advantages and disadvantages of your own courses of action.
- VI. **DECISION.**—State your basic decision.

MARINE CORPS SCHOOLS
MARINE BARRACKS, QUANTICO, VIRGINIA

1938—1939

AN OUTLINE OF AN
ESTIMATE OF THE TERRAIN

1. **MISSION** (expressed, if practicable, in terms of terrain and staked out on the map).
2. **GENERAL TERRAIN STRUCTURE.** (For mental or oral consideration, and not to be written).
 - a. **Drainage-system** (principal streams).
 - b. **Ridge-system** (principal ridge-lines should be marked on the map):
Systematic structure (shape, directions of ridges), elevations.
 - c. **General nature of the terrain in the area.**
3. **OPPOSING LINES OF ACTION.**
 - a. **Enemy capabilities.** — All possible lines of action, within the physical capabilities of the enemy which can affect adversely the accomplishment of your mission. (State them, without discussion).
 - b. **Own lines of action.**—All reasonable and practicable lines of action which, if successful, will accomplish or facilitate the accomplishment of your mission. (State them, without discussion).
4. **PRINCIPAL TERRAIN FEATURES.**
 - a. **List.**—Considering generally the factors mentioned in paragraph b, below, list the principal terrain features of tactical importance.
 - b. **Discussion.**—Discuss each of the above-listed terrain features with respect to:
Observation
Field of fire
Concealment and cover
Obstacles
Routes of communication
Corridors
Critical points and features vital to the success of the mission
Consequent influence of the above factors upon the opposing lines of action.
5. **CONCLUSION.**
Line of own action best favored by the terrain in connection with the tactical situation.

3. Detailed Tactical Study of the Terrain.

- a. Our troops are located as follows: (indicate essential elements on the ground).
- b. The enemy is located as follows: (indicate on the ground by pointing or direction and distance; if practicable—his advance elements, front line, reserve, artillery and other known or suspected positions. Offensive: Where is he? Where is he not? What points has he shelled? Defensive: From where can he come? Where can he not go and act?).
- c. (Offensive) Our zone of action is: (point out boundaries on the ground.) The boundary between (next subordinate) units is as follows: (indicate). Our objective is: (indicate objective by pointing or indicating direction and distance).
(Defensive) The limits of our sector (subsector, area, etc.) are as follows: (indicate).
- d. The essential terrain features in the above limited field are as follows: (commanding points which must be occupied in the course of the advance; defiladed routes; point which flank those routes: possibility to reach and neutralize these points (offensive) or to occupy them (defensive); supporting fire practicable (artillery, infantry, etc.); favorable and unfavorable regions in the movement; successive or intermediate bounds or phases as influenced by the terrain and for the plans under consideration; all details indicated by the terrain which have a bearing on the operation proposed, etc.).

4. Conclusions.

A resumé of the terrain is given with relation to the particular situation, considering the factors.

Observation.

Obstacles.

Field of Fire.

Cover.

Communications.

(Conclusions are made considering all essential features of the terrain as they may affect the accomplishment of the mission assigned.)

Form for
POLITICAL SURVEY

1. System of Government.

- a. Form of Government.
- b. Stability of Government.
- c. Organization of Government and Method of Operation.
 - (1) Theory and Practice of Governmental Administration.
 - (2) Branches: Correlation of Powers.
 - (a) Executive.
 - (i) Head of the State.
 - (ii) Cabinet.
 - (iii) Supreme Military Council.
 - (3) Method of Government Functioning.
 - (4) Local Political Subdivisions, and Colonies.

2. Internal Political Situation.

- a. Important Political Issues and Problems.
- b. Political Parties and Groups.
 - (1) Importance of Party Organization in Political Life of Country.
 - (2) Analysis of Leading Parties and Groups.
- c. Present Government.
- d. Regional and Racial Differences.
- e. Education.
- f. Foreign Influence in Internal Politics.

3. International Political Situation.

- a. Bearing of Internal Political Situation on International Policies.
- b. Foreign Policies.
- c. Foreign Relations.
 - (1) Alliances and Ententes.
 - (2) Other Relations of Importance.

4. General Conclusions.

Form for
ECONOMIC ESTIMATE

1. General Economic Characteristics.

- a. Natural Resources.
- b. Degree of Economic Development.
- c. Dependence on Foreign Trade.

2. National Productive Capacity.

a. Agriculture.

(Statistical position of the country as to various essential commodities);

(Agricultural potentialities);

(Classification of agricultural resources—List of;

- (1) Commodities in which the country has a surplus beyond its own requirements, and for which foreign countries are in some degrees dependent on the country;
- (2) Commodities the supply of which within the country, approximately balances the country's requirements;
- (3) Commodities the supply of which within the country, are not sufficient to meet the country's requirements and for which the country is partly dependent on external resources);

(More detailed discussion of the situation of the country with respect to the critical items.)

b. Mining.

(Items similar in character to those above indicated under the heading "agriculture");

(Detailed discussion of critical items always cover iron, coal, petroleum, sulphur, nitrates and copper; generally numerous other items are discussed);

(Proximity of mineral resources, e.g., oil fields, to lines of communication usually discussed).

c. Manufacturing.

- (1) Extent of Development.

- (2) Prime Movers in Industry.

(Steam, internal combustion, water power, etc.)

- (3) Important Lines of Manufacture.

(Special attention to those items which have a bearing on munition-manufacturing capacity, and on the ability of the country to sustain itself industrially in time of war.)

d. Shipbuilding.

3. Commerce.

- a. Domestic Trade.

- b. Foreign Trade.

(Including statistics, and a statement of principal imports and exports.)

4. Transportation.

a. Railroads.

b. Highways.

(1) Individual Roads and Highways.

(Character; Maintenance; Focal points, if any.)

(2) Road transportation.

(Classification and distribution of motor vehicles in use.)

(Extent to which animal-drawn transportation is used.)

(Availability of commercial vehicles for military uses.)

c. Water transportation.

(1) Merchant Marine.

(2) Principal foreign trade routes and steamship services.

(Including a statement as to which routes, if any, are indispensable for the prosecution of war, and as to the strategic points on the various lines of communication.)

(3) Principal Ports.

(4) Commercial Shipyards and Dry Docks.

(Including a statement as to essentially naval ports.)

(5) Inland water routes.

d. Air Transportation.

(1) Commercial Air Lines. (Designation and routes.)

(2) Ownership.

(Including also statement of subsidies and arrangements for exploitation of commercial activities for military purposes.)

(3) Capacity.

(4) Projected Development.

5. Communications.

a. Cables.

(Particular consideration of the location of cable lines and their vulnerability to attack in time of war.)

b. Radio.

(Location of high-power stations; extent of development of radio communication systems.)

c. Telephone.

d. Telegraph.

6. Finance.

a. National Income and Expenditure.

b. Taxation.

c. Banking and Currency.

d. Public Debt.

(1) Domestic Debt.

(2) Foreign Debt.

e. Financial Stability.

7. Population—Economic Aspects.

- a. Present Population and Growth.
(Numbers; proportion of foreigners; immigration and emigration.)
- b. Analysis of Population.
(Density; urban and rural distribution; assimilation of racial minorities.)
- c. Labor.
(Efficiency; organization; employment and situation.)
- d. Social Conditions.
(Housing, hygienic and sanitary conditions; social insurance; wages.)

8. Plan For Industrial Mobilization.

9. Economic Penetration by Foreign Interests.

10. Economic Penetration into Foreign Countries.

11. Influence of Economic Situation on Foreign Relations.

12. General Conclusions.

(Bearing particularly on the economic self-sufficiency of the country, its capacity to produce adequate quantities of war supplies and sufficient food supplies, its degree of dependence on the maintenance of open trade routes, and its financial condition as affecting its war-making ability.)

Form for
COMBAT ESTIMATE

I SYSTEM OF NATIONAL DEFENSE

1. Coördination of National Defense.

- a. Military Forces.
- b. Supreme Commander.
- c. Councils of National Defense.

II ARMY

2. Personnel.

- a. Estimated Strength of Components.

3. Organization.

- a. Commander-in-Chief.
- b. War Department.
- c. Armies, Corps, and Divisions.
- d. Combatant Branches.
- e. Non-combatant Branches.
- f. Second-line Forces.

4. Equipment.

- a. Individual.
- b. Tactical.

5. Training, Efficiency, and Morale.

- a. Training.
 - (1) Individual.
 - (2) Unit and Combined Training.
 - (3) Training of Reserves.
- b. System of Promotion of Officers.
- c. Efficiency.
- d. Morale.

6. Mobilization Plan.

- a. Method of Recruitment: Officers and Men.
- b. System of Mobilization of Man Power.
- c. Method of Expansion of Existing Units.
- d. New Units to be Created.
- e. Probable Rate of Development of Man Power.
- f. Reserve Supplies.
- g. Method and Rate of Procurement of Supplies.
- h. System of Mobilization of Industry.

7. Theory of Combat.

- a. Conception of the Conduct of War.
- b. Role of Different Arms and Weapons in War.
- c. Method of Conducting Combat.

III NAVY

8. Strength.

- a. Personnel: Active and Reserve.
- b. Ships.
 - (1) Classes and Number.
 - (2) Principal Armament of Each Class.
- c. Air Service: Officers and Men; Aircraft.

9. Organization.

- a. Commander-in-Chief.
- b. Navy Department.
- c. Fleet Organization and Distribution.
- d. Naval Bases.

10. Training, Efficiency, and Morale.

IV CONCLUSIONS

Conclusions.—Relative values must be given all factors and final conclusions must be based on the Estimate of the Situation as a whole.

STUDY OF THE THEATER OF OPERATIONS

1. Location.—(Geographical).

Latitude, Longitude.

Table of distances and direction from important or related points or bases.

Relation to trade routes, sea lanes or known lines of operations.

2. History and Government.

Political, Naval and Military history of theater of operations.

3. Strategical and Tactical Value.

Strategical location.

Central position.

Isolated or flanking line of operations.

Distances involved and communications with home bases, advanced bases, sources of supply.

Proximity to and relation with line of communication or line of operations.

How does position affect approach to ultimate objective.

Relative value as key position or critical point.

Size:

Strength or weakness of position as determined by size in view of forces defending or attacking.

Resources:

Extent to which local resources may be utilized in holding base or continuing operations after seizure.

Is base self sustaining?

Economic conditions.

Products, industries, resources, imports and exports (qualitative and quantitative; communications).

Amount and nature of supplies necessarily imported for military operations (agricultural and industrial products, timber, water, power fuel, etc.).

Supporting bases within effective range for land forces, air forces (land and sea planes), and sea forces (surface and under water craft).

4. Climate.

Seasons, rainfall, etc.

5. Hydrography.

Winds.

Anchorage, (size, nature, work necessary to develop anchorages to meet our needs.)

Defensive or offensive value.

Protection needed (in general terms).

6. Population.

Number.

Racial origin and national or political ties.

Psychological characteristics.

Political, administrative and judicial divisions.

7. Miscellaneous data pertinent to the Study.

Form for
STUDY OF THE TERRAIN

1. Mission.

(This is the dominating factor throughout study) ; as practicable, consider **Mission** in terms of terrain.

2. Terrain Limited and Defined.

- a. Note length, width, shape, etc., of terrain under discussion.
- b. How bounded (hydrography) :
Winds, tides, currents, surf, etc.
Anchorages, harbors, docks, etc.
Reefs, (nature and extent) fringe, (nature and extent).
Coast, (nature in general) beaches for landing in force, beaches for minor landings or raids, possible landing beaches, sections requiring observation only, approaches to coast from seaward, landing areas and nature of terrain immediately adjacent to beaches).
Any other pertinent hydrographical or meteorological features.
- c. Summary and conclusions.

3. Topographical Form.

- a. General description.
- b. Division into topographical areas.
- c. Drainage system. Rivers and stream lines, (fordable, unfordable, dry or intermittent).
- d. Mountainous system. Hill masses, principal ridge lines, shape, direction and elevations, highest hills, intermediate hills, observation; accessibility for operations of artillery and infantry; apparent importance to attacker and to defender.
- e. Plains. General description and nature of plain region. Landing fields, size and accommodations, time for preparation, vulnerability, dryness of soil, nature of winds.
- f. Summary and Conclusions.

4. Nature of Soil.

- a. Effect on transportation, organization of the ground and defensive installations, obstacles, camouflage, observation of fire.
Drainage, effect on health, etc., expressed in general terms. In what manner does the nature of the soil affect excavation and provide building material like stone, or sand and gravel for concrete?
- b. Summary and Conclusions.

5. Climate and Weather.

- a. Effect on terrain and operations in view.

6. Nature of Surface.

- a. Lakes, marshes.
- b. Vegetation, cultivation, wooded areas.
- c. Cities, towns, shelter, water supply and sources, other matters which affect tactical operations.
- d. Roads, trails, communications, railroads, water ways aerodromes, etc.
- e. Fortification, defensive works and organization of the ground.
- f. All the foregoing are discussed as they influence the mission and plan, and as they affect the dominant terrain features.

7. Study and Appreciation of Terrain as a Whole.

- a. General appreciation with particular attention to **Mission**. Critical terrain features or key positions whose possession is vital to the operation in question or contributing to the importance of the foregoing, and their relationship thereto.
- b. Conclusions as to terrain features or ground which must be held or seized to accomplish mission ultimately.
- c. Approaches to such area(s), description and how it (they) may be defended or seized as expressed by the terrain.
- d. Possible objective of the attacker, (ultimate and intermediate).

8. Topographical Division of the Area.

- a. Divide the area into divisions and subdivisions topographically with an appreciation of the manner in which the terrain seems best adapted to the **Mission**.
- b. Divide the terrain into compartments and corridors of approach suitable to the importance of the command.

9. Analysis of Each Division and Subdivision in Detail.

- a. Detailed study of the terrain as it may affect the operations in view.
- b. Consider lines of action open to us to accomplish mission expressed in terms of terrain.
- c. Similarly indicate terrain features which adversely affect the accomplishment of our mission.
- d. **Defense:** Discuss tactical localities, traces and lines of defense, corridors of approach, cover, command and observation, obstacles (natural and artificial), field of fire, adaptability for supporting fires, communications.
- e. **Attack:** Frontages, beach heads, objectives, bounds, compartments, boundaries, command, observation, cover, communications obstacles (natural and artificial), supporting fires.

10. **Conclusions.**—(Express in concise terms).

- a. Influence to terrain upon the various plans and maneuvers open to enemy.
- b. Determine features most favorable to you in the accomplishment of the **Mission**.

11. **Tactical Division of Area.**

- a. Divide into sectors and subsectors as appropriate in the defense and to a general task for the forces which may be assigned thereto.
- b. Partition of the coast line into favorable landing places in the attack, and assigning a task appropriate to the troops to be designated for each landing place as expressed in terms of the terrain.

12. **Supporting Measures.**

- a. Ability to employ other terrain features in support of the plans and maneuvers determined upon. Influence of the terrain on special points of the detailed plan of action or maneuver.

NOTE: It should be remembered that the foregoing study is not conclusive in arriving at a tactical decision, but is merely contributory to the usual **Estimate of the Situation**.

An outline of an
ADMINISTRATIVE ORDER

Title
Place
Date and Hour

To accompany FO_____ (Note 1)

ADM O_____

Maps:

1. SUPPLY.

- a. **Railhead.**—(Note 2). Location, hour and date of opening, and hour of arrival of daily train, when change of railhead is involved.
- b. **Class I supplies:**
 - (1) Method of distribution (location of distributing points, organizations served at each, and time schedule* of distribution, when required).
 - (2) Special instructions. (Seldom with a division.)
 - (3) See Annex No. ____, **Plan of Ammunition Supply.** (Army, and less frequently the detached corps.)
- c. **Ammunition.**
 - (1) Refilling point(s). (All classes, or designation of kind served at each.)
Location, hour, and date of opening.
 - (2) Distributing points. (Small-arms and artillery.)
Organizations served at each and locations.
 - (3) See Annex No. ____, **Plan of Ammunition Supply.** (Army, and less frequently the detached corps.)
- d. **Water:**
 - (1) Refilling point(s).—(Note 3). Location, hour and date of opening.
 - (2) Distributing points.—Organizations served at each and locations.
 - (3) Special instructions, when necessary.
- e. **Engineer supplies:**
 - (1) Refilling point(s).—Designation of character of supplies at each, when necessary; location, hour, and date of opening.
 - (2) Distributing point(s) (when necessary).—Designation of character of supplies provided. Organizations served at each, locations, hour, and date of opening.
 - (3) Special instructions, when necessary.

*NOTE: Time schedule for distribution to army troops is frequently published as an annex to the army administrative order.

NOTE: Subparagraphs similar to c, d, and e, reference refilling and distributing points for medical, signal, chemical, air corps, and other quartermaster and ordnance supplies are added as necessary.

2. EVACUATION.

a. Casualties:

(1) Personnel:

(a) Collecting station(s), units served at each, locations. (Division).

(b) Hospital station(s), location. (Division and corps.)

Hospitals: Evacuation and convalescent, locations. (Army.)

(2) Animals:

(a) Collecting station(s), location.

(Division and corps.) Or hospitals:

Evacuation, location. (Army.)

(b) Special instructions, when necessary.

(3) See **Annex No. . . . , Medical Plan.** (Army, and less frequently the detached corps.)

b. **Burial.**—Instructions reference burial and reports, location of cemeteries.

c. **Salvage.**—Instructions reference collection, disposition, and reports.

d. **Captured material.**—Instructions reference disposition and reports.

e. **Prisoners of war.**—Collecting points; units served by each and locations. Location of inclosures. Instructions as to responsibility for evacuation and reports.

3. TRAFFIC.

a. Circulation.

(1) Designation of main supply road(s). (Division and corps.)

(2) Instructions reference motor reserved roads, when necessary.

(3) Assignment of routes for special purposes, when necessary.

(4) Instructions reference marking of routes, when necessary.

(5) Instructions reference priority of specified classes of traffic, as ambulances, ammunition, signal, and engineer vehicles, when necessary.

(6) See **Annex No. . . . , Circulation Map**, when issued.

b. Restrictions.

(1) Instructions reference limits of daylight traffic and use of lights, when necessary.

(2) Instructions reference distances to be maintained between vehicles, groups of vehicles, and troop units, when necessary.

(3) Instructions reference disabled vehicles, when necessary.

- c. **Control.**—Locations of traffic control posts, and officers' control stations, when necessary.
- d. **Construction and maintenance of routes.**
 - (1) **Roads.**—Instructions reference priority of work on roads and bridges; general character of maintenance; bridge loads; coördination with road work of higher and lower units.
 - (2) **Railroads.**—Same general character of instructions as for roads, including yards and sidings. (Rarely in a division order.)
 - (3) See **Annex No., Engineer Plan.** (Army and less frequently the detached corps.)

4. TRAINS.

a. Service.

- (1) Instruction reference movement on the march or release from march control; assignment of special missions, when necessary.
- (2) Instruction reference control in bivouac and assignment of bivouac areas.

b. Field.

- (1) Instruction reference movement, release from march control; assignment of special missions, when necessary.
- (2) Instruction reference control in bivouac, and assignment of bivouac areas.

- c. **Combat.**—Same as b, when necessary.

5. PERSONNEL.

a. Stragglers.

- (1) **Straggler line.**—Location; instruction reference coördination on boundaries of subordinate units, when necessary.
- (2) Collecting points.—Location.

- b. **Surplus baggage.**—Instruction reference disposition. (Usually refers to packs and extra clothing.)

- c. **Mail.**—Instruction reference collection and distribution.

- d. **Shelter.**—Instruction reference quartering parties.

6. MISCELLANEOUS.

- a. **Attachment of service troops.**—Instruction reference attachment of service troops to subordinate units, when necessary.

- b. **Movement of service troops.**—Instructions covering changes of location in rear areas usually refer to troop movement table. (Army, less frequently detached corps.)

- c. **Rear boundary.**—Location, and time when effective.

- d. **Rear echelon of headquarters.**—Location, and hour of opening.
- e. **Administrative matters not otherwise covered.**
- f. **Other administrative details: No change (when applicable.)**

(Signature)

(Authentication)

Annexes:

Distribution:

NOTE 1: All field orders which make changes in the administrative or supply situation should be accompanied by administrative orders. The orders however, should include only the necessary changes referring to previous administrative orders in force for other details or stating in the "MISCELLANEOUS" paragraph. "Other administrative details: no change."

NOTE 2: The term "refilling point" is used when Class I supplies are delivered at points not on a railroad.

NOTE 3: Used only when water must be brought into the area in the same manner as other supplies, exceptional.

[Extracts from COMBAT ORDERS (Tentative), The Command and General Staff School, Fort Leavenworth, Kansas (Revised 1 July, 1936).]

A form for an
ADMINISTRATIVE ORDER
(Variation for a Landing Operation.)

Title
Place
Date and Hour

Administrative Orders }
No. }

To accompany Operation Order No.

Maps:

1. EQUIPMENT.—

- a. Uniform.—
 - (1) Enlisted.—
 - (2) Officers.—
- b. Equipment, Personnel.—*
- c. Equipment, Organizational.—
 - (1) Special equipment to be provided and instructions for landing. (Reference may be made to appropriate annex(s) .
 - (2) Groups to be landed.
 - (3) Instructions concerning remainder of groups or equipment.
- d. Equipment for shore party(ies) and other units organized for a special duty. (If this paragraph is not used this information would appear in the paragraph designating these units.)

2. SUPPLY.—

- a. Designation of responsibility for the establishment and administration of dumps (refilling and distributing points) at the several beaches.
- b. Priority of establishment of dumps (refilling and distributing points) and levels to be maintained.
- c. Time when the landing of force supplies will begin.
- d. **Automatic Supplies.—**
 - (1) Dumps (refilling and distributing points), location.
 - (2) Days of supply to be landed by battalions. (Battalion supplies.)
 - (a) Amount landed with landing groups.
 - (b) Amount to follow landing groups and time of landing.

* For purposes of the administrative order the individual reserve ration and filled canteens are classified as equipment.

- (3) Days of supply to be landed by regiments and time of landing. (Regimental quartermaster supplies.)
 - (4) Special instructions.
 - (5) See Annex No. 1..... Plan of Automatic Supply and Annex No. Debarcation Schedule. (Force, independent reinforced brigade, task groups of a force and less frequently the independent reinforced regiment.)
 - (6) Instructions re salvage of automatic supplies.
- e. **Water.**—
- (1) Amount of water to be landed (per man) and source.
 - (a) Dumps, location of.
 - (b) Amount to be landed with landing groups.
 - (c) Amount to follow landing groups.
 - (2) Supply ashore.
 - (a) Refilling point(s)—location, date and hour of opening.
 - (b) Distributing points—location, and organizations served at each.
 - (c) Special instructions; relative to development, collection, and storage when required.
 - (d) See Annex No., Engineer Plan. (Force, task groups of a force, independent reinforced brigade, and less frequently the independent reinforced regiment.)
- f. **Ammunition.**—
- (1) **Infantry.**—
 - (a) Dumps (refilling and distributing points), location of.
 - (b) Order of landing and amount.—
 - (i) On individual (rifleman, automatic rifleman, light machine gun, etc.)
 - (ii) On organization combat equipment (machine gun, 81 mm howitzer, 37 mm gun carts, etc.)
 - (iii) To accompany infantry (landing groups) in boats.
 - (iv) To follow immediately after the infantry (landing groups).
 - (v) On combat trains.
 - (c) See Annex No. Plan of Infantry Ammunition Supply, (Force, reinforced brigade, and less frequently task group of a force, and the independent reinforced regiment.)
 - (2) **Field Artillery.**—
 - (a) Dumps (refilling and distributing points), location of.
 - (b) Order of landing and amount.
 - (i) Landed with the piece (gun section).
 - (ii) To follow immediately after the piece (gun section).
 - (iii) Landed with battery 5th section vehicles.
 - (iv) Landed with vehicles of firing batteries.

NOTE: Subparagraphs similar to (2) are added for other types of artillery as required.

(c) See Annex No., Plan of Artillery Ammunition Supply. (Force and task groups of force, and less frequently the independent reinforced brigade.)

(3) Instructions re salvage of ammunition.

g. Engineer Supplies.—

(1) Dumps (refilling and distributing points), location of, character of supplies at each.

(2) Order of landing and amount.

(a) To accompany landing groups.

(b) On organization combat equipment.

(c) To follow immediately after the landing groups.

(d) On engineer motor transport.

(3) Special instructions, when necessary.

(4) See Annex No., Engineer Plan. (Force and less frequently the task groups of a force, and the independent reinforced brigade.)

3. EVACUATION.—

a. Casualties.—

(1) Under Beach Party Commander through Shore Party Commander as directed.

(2) Ambulance boats. (Reference may be made to Operation Order No., Naval Attack Force Commander.)

(3) Hospitalization.—

(a) Hospital ships (Same reference as 3. (a) (2) may be made.)

(b) Hospital stations, location; time of landing, or reference may be made to landing schedule.

(4) Collecting station(s), location; time of landing, or reference may be made to landing schedule.

(5) See Annex No., Medical Plan. (Force and task groups of a force.)

b. Burial.—Location of cemeteries; instructions reference burial and reports.

c. Salvage.—Instructions reference collection, disposition, and reports.

d. Captured Material.—Instructions reference disposition and reports.

e. Prisoners of War.—Instructions reference location of collecting points, inclosures, responsibility for evacuation, and reports.

4. TRAFFIC.

a. Priority of landing supplies and material.

b. Special instructions relative to use of available space in troop boats and use of empty boats returning to transports.

NOTE: Subparagraphs similar to e, f, and g, reference dumps (refilling, and distributing points, and order of landing and amount for medical, signal, chemical, aviation, and other quartermaster and ordnance supplies are added as necessary).

- c. Control.—Location of traffic control posts, and officers' control stations, when necessary.
- d. Special instructions relative to beach parties, when required.
- e. Instructions to shore party.
- f. **Circulation.** (Inland).
 - (1) Designation of main supply road(s). (Force, and task groups of a force, when required.)
 - (2) Instructions reference roads reserved for trucks and motor transport of corresponding speed, when necessary.
 - (3) Assignment of routes for special purposes, when necessary.
 - (4) Instructions reference marking of routes, when necessary.
 - (5) Instructions reference priority of specified classes of traffic, as ambulances, ammunition, signal, and engineer vehicles, when desired.
 - (6) See Annex No.—, Circulation Map, when issued.
- g. **Restrictions.**—
 - (1) Instructions reference limits of daylight traffic and use of lights, when necessary.
 - (2) Instructions reference distances to be maintained between vehicles, groups of vehicles, and troop units, when necessary.
 - (3) Instructions reference disabled vehicles, when necessary.
- h. **Construction and maintenance of routes.**
 - (1) Piers and landings.—Instructions reference priority of work; general character of maintenance; pier and landing loads; coordination with work of higher and lower units.
 - (2) Roads.—Same general character of instructions as for piers and landings, including bridges.
 - (3) See Annex No.—, Engineer Plan. (Force, and less frequently task groups of a force.)

5. TRANSPORT.

- a. Provision for transportation of supplies prior to landing of motor transport.
- b. **Combat Trains.**—
 - (1) Time and provision for landing, or reference to landing schedule.
 - (2) Character of loads, amount of fuel carried for landing.
 - (3) Release.
- c. **Field Trains.**—(When authorized).
Same as b, when necessary.
- d. **Unit Transport.**—
Same as b, when necessary.

e. **Force Train.**—

- (1) Time and provision for landing, or reference to landing schedule.
- (2) Amount of fuel carried for landing.
- (3) Bivouac and instructions reference control in bivouac.

f. **Other transport.**—(Air, water).

x. General instructions applicable to two or more, when applicable.

6. PERSONNEL.

a. **Stragglers.**—

- (1) Provision for collection.
- (2) Location of collecting points.

b. **Baggage.**—Instruction reference disposition of packs and baggage.

c. **Mail.**—Instruction reference collection and distribution.

d. **Shelter.**—Instruction reference quartering parties.

7. MISCELLANEOUS.

a. **Shore Party.**

- (1) Composition.
- (2) Allocation to beaches.
- (3) Time of landing, reference may be made to the landing schedule.

b. **Attachment of service troops.**—Instruction reference attachment of service troops to subordinate units and shore parties, when necessary.

c. Provision for landing of service elements not otherwise provided for.

d. Administrative sections of rear echelons; time and place of landing.

e. **Administrative matters not otherwise covered.**

f. **Other administrative details: No change (when applicable.)**

(Signature)

Annexes:

Distribution:

Official:

