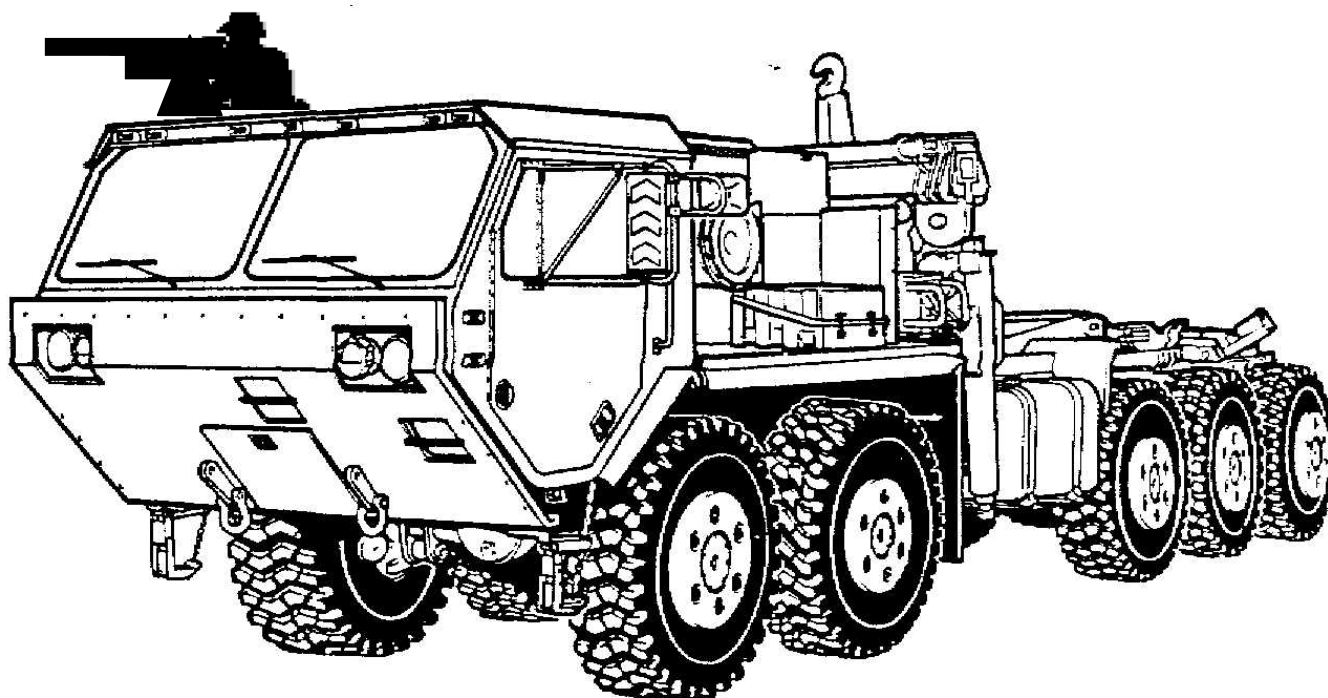


CONVOY LEADER TRAINING HANDBOOK

Camp Doha, Kuwait



**Revision III
22 October 2003**

List of Changes

The tactics, techniques and procedures (TTP) for tactical convoy operations are constantly evolving. As the enemy forces change their TTPs we make adjustments in the training program to counter them. This page is provided to enable the user to keep track of changes to this handbook as they are published.

Change #	Date	Posted By	Date Posted
Change 1	_____	_____	_____
Change 2	_____	_____	_____
Change 3	_____	_____	_____
Change 4	_____	_____	_____
Change 5	_____	_____	_____
Change 6	_____	_____	_____
Change 7	_____	_____	_____
Change 8	_____	_____	_____
Change 9	_____	_____	_____
Change 10	_____	_____	_____

Preface

The purpose of this handbook is to provide a field guide for convoy leaders conducting transport operations in support of Operation Iraqi Freedom. The focus is on planning and preparing for combat to counter Level I and Level II threat. This handbook is based on doctrine, tactics, the techniques found in the following references:

ARTEP 7 - 90 - MTP; Mission Training Plan for the Infantry Mortar Platoon, Section, and Squad; August 1989

ARTEP 55 – 406 - MTP, Plans for the Transportation Movement Control Bn, August 2002

ARTEP 55 - 406 - 30 - MTP, Transportation Movement Control, March 2000

ARTEP 55 – 506 – 10 - MTP, Plans for Movement Control Team, June 2002 procedures outlined in:

FM 3 - 21.71(FM 7-7J); Mechanized Infantry Platoon and Squad (Bradley); August 2002

FM 3 - 90; Tactics; July 2001

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

FM 17 - 97; Cavalry Troop; October 1995

FM 17 - 98; Scout Platoon; April 1999

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

CALL No. 03-6: Tactical Convoy Operations; March 2003

JRTC Convoy Leader Handbook; March 2002

After Action Reports from units conducting tactical convoys in Iraq

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Section I

Convoy Operations Troop Leading Procedures

1. Troop Leading Procedures (TLPs) is a process utilized by leaders to prepare their unit for a mission. They can and should be used by any unit with the specifics of each varied according to the mission. Many of the things that need to be done, such as Pre-Combat Checks (PCCs) and Pre-Combat Inspections (PCIs) may already be in unit SOPs as they are fairly standard from mission to mission. In situations where the missions conducted are similar to each other, such as tactical convoy operations on known routes, much of the planning may also be done ahead and merely updated for each new mission. The use of SOPs, drills and pre-mission preparation (e.g. detailed strip maps) will reduce the time required to prepare for a new assignment particularly when lead-times are often short. The TLPs are:

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

A. *Receive the Mission*

(1) Battalion Warning Order (WO) / Transportation Movement Request (TMR) issued.

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

(b) See yourself and look for show stoppers.

(c) Issue WO 1 to your key personnel.

1. Provide lead time for subordinate preparation.

2. Provide all information from higher.

3. Develop an initial manifest (see Section XX).

4. Assigns tasks to subordinate leaders.

5. Provide an initial timeline.

6. Provide initial PCC / PCI guidance.

7. Provide initial guidance reference individual, specialty teams and crew rehearsals.

(2) Battalion Operations Order (OPORD) / TMR issued. Commander needs to provide his/her higher headquarters with current unit capabilities, mission show stoppers and assurance that he/she understands the mission and commander intent.

(3) Commander / Leader develops a detailed time-line.

(a) 1/3s – 2/3s Rule is the guide. Leaders take 1/3 of the time available between mission receipt and execution to prepare and issue their OPORD. As an example you receive the mission at 1200 today for execution at 0600 the following day. There are 18 hours available to plan and prepare for the mission. Using the 1/3s – 2/3s rule the leader needs to have his/her order prepared and issued within 6 hours or by 1800. This leaves 12 hours for the leader at the next level.

(b) The backward planning process is used to prepare the time-line. Begin with mission execution time – such as SP time and work backwards through those things that must be accomplished to plan and prepare. Do not forget sleep and chow – especially for leaders. To save time recommend you develop a standard list of these tasks and have it on a card enabling you to simply add-in the times and the time-line is ready. Some items you may include in the time-line are as follows:

1. SP on MSR.
2. SP from staging area.
3. Communications check.
4. Arrive at staging area.
5. Depart SPOD.
6. Check loads.
7. Load.
8. Arrive SPOD.
9. Depart base.
10. Communications check.
11. PCI
12. Unit rehearsals
13. Convoy briefing.
14. Personal Hygiene/Chow
15. Wake-up

16. Sleep

17. Individual / Specialty Team / Crew Rehearsals

18. PCC

19. Brief backs.

20. PMCS

B. Issue Warning Order II (If Required)

- (1) Provide refined information from higher.
- (2) Refine initial manifest (see Section XX).
- (3) Identify any additional tasks that need to be accomplished, and who is responsible.
- (4) Obtain feedback from initial PCCs / PCIs
- (6) Coordinate for support
 - (a) Internal coordination within the unit for:
 1. Intelligence on the mission
 2. Recovery assets
 3. Maintenance contact team.
 4. Internal Gun Trucks / Security
 5. Supplies (replenish individual and vehicle combat loads):
 - a. CL I
 - b. CL III
 - c. CL V
 - d. CL VIII
 - e. CL IX
 - (b) External Coordination outside the unit for:
 1. Gun trucks / MP escort
 2. Attached unit personnel and/or vehicles

3. Supporting Unit (Pickup and delivery of loads)
4. Support available during mission / locations.
5. Quick Reaction Force (QRF) and Medical Support available (location / reaction time)

C. *Make a Tentative Plan*

- (1) Analyze the mission.
 - (a) See yourself and your unit.
 - (b) Identify critical shortfalls and remedy.
- (2) METT-TC Analysis
 - (a) **M**ission
 - (b) **E**nemy
 - (c) **T**errain (route) & **W**eather (effects)
 - (d) **T**roops & **E**quipment (Risk Management)
 - (e) **T**ime available
 - (f) **C**ivilians on the battlefield (Rules of Engagement)
- (3) Based on your analysis you need to put the initial plan together to include:
 - (a) Identify the support available to the mission.
 - (b) Finalize task organization (Manifest).
 - (c) Review current SOPs and implement any changes due to unique aspects of the mission or modifications in enemy TTPs.

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

E. *Conduct Reconnaissance.* There are several methods of conducting a reconnaissance of a route. The key factor in determining how what method is used is time. What you want to do is identify these key locations and determine their effects on your mission.

- (1) *Map/Strip Map.* A review of products available to identify critical aspects of the terrain as discussed in *Intelligence* below.

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

(3) *S-2 or engineer imagery.* These products are quite good and provide more up-to-date and detailed information than on most standard maps.

(4) *Discuss* the route with others who have been on it recently.

F. *Complete the Plan*

(1) Prepare and rehearse the Convoy Brief

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

(3) Develop visual aids (Manifest, Timeline, Map/Strip Map)

(4) Prepare Rehearsal Area

(5) Develop Execution Matrix (FRAGO for phases of route)

(6) Review Risk Management to ensure controls measures are implemented.

G. *Issue the Convoy Brief*

(1) Assemble all personnel

(2) Orient personnel to products

(4) Brief convoy brief and hold questions till the end

(5) Provide time hack and take questions

(6) Conduct brief-backs to ensure understanding

H. *Supervise*

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

(a) Mentor or coach

(b) Ensure understanding

(2) Continue to refine plan.

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

2. Conduct Rehearsals (SOPs)

A. Talk-through

B. Chalk board

- C. Sand Table
 - D. Walk-through
 - E. Mounted
 - F. All can be done with or without troops
3. Leader Inspections (PCIs)
- A. Based on PCCs
 - B. Conducted by leaders
 - C. Identify critical items to be checked
 - D. Discuss key aspects of mission with soldier during PCIs to ensure understanding
 - E. Observe rehearsals of subordinate elements.
4. Standard Operating Procedures (SOP) Development
- A. Develop SOPs for common events.
 - (1) Convoy Formation Organization
 - (a) Leaders
 - 1. Positioning
 - 2. Visibility of the battlefield and convoy
 - 3. Chain-of-command and responsibilities
 - (b) Communications
 - 1. System placement
 - 2. COMSEC
 - 3. Location within convoy
 - 4. Frequencies and Call Signs
 - 5. Communications test at short- / long-range and internal / external
 - (c) Recovery Assets
 - 1. Wrecker

2. Hasty Recovery Procedures

(d) Weapons Systems

1. Individual Weapons

2. Automatic Weapons

3. Crew-Served Weapons

4. Gun Trucks

5. Escort unit

(e) Specialty Teams:

1. Combat Lifesavers / Medics

2. Obstacle Reduction Team

3. Landing Zone Team

4. Aid and Litter Team

5. Recovery Team

6. Maintenance Team

7. Redundancy

(f) Individual / Crew Drills

1. Readiness Posture / Alertness

2. Scanning

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

b. Truck Commander (TC) / Assistant Driver (AD) scans 11 – to 3 o'clock.

3. Sector of Fire

a. Driver 9 – 11 o'clock

b. TC / AD 1 – 3 o'clock (Driver and TC/AD should adjust mirrors in order to provide additional sector of fire)

4. Acquisition

- a. Soldiers scan designated sector
- b. Look for things out of place or clearly hostile

5. Signals

- a. Radio
- b. Turn signals
 - (i) Left signal – Contact Left
 - (ii) Right signal – Contact Right

c. Pyrotechnics

- (i) Flares
- (ii) Smoke Grenades

6. Body Positioning

7. Point of Aim

- (i) Driver aims to left and low firing in semiautomatic
- (ii) TC / AD aims to right and low using three-round burst.

8. Procedures to enter and exit vehicle under fire.

9. Battle Drills are organized in two basic categories and should be rehearsed prior to mission.

a. Individual / Crew Battle Drills

- (i) Driver engagement battle drill.
- (ii) TC / AD engagement battle drill.
- (iii) Exit / Enter vehicle drill.

b. Unit Battle Drills

- (i) React to Attack (Moving)
- (ii) React to Attack (Convoy Forced to Stop)
- (iii) Break Contact
- (iv) Rally Points (Floating)

- (v) Recovery / CASEVAC Operations
- (vi) Consolidation and Reorganization
- (vii) Gun Trucks Escorting Commercial Convoy.
- (viii) Reports
- (ix) IED Secure the Site
- (x) IED Break Contact

Section II

Planning Considerations For Tactical Convoy Operations

1. Leaders must be located where they can best command and control the convoy or their portion of it. Generally a leader should be centrally located within the unit within the order of march but may need to maneuver to get to a vantage point that will allow him/her to get visibility of the battlefield when required. It is not recommended that leaders be in the lead or trail vehicle. Leaders must maintain situational awareness.

2. Combat Lifesavers, Medics, Aid and Litter Teams should be positioned towards the rear and front of the convoy enabling them to easily move forward or rearward in the event they need to render aid. The aid and litter team should be different than the combat life saver or medics. Ensure the designated MEDEVAC vehicle has been loaded in a manner as to facilitate the rapid loading and transport of casualties. All members must know the MEDEVAC procedures and their aid bags need to be checked to ensure it is complete.

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

4. Force Protection is critical. Consider the following when planning.

- A. Harden vehicles with sand bags, steel plating, wire mesh, ballistic blankets, extra fragmentation vests or any other material that will add protection while not handicapping mobility.
- B. Ammunition allocation and location needs to be standardized with both an Individual Basic Load plus a Vehicle Combat Load

(1) Individual basic load recommendation:

(a) M16	210 rounds 1 tracer : 2 ball
(b) M203	40 rounds (mix HE – 30 / Smoke – 10)
(c) M249	1000 rounds (preferably in drums)
(d) M2	500 rounds 4:1
(e) M240B	1600 rounds 4:1
(f) MK-19	128 rounds
(g) Hand Grenade	4

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

- (a) HC smoke grenade 2
- (b) Red smoke grenade 2
- (c) Violet smoke grenade 2
- (d) Yellow smoke grenade 2
- (e) Green smoke grenade 2
- (f) White star cluster 2
- (g) Red star cluster 2
- (h) Green star cluster 2
- (i) White parachute flare 6

5. Intelligence is often the weak link in the mission planning process. Units need to develop a system of receiving daily intelligence briefs, posting the map in the company operations rooms, and making this available so leaders at all levels can walk in and study it daily. The key points should also be incorporated onto the unit's strip maps. Strip maps should also indicate key points with miles/km from SP. This allows vehicle crews to battle track their progress. Intelligence preparation of the battlefield (IPB) needs to include the following as a minimum:

A. Terrain (Route):

- (1) Road conditions
- (2) Overpasses
- (3) Bridges
- (4) Drainage ditches
- (5) Built-up areas
- (6) Defiles
- (7) Hills / dunes

B. Weather:

- (1) Get from battalion S-2
- (2) Analyze effects on mission, personnel and equipment

C. Enemy:

- (1) Historical data – What has he been doing and where?
- (2) Tactics, Techniques and Procedures (TTP)
- (3) Consult S-2 or Company Operations situation map
- (4) Analyze trends
- (5) Determine counters to enemy TTPs
- (6) Review battle drills and modify if required
- (7) Brief everyone
- (8) Stay current – the enemy learns from his mistakes and changes his TTPs.

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

A. Self-recovery

- (1) Equipment such as chains, cables and tow bars.
- (2) Training to ensure every soldier knows how to do it safely but quickly.
- (3) Rehearsals must incorporate recovery into them.

B. Wrecker crew

- (1) Equipment to include that for self recovery.
- (2) Training for the crew and to cross train some members of the unit.
- (3) Rehearsals must incorporate their use as well as someone else using their equipment.

C. Maintenance Team

- (1) Equipment for self recovery and repair of vehicles based on experience. Do not overload the vehicle.
- (2) Training for the team and maximum cross-training for vehicle drivers in the convoy.
- (3) Rehearsals to perform commonly expected repairs at a rally point and then supervise vehicle crews doing the same repair tasks.

D. Obstacle Reduction Team may be required should a road be blocked. The preferred method, assuming bypassing is not possible, is to simply push through an obstacle with a truck best capable

of moving it out of the way. Caution must be observed as the normal reason for blocking a road is to trap you for another type of attack – you are in the kill zone and need to get out of it. If you cannot proceed or bypass then you need to go to a rear rally point. Should this be impossible go into the box formation and prepare to defend yourself until help can arrive.

- (1) Equipment needs to be carried based on the types of obstacles encountered to date.
- (2) Training for the team and maximum cross-training for others in the convoy to both use the equipment and to reduce obstacles.
- (3) Rehearsals to practice overcoming obstacles for the team and for others within the convoy.
- (4) Hardened road blocks, mine fields, and other such obstacles may be difficult or impossible for the transportation unit to eliminate. The convoy commander must know who to call to get EOD or engineer support if required.

Section III

CFLCC ROE Card

1. On order, enemy military and paramilitary forces are declared hostile and may be attacked subject to the following instructions:

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

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

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

- * Civilians

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

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

E. Do not target enemy Infrastructure (public works, commercial communication facilities, dams), Lines of Communication (roads, highways, tunnels, bridges, railways) and Economic Objects (commercial storage facilities, pipelines) unless necessary for self-defense or if ordered by your commander. If you must fire on these objects to engage a hostile force, disable and disrupt but avoid destruction of these objects, if possible.

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

- * Yourself, your unit, and friendly forces

- * Enemy Prisoners of War

- * Civilians from crimes that are likely to cause death or serious bodily harm, such as murder or rape

- * Designated civilians and/or property, such as personnel of the Red Cross/Crescent, UN, and US/UN supported organizations.

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

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

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

REMEMBER

- * Attack enemy forces and military targets.

- * Spare civilians and civilian property, if possible.

- * Conduct yourself with dignity and honor.

- * Comply with the Law of War. If you see a violation, report it.

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

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Section IV

Weapon Engagement Skills

1. Weapon engagement skills require planning and preparation. You need to evaluate your unit and determine what training is required. Part D of this handbook discusses training in general and has sections on both individual and crew-served weapons training.
2. There is no doctrine on how to engage the enemy from a moving vehicle such as a truck or HMMWV. Trial and error coupled with a great deal of weapons and marksmanship experience has shown the following techniques to be best.
 - A. Lead Burst Technique is used when the firer is moving and the target is stationary.
 - (1) Right-side firers take a point of aim to the right and low of the target. A general visual reference is to aim two target widths right and two low. M16s should be fired in burst and automatic weapons in 6 to 9 round bursts.
 - (2) Left-side firers take a point of aim to the left and low of the target. A general visual reference is to aim two target widths left and two low. M16s should be fired in semi-automatic (single shot) only and SAWs or M203s should not be used by a driver.
 - B. If both the firer and target are moving then:
 - (1) Right-side firers take a point of aim on line and low of the target.
 - (2) Left-side firers also take a point of aim on and low of the target.
 - C. If the firer is stationary and the target moving then:
 - (1) Targets moving from your left to right requires firers take a point of aim on line and right of the target to apply lead based on the speed of the target.
 - (2) Targets moving from your right to left requires firers take a point of aim on line and left of the target to apply lead based on the speed of the target.
 - D. Ammunition Load. M16 and, if used, SAW magazines should be loaded with a ball and tracer mix. Ideally this would be one tracer for every two ball to ensure you get a tracer with every burst when firing in burst mode. The mix should not be less than one in five. Heavy tracer load in the bottom of the magazine can also assist the firer in identifying a need to change magazines.
 - E. Sectors of fire need to be adhered to to ensure continuous fires are placed on the enemy.
 - (1) TC and AD (right side) sector is one to three o'clock.
 - (2) Driver (left side) sector is nine to eleven o'clock.
 - F. Acquisition of enemy personnel may be difficult. Once acquired by one vehicle the personnel

in the vehicles following should be able to observe the tracers and turn signals of the vehicle in front to determine where the threat is located. Keeping your focus within your sector of scan is critical to the success of this technique.

Section V

Gun Truck Employment

1. The employment of gun trucks is the responsibility of the convoy commander – but – these personnel receive training specific to their task and their advice on employment should be sought. Personnel working on gun trucks need to be kept up to date on the threat TTPs to ensure they are prepared and capable of meeting the current threat. Proper use will improve the unit's ability to provide and sustain heavy, long-range direct fire support when reacting to enemy contact. Gun trucks can also be used as a rat patrol or forward security element (FSE). Rat patrols and FSEs will precede the convoy by one to three kilometers to clear the route, identify IEDs, check choke points and other danger areas and provide a show of force.
2. The gun truck crews should be trained on the following:
 - A. All weapons systems to be employed.
 - B. TLPs, SOPs, reporting requirements, and the importance of cross training.
 - C. All battle drills.
 - D. How to identify, discriminate and quickly engage to suppress threat targets.
 - E. Convoy control and movement techniques.
 - F. Safety and risk assessment to increase survivability.
 - G. CFLCC ROE.
3. The following techniques are used in employing gun trucks:
 - A. For planning the gun truck section leader:
 - (1) Receives the convoy brief from his/her commander.
 - (2) Issues WARNO 1.
 - (3) Receives the convoy brief from the convoy commander.
 - (4) Issues WARNO 2.
 - (5) Coordinates support details using the Unit Coordination Checklist found in Part D of this handbook
 - B. During the preparation phase the gun truck section leader:
 - (1) Organizes the unit and issues OPORD to Gun Truck section.

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

(3) Conducts PCCs and PCIs.

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

C. During the execution phase the gun truck section leader:

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

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

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

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

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

(6) Is prepared to respond to threats aggressively.

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

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

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

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

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

(12) Maintains convoy security throughout movement.

(13) Has the forward gun truck functions as the FSE to recon and clear overpasses, other danger areas and provide early IED detection at least 1000 meters forward of the first convoy vehicle.

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

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

(16) Orients weapons as directed.

(13) Engages enemy and report.

(14) When convoy is halted:

(a) Selects positions that ensure convoy security.

(b) Conducts consolidation and reorganization operations.

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

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

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

Section VI

Improvised Explosive Devices



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

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

2. When conducting a tactical convoy soldiers need to:

- A. Quickly identify potential ambush site that may coincide with location of IED and avoid the area.
- B. Quickly move away from the IED and/or ambush kill zone.
- C. Keep a stand-off distance of at least 300 meters (radio or cell phone transmission within 300 meters may cause detonation).
- D. Look for potential secondary devices in what may seem like the best possible location to

occupy or along an alternate route.

E. Secure the site and be alert for a possible ambush.

F. Determine IED location and report the situation immediately (Sheriff).

G. Block all traffic in vicinity of the IED until cleared by EOD or relieved by MPs.

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

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

A. Command detonated devices, both hardwired and radio controlled.

B. Using mortar rounds, artillery projectiles and other explosive-filled ordnance as the explosive device.

C. Locally purchased battery-powered doorbell devices have been used to remotely initiate IEDs.

D. Speaker and similar type wiring has been used to connect the explosive device to the hide position.

E. The hide position for the enemy firer will most likely have line of sight to the kill zone, be a building or abandoned vehicle and have easy escape route.

F. The enemy is camouflaging devices with bags of various types to resemble the garbage along roadways, burying these devices in the roadbed or median, placing them under the paving stones on walkways along the road, and covering them with rocks.

G. Enemy is using decoy devices (called "bait device") out in the open to slow or stop convoys in the kill zone of the actual device that is hidden along the route of travel.

H. Devices have been thrown from overpasses or from the road-side and swung down on ropes measured to ensure it strikes the vehicle windshield.

I. Personnel seen throwing IEDs have been males of all ages.

J. The carcasses of dead animals have been used to hide IEDs.

K. The devices are normally put in place during darkness and detonated between 0600 and 1200.

5. Bottom line is to protect the convoy. All personnel must remain constantly vigilant and look for these devices or places where they may be hidden. Varying routes and times, switching lanes at random, entering overpasses on one side and exiting the other, training weapons on overpasses as you

pass under them and avoiding, to the extent possible, choke points will reduce your risk from these devices.

Section VII

Convoy Risk Management

1. Risk management is and always will be a leader responsibility. Leaders at all levels must:
 - A. Take a look at each mission to determine the risks.
 - B. Develop control measures and implement to mitigate the risks.
2. Risk management is the process of identifying and implementing controls for hazards to conserve combat power and resources. The five steps of risk management are:
 - Step 1. Identify hazards.
 - Step 2. Assess hazards to determine risks.
 - Step 3. Develop controls and make risk decisions.
 - Step 4. Implement controls.
 - Step 5. Supervise and evaluate.
3. This five-step process is integrated into the military decision-making process. FM 100-40 provides insight into the context in which the risk management process is applied. Areas of particular interest in FM 100-40 include:
 - Solving tactical problems (Chapter 1).
 - The science and art of tactics (Chapter 1).
 - Hasty versus deliberate operations (Chapter 1).
 - The plan-prepare-execute cycle (Chapter 1).
 - Basic tactical control measures (Chapter 2).
 - The factors of METT-TC (Chapter 2).
4. Part D has both a Convoy Tactical Risk Worksheet and a Convoy Risk Management Card you can use to assess the mission.

Part B - Battle Drills

Section VIII Individual / Crew Drills

Shooting Techniques

- A. The following procedures and crew drills are recommended for firing from a moving vehicle. These procedures and drills must be practiced regularly in order to be safely executed. Some points to keep in mind while executing them are as follows:
1. The driver's weapon must be placed where the TC can get to it with minimal effort.
 2. M249's will travel with the bolts in the forward position.
 3. If the driver has a M249 or M203, that weapon will never be given to the Driver.
 4. It will be a judgment call for the TC if he/she is in contact and the Driver then announces "**Contact**" as to whether or not to break contact themselves and give the Driver his/her weapon.
 5. The driver will remain seat belted in at all times while the TC will be out of the seat belt during engagements and when giving and replacing the Drivers weapon.
 6. The drivers need to be aware of hot brass that may be bouncing back on them from the windshield when they fire their weapon. Brass deflectors will minimize this problem.

Battle Drill 1: Driver's Combat Battle Drill

1. Driver's must continuously be alert for enemy within their sector of scan (9 – 1 clock position) for possible threats.
2. If an enemy is identified, the driver will place suppressive fire on the enemy within their sector of fire (9 - 11 clock position) using weapon engagement techniques and the following crew drill (modified as required for vehicle and crew).
3. **Contact Crew Drill:**
 - A. Driver will announce "**Weapon**"
 - B. The TC will place the Driver's weapon (grasping it by the pistol grip and on the hand guard just forward of the ring) into the crook of the driver's left arm, with the barrel extending over the driver's arm and the magazine up against the crook in the arm
 - C. The TC will announce "**Weapon**"
 - D. The Driver will grasp the weapon, with the right hand, by the pistol grip and announce, "**Got it**"
 - E. The TC will release the weapon.
4. The Driver will scan the target area for 2 seconds and then back to the vehicle front for 2 seconds. This will continue until the threat is eliminated or the vehicle has passed through the engagement area.
5. The method of engagement will be Instinctive Fire as was taught during CQM; the weapon is pointed not aimed.
6. The weapon will be handled like a pistol with a long butt stock. The firing hand is doing all of the controlling of the weapon; moving, elevating and placement in the arm. Rapid trigger squeeze on semi-automatic will be used because firing on burst will cause the weapon's muzzle to rise up.
7. **Out Of Ammo or Weapon Jam:**
 - A. The Driver will announce "**Out of Ammo or Jam**"
 - B. The TC will place his/her weapon on safe and then place their weapon between the driver's weapon and the driver's body maintaining two hand control and announce, "**Weapon**"
 - C. The TC will place his right hand on the butt stock of the driver's weapon; behind the charging handle and announces "**Switch**"
 - D. The Driver will then remove his hand from the pistol grip of their weapon and grasp the pistol grip of the new weapon and announce, "**Got it**"
 - E. The TC will then remove the driver's old weapon, using two-hand control, and return their

seat and either replace the magazine or fix the jam.

8. **Contact Complete**

- A. Once the contact has ended or the Driver needs to place the weapon on safe.
- B. Announce “**Secure Weapon**”
- C. The TC will grasp the driver’s weapon with both hands and announce “**Weapon Secure**”
- D. The Driver will then place their firing hand back onto the steering wheel.

Battle Drill 2: TC / AD Combat Battle Drill

1. TCs must continuously be alert for enemy within their sector of scan (11 – 3 clock position) for possible threats.
2. If an enemy is identified, the TC will place suppressive fire on the enemy within their sector of fire (1- 3 clock position) using weapon engagement techniques.
3. If possible, the vehicle will proceed through the contact zone increasing speed and interval, and taking caution not to bunch up.
4. Personnel on vehicle(s) forced to stop will provide suppressive fire, dismount on the Non-Contact side, assume covered position(s) and provide initial base(s) of fire. Smoke may be used to obscure position while personnel dismount.
5. If receiving fire from the TC side of the vehicle, the TC will suppress while the driver exits the vehicle. Once the driver has exited the vehicle and is returning fire, the TC will exit the vehicle on the non-contact side, assume a covered position, and engage the enemy.
6. When personnel exit the vehicle, they will take ammunition, CLS bag (if applicable) and any other items they may require on the ground. M16's should now be on Semi-Automatic in order to conserve ammunition.
7. When given the order to remount the vehicle, personnel will mount the vehicle on the safe side. The driver will provide security until the TC is in the vehicle and is prepared to engage possible enemy threats. Then the driver will remount the vehicle.
8. Upon breaking contact, vehicles will proceed to the rally point.
9. Upon arrival at the rally point, personnel will exit the vehicle on the safe-side of the vehicle (on the inside of the box formation) and establish security.

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

1. Personnel will exit and enter a vehicle on the 'safe side' which is the side away from the enemy threat. In the event there is contact on both sides recommend the establishment of a box formation to allow exit / entry to the inside of the box.
2. **Exiting the vehicle** (Contact right – TC / AD side of vehicle):
 - A. TC / AD continues to engage the enemy from the vehicle.
 - B. Driver places weapon on **safe**.
 - C. Driver exits vehicle via the driver's door maintaining as low a profile as possible and moves to the front of the vehicle.
 - D. Driver assumes a prone firing position, places weapon on **semi-automatic** and begins to engage the enemy while shouting at the TC / AD the he / she is in position.
 - E. TC / AD places weapon on **safe**.
 - F. TC / AD exits vehicle via the driver's door and moves to the rear of the vehicle.
 - G. TC assumes a prone firing position, places weapon on **semi-automatic** and begins to engage the enemy while shouting at the TC / AD the he / she is in position.

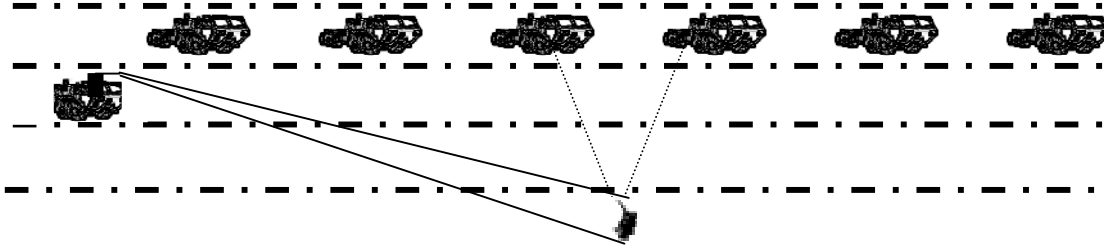
NOTE: If the danger is on the left side of the vehicle the procedures are the same with the exception of the order. In this case the TC / AD exits first followed by the driver.
3. **Entering the vehicle** (Contact right – TC / AD side of vehicle):
 - A. Driver continues to engage the enemy from the prone position.
 - B. TC / AD places weapon on **safe**.
 - C. TC / AD enters vehicle via the driver's door maintaining as low a profile as possible and moves to his / her side of the vehicle.
 - D. TC / AD assumes a good firing position, places weapon on **burst** and begins to engage the enemy while shouting at the driver the he / she is in position.
 - E. Driver places weapon on **safe**.
 - F. Driver enters vehicle via the driver's door and prepares to depart the location while maintaining his / her sector of scan.
 - G. Driver leaves weapon on **safe** and drives the vehicle away as the convoy moves out.

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

Section IX

Battle Drill 4: React To Attack

(Convoy Continues to Move While Receiving Weapons Fire, RPG, IED and / or Indirect Fires)



1. Continuously observe sectors of scan (Driver 9-1; TC 11-3)
2. Place suppressive fire on the enemy using weapon engagement techniques and proceed through the contact zone increasing speed and interval, and taking caution not to bunch up.
3. Activate vehicle turn signal to indicate direction of contact (Primary).
4. Report contact on internal communication(s), identifying truck number, type of contact and clock direction (Alternate).
5. Gun trucks continue to maintain front and rear security of the convoy as the convoy continues movement through the kill zone. The gun trucks will not maneuver to a support by fire position if the convoy is continuing movement through the kill zone. Fire on the move and maintain forward momentum. Gun trucks take care to alternate reloading procedures and use supporting weapons so as not to have a lull in suppressive fires. They will shift fires to engage additional targets and maintain communications with the convoy commander throughout contact. Gun truck repositions to rear as convoy passes through contact zone.
6. PL/CC/SC submits SALUTE report to higher.
7. Convoy will proceed to Rally Point "Forward".
 - A. **Indirect Fire Concerns:** Use an alternate route if it is determined that an MSR is under enemy observation.
 - B. **Casualty Concerns:** In the event of a casualty, the vehicle with the casualty will:
 - (1) Continue to move to the rally point
 - (2) Signal using four-way flashers
 - (3) If possible, report via communication

Battle Drill 5: Convoy Forced To Stop

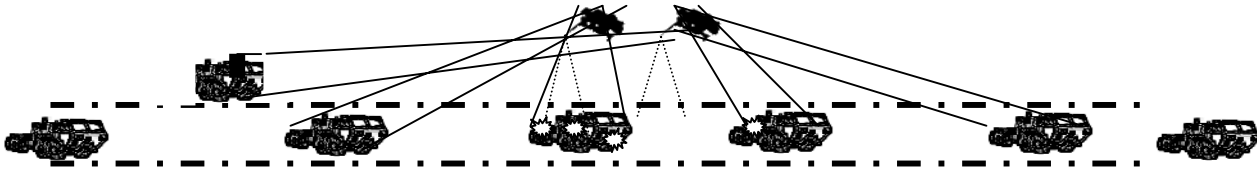
(Convoy Continues to Move While Receiving Weapons Fire, RPG, IED and / or Indirect Fires)



1. Vehicles forced to stop. Activate vehicle turn signal to indicate direction of contact.
2. Vehicle(s) / Personnel not in direct contact, report on internal communication, identifying truck number, type of contact and clock direction.
3. Personnel on vehicle(s) forced to stop dismount on the non-contact side, assume covered position(s) and provide initial base(s) of fire.
4. The entire convoy halts. Personnel will dismount vehicle(s) on the non-contact side and provide additional bases of fire on the enemy if in range. Vehicle(s) not in contact will be repositioned to provide additional base(s) of fire or used to provide convoy 360° security. M16's should now be on Semi-Automatic in order to conserve ammunition.
5. PL/CC/SC will move to better assess the situation and position the Gun Truck(s) in order to best suppress the enemy while remaining outside the effective range of enemy weapons.
6. The Gun Trucks will take the following actions when a threat is identified:
 - A. The gun truck section leader assists the convoy commander in assessment of ability to gain fire superiority.
 - B. Gun trucks must be prepared to conduct attack by fire based on convoy commander's assessment.
 - C. The convoy commander will make the decision to attack by fire if fire superiority can be gained. If fire superiority cannot be gained the decision will be made to break contact.
 - D. The gun truck nearest the threat immediately maneuvers to a support by fire position and suppresses the enemy.
 - E. Gun trucks DO NOT position inside the stand off range unless inside standoff when attacked.
 - F. If attacked inside standoff range, they will return fire while repositioning.

G. The second gun truck maneuvers through or around the convoy and takes up a support by fire position that allows massing of its weapons systems.

H. Gun trucks coordinate their efforts.

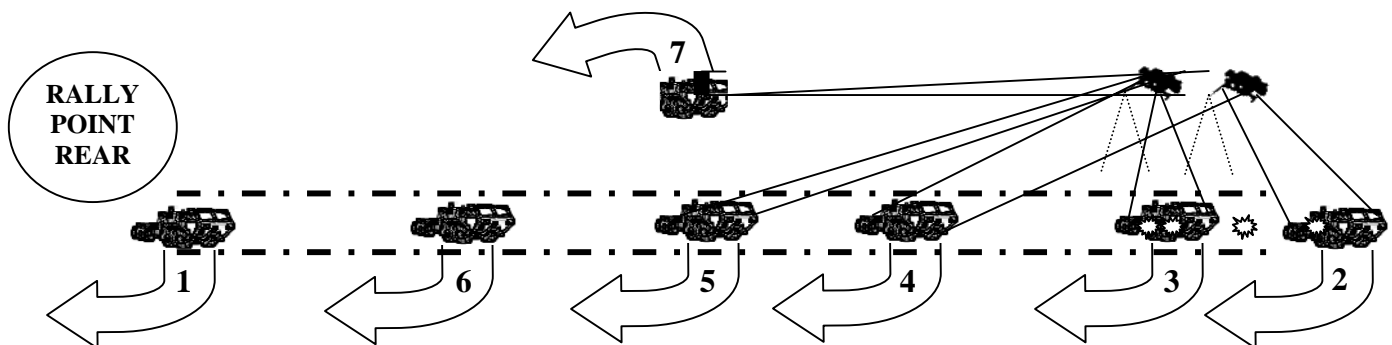


7. Once the PL/CC/SC determines the convoy has either gained fire superiority or defeated the enemy contact, Recovery / CASEVAC operations (Battle Drill 5) will begin. Recovery operations are conducted if possible. Pre-determined destruction criteria should be established during planning to expedite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

8. If the PL/CC/SC determines the convoy cannot gain fire superiority, leader will then conduct Break Contact procedures (Battle Drill 6).

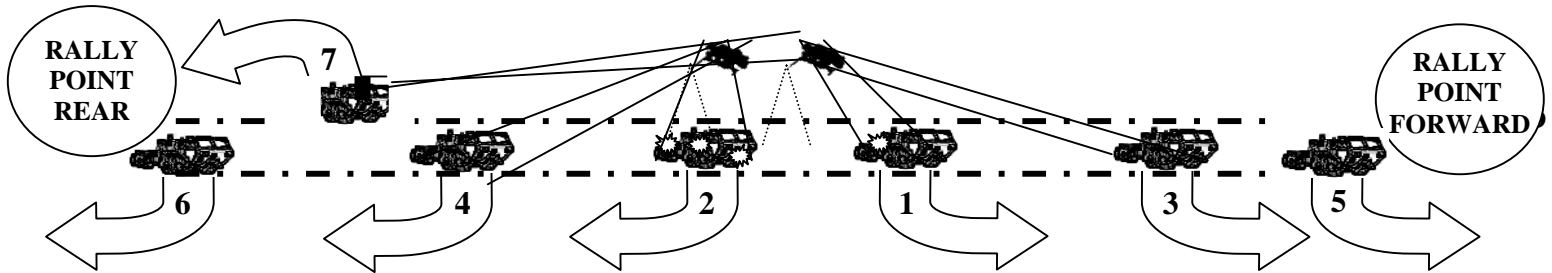
Battle Drill 6: Break Contact

1. The PL/CC/SC determines the convoy cannot gain fire superiority and the decision has been made to Break Contact.
2. The PL/CC/SC designates that either Rally Point "Rear" or "Forward" will be used. If necessary, both Rally Points may be used. Communication systems and appropriate pyrotechnic signals will be used to communicate Break Contact and Rally Point.
3. The Gun Trucks will take the following actions to support breaking contact:
 - A. The gun truck section leader assists the convoy commander in assessment of ability to gain fire superiority.
 - B. The gun truck nearest the threat immediately maneuvers to a support by fire position and suppresses the enemy.
 - C. Gun trucks DO NOT position inside the stand off range unless inside standoff when attacked.
 - D. If attacked inside standoff range, they will return fire while repositioning.
 - E. The second gun truck maneuvers through or around the convoy and takes up a support by fire position that allows massing of its weapons systems.
 - F. Gun Trucks will continue to engage the enemy until the last vehicle in the convoy has departed. Gun Trucks will maneuver as necessary.
 - G. Gun trucks coordinate their efforts to insure they are mutually supporting.
4. Personnel will deploy obscuration measures if available. Utilizing cover and concealment, Aid & Litter team(s) will evacuate all casualty(s) under support of Gun Truck and other protective fire(s).
5. Personnel will maintain position and suppression in contact zone and assist Aid & Litter team(s) as necessary.
6. Disabled vehicle(s) will be abandoned or destroyed as directed by leaders.



7. Vehicles will displace either backwards or forwards through the convoy lines under control of leaders. The most forward vehicle in the contact zone moves first, then the next most forward vehicle moves second. Vehicles will continue to displace.

8. As vehicles displace, Gun Truck repositions as necessary at a stand off distance if possible until contact is broken.



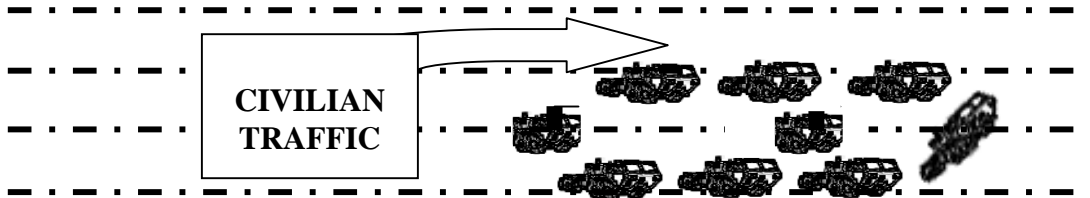
9. If Break Contact occurs with vehicles on both sides of the kill zone, displacement of vehicles will occur using an alternating displacement technique.

10. Upon occupation of the Rally Point, leaders will immediately position vehicles, security, and conduct Consolidation and Reorganization.

12. If the convoy vehicles get separated when not in contact with the enemy, personnel and vehicles stay together and move to the closest Rally Point or Check Point.

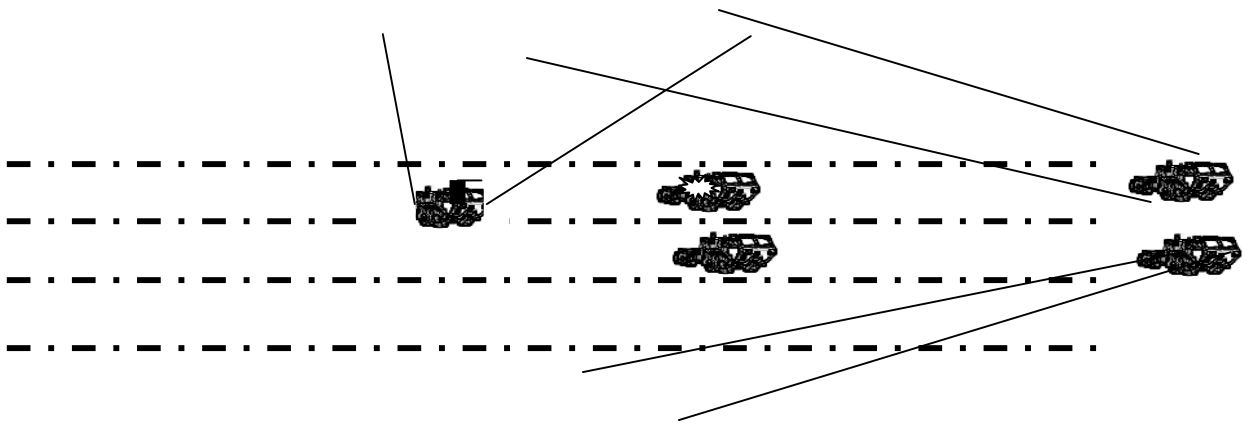
Battle Drill 7: Rally Points

(Floating Front and Rear)



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

Battle Drill 8: Recovery / CASEVAC Operations



1. Once the leader assess the area in the vicinity of the disabled vehicle(s) is secure and positions the gun truck in a good overwatch position (remaining at a standoff distance if possible), Recovery / CASEVAC operations will begin.
2. CASEVAC:
 - A. Aid & Litter team will position on the safe side of the vehicle and extract casualty(s) and personnel.
 - B. Treatment of casualty(s) except for emergency treatment to prevent loss of life will occur once they are safely removed from the kill zone.
3. Vehicle Recovery Procedures:
 - A. Recovery team will position on the safe side of the disabled vehicle.
 - B. TC will dismount and assess the disabled vehicle.
 - C. If determined the vehicle can be safely recovered, TC guide the recovery vehicle into position and conduct a hasty hook-up. TC will operate the disabled vehicle if necessary.
 - D. Upon exiting the contact area, complete and correct hook-up procedures will occur.
 - E. If assessment results in outside support necessary for recovery, leader will contact higher for guidance.
4. Once recovery operations are complete, the team will displace and conduct link-up with the convoy at the Rally Point.

Battle Drill 9: Consolidation And Reorganization

1. Upon breaking contact, all vehicles, to include Gun Trucks, will proceed to the rally point and conduct consolidation and reorganization actions.
2. Once in position and stopped, personnel will dismount their vehicle on the Safe Side (inside) of the box and establish security.
3. Consolidation and Reorganization begins when the rally point is secured. This includes the repositioning of weapon systems if necessary.
4. Ammunition Status / Redistribution:
 - A. Personnel will report their ammunition status to first line leaders.
 - B. Ammunition report will be how many full magazines are available (average number remaining in team, squad, or platoon).
 - C. Leaders will immediately redistribute ammunition at their level and report number of magazines to the next leader.
5. Casualty(s) Treatment / Evacuation:
 - A. Casualty treatment will begin upon pulling into the rally point. TC/Driver will begin Buddy-Aid until stabilized or relieved by a Combat Life-Saver (CLS).
 - B. CLS's will immediately dismount and scan their assigned vehicles in search of casualties (four-way flashers). Upon encountering a casualty, the CLS will evaluate buddy-aid and if adequate, continue search. It is important to not allow the CLS to delay reaching a more serious casualty.
 - C. Aid & Litter Teams will transport casualties (using litters / cots, fully assembled / body bags / improvised litters) to the CCP designated by the PL/CC/SC without causing further injuries.
 - D. CLS should focus on treatment of casualties and should not be a part of the Aid and Litter team.
 - E. PL/CC/SC will direct or request MEDEVAC request.
 - F. Secure sensitive items / documents / weapons.
 - G. Aid & Litter team will continue to assist with evacuation of casualties.
 - H. LZ Team
 - (1) Select and secure landing zone (always downwind of unit box formation).
 - (2) Clear objects from the landing zone site
 - (3) Prepare to display appropriate LZ signal / marking.

(4) Assist with the loading of casualties.

6. Equipment Inspections

- A. Drivers will inspect vehicles / cargo and report status.
- B. Recovery teams will ensure proper hook-up procedures are conducted.
- C. PL/CC/SC will request recovery support or guidance if unable to conduct unit recovery
- D. Leaders will conduct weapon, communication, and sensitive item inspections and update PL/CC/SC.

7. PL/CC/SC will also conduct the following if required:

- A. Direct the priority of cross-leveling of cargo / loads
- B. Establish a new chain-of-command
- C. Submit final SITREP to higher

8. Continue Mission

Battle Drill 10: Reports

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

ACE Report

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

Ammunition	ammunition basic load remaining per individual/crew serve weapon system after contact
Casualties	casualty(s) number and type sustained after contact
Equipment	equipment damage or losses sustained as result of contact

SPOT Report

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

Size:	Number of personnel / Equipment
Position:	Observer's position, call sign, and location
Observer's Actions:	What actions did you observe / take.
Time:	The time the action/observation took place
Observer's Actions:	Outlines his/her activities, actions or recommendations

NOTE: The observer updates the SPOT report as the situation changes

SALUTE Report

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

Size:	The number of personnel and equipment
Activity:	What the enemy is doing
Location:	Grid coordinates or orientation to local buildings
Unit:	Uniforms / patches / clothing
Time:	When the activity was observed
Equipment:	Describe or identify all equipment

MEDEVAC Request

- Line 1:** Location of P/U site
- Line 2:** Frequency and call sign at P/U site of Dust off
- Line 3:** # of patients by procedures Urgent<2 hours, Priority>2 hours
- Line 4:** Special equipment needed
- Line 5:** # of patients by type: Litter or Ambulatory
- Line 6:** Type of injuries
- Line 7:** Security at P/U site
- Line 8:** Method of marking P/U site
- Line 9:** Patients nationality
- Line 10:** NBC Contamination
- Line 11:** Provide Name / Rank / SSN / Unit of Requestor

Battle Drill 11: IED Secure The Site Battle Drill

1. The IED has not been initiated and you are passing the IED
 - A. Report the IED to the convoy—use visual signal to alert follow on vehicles and mark the location with smoke.
 - B. Drivers that cannot brake quickly enough to stop outside 100 meters should speed up and move through the danger area/kill zone as quickly as possible.
 - C. Drivers that can stop prior to entering the kill zone should immediately back away from the IED as much as possible (300 meters recommended).
 - D. Immediately begin looking for potential secondary device and for other potential ambush sites.
 - E. Secure the site and report.
 - F. Block all traffic in the vicinity of the IED until cleared by EOD or relieved by MP's.
 - G. Vehicles forward of the IED will either move to the forward rally point or consolidate at least 300 meters forward of the IED and block all on-coming traffic.

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

1. Upon detonation of an IED which is then followed by enemy direct fire:
 - A. Establish suppressive fires on enemy location (gun truck or designated team).
 - B. Move convoy to the safest rally point after necessary casualty evacuation.
 - C. Begin to comply with CFLCC guidance as soon as the tactical situation allows.

Section X

Close Quarters Marksmanship

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

- A. To have all personnel trained and capable of placing all weapons into operation and properly engaging the enemy from a stationary position or moving vehicle.
- B. To make the individual soldier more capable and confident in their individual weapon system.
- C. To develop soldiers confidence in their peers and leadership.
- D. To develop the “Warrior” mentality in the individual soldier.
- E. To provide a near “real-world” training environment devoid of the over cautious “range mentality” found in many units and locations.

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

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

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

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

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

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

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

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

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

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

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

D. The four methods of target engagement.

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

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

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

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

E. CQM on the range.

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

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

F. Crew-served Weapons Training. Soldiers and leaders must be instructed on the proper and safe procedures for using both their individual weapon and on the crew-served weapons assigned to the unit (M249, M2 .50 cal and the MK-19). Training includes clearing, loading, unloading, firing, reduce stoppages, maintenance, assembly and disassembly. The soldiers will also conduct a "hands on" talk-through and walk-through certification ensuring the procedures are met. After the mechanical training they will conduct a test fire of their assigned weapons. This will be followed by a "Mini" convoy LFX to allow soldiers to fire from a moving vehicle. The major firing tasks for the M249, M2 .50 cal and MK-19 will be zero and test fire from a stationary (ground) supported position, fire from a stationary vehicle and fire from a moving vehicle. Throughout all of

this instruction and firing safety will be paramount. Safe handling of weapons, manipulation of weapons safeties, reacting to fire commands and muzzle awareness will be reinforced.

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

(1) Weapon engagement planning and preparation concerns.

(a) Planning and Training

1. Employment skills with practice
2. SOPs
3. Weapon Safety / Handling Procedures

(b) Preparation

1. Rehearsals
2. Uniform and equipment
3. Load plans
4. Weapon System Maintenance / Lubrication

(c) Test Fire

1. Ammunition Allocated
2. Test Fire as we expect to Engage
3. Repair Time / Test Fire Again

(d) Intelligence

1. System Positioning (Formation)
2. Readiness Levels

(1) Crew and individual systems

(a) Mounted Systems

1. Serviceability and correct set-up
2. Ammunition
3. Location
4. Tracer Mix

(b) Personnel Protection

1. Uniform
2. Hardening
3. Name tag level with the ability to effectively engage.

(c) Individual Systems

1. Ammunition location and tracer mix
2. Driver and TC weapon locations
3. Load plans

(2) Employment tactics, techniques and procedures

(a) Readiness level

1. Ride and scanning (Observation)
2. Weapons at the ready

(b) Scanning and sector of fire

1. Driver
 - a. Sector of scan is 9 – 1 clock position
 - b. Observation with mirrors
 - c. Sector of fire is 9 – 11 clock position
2. TC / AD
 - a. Sector of scan is 11 – 3 clock position
 - b. Sector of fire is 1 – 3 clock position
 - c. Other systems are based off vehicle type and load
3. Target ID: Communicate and signal
4. Body positioning
 - a. Engage as you train (right or left handed firing)
 - b. Firing-side shoulder down

- c. Maintain your body position
 - d. Weapon to head
5. Rules of engagement concerns – You need to employ the appropriate systems based on the threat.
6. Rate of fire
- a. Burst mode (from TC side only)
 - b. Steady suppression (ROE)
7. Magazine awareness
- a. Serviceability and maintenance
 - b. Tracer mix
 - c. Magazine storage and placement
8. Mounted - reload when time is available (Replenish individual basic load from vehicle combat load).
9. Dismounted, seek cover prior to the need to reload.

3. Recommended POI:

DAY 1, Leader Day: All unit leaders, Company Commander, 1SG, XO, PL's, PSG's, Squad leaders and M249 gunners will be present for training. The leaders will be split into 2 groups with one group doing CQM and the other doing a round robin of the other 3 weapons. The M249 gunners will just do the CQM portion on leader's day

Leaders:

- 0500-0515: Leaders will be taught how their equipment should be worn, how to prep their equipment and how to construct combat slings.
- 0515-0530: Weapons handling;
- 0530-0600: The 8 fundamentals of marksmanship (stance, grip, sight picture, sight alignment, breathing, trigger squeeze, follow through and recovery) and the four methods of firing (slow aim, rapid aim, aimed quick kill and instinctive).
- 0600-0700: Dry fire (stationary, left turn, right turn, walk and shoot, run stop and shoot, lateral Left, lateral right, walk stop and turn 180 degrees).
- 0700-0800 Familiarization fire

0800-0900: M249 CQM

Weapons:

0500-0800: Round robin of the weapon systems with instruction on weapons clearing, loading, unloading, assembly, disassembly, reduce stoppage, and firing.

0800-1100: Change over groups and repeat the same instruction (M249's will be complete during the first CQM instruction).

1100-1300: Test fire of the 3 weapons. All leaders will shoot all 3 weapons.

DAY 2 Soldier Day: All soldiers from the unit will be present for training with their assigned weapon ready for training. Leaders will be present as AI's on the weapons / CQM range to assist the instructors, with 1 AI per 3 soldiers for weapons and 1 AI per 5 soldiers for CQM (they must have attended Leader training the day prior).

CQM: M16 and M4:

- 0500-0530: Personnel will be taught how their equipment should be worn, how to prep their equipment and how to construct combat slings.
- 0530-0600: Weapons handling.
- 0600-0700: Confirm zero.
- 0700-0800: The 8 fundamentals of marksmanship (stance, grip, sight picture, sight alignment, breathing, trigger squeeze, follow through and recovery) and the four methods of firing (slow aim, rapid aim, aimed quick kill and instinctive).
- 0800-0900: Dry fire (stationary, left turn, right turn, walk and shoot, run stop and shoot, lateral left, lateral right, walk stop and turn 180 degrees).
- 0900-1030: Familiarization fire and mask fire.
- 1030-1100: Discrimination fire.
- 1100-1130: CQM
- 1130-1230: Firing techniques from a stationary vehicle.

Section XI

Crew-Served Weapons POI

DAY 1:

- 0500-0630: Soldiers will be given instruction on their assigned weapon and must pass a certification on the following tasks (DRY): clearing, loading, unloading, reduce a stoppage, maintenance assembly and disassembly.
- 0630-0800: Soldiers will zero, test fire and mask fire their assigned weapons and certify on firing and reducing stoppage (LIVE).
- 0800-0830: M249's will fire from the stationary supported position.
MK-19 and .50 cal will fire from vehicle (stationary) at targets.
- 0830-0900: M249's will fire from vehicle (stationary) at targets at various ranges.
MK-19 and .50 cal will prep vehicles for the "Mini" convoy LFX.
- 0900-1100: Soldiers will be broken down into small serials and will conduct a "Mini" convoy and fire from a moving vehicle at various targets at a slow speed.
- 1100-1200: Displacement drills from a stationary vehicle.
- 1200-1230: Ring mount maintenance.

Section XII

Gun Truck Training Objectives

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

- K. Weapons discipline.
- L. Security operations.
- M. Firing while moving and stationary.
- N. Avoiding the tendency to fire high during hours of limited visibility.
- O. Battle Drills.
 - (1) Actions on contact - moving and stopped.
 - (2) CASEVAC.
 - (3) Vehicle recovery.
 - (4) Reporting.
- P. Troop leading procedures (**R**IMS**R**CIS; **R**eceive the mission, **I**ssue **W**ARNO, **M**ake a tentative plan, **S**tart movement, **R**econ, **C**omplete the plan, **I**ssue the **O**PO**R**D, **S**upervise).
- Q. 5 paragraph OPORD or convoy brief
- R. IPB
 - (1) Using the most recent intelligence on enemy TTPs.
 - (2) Analysis of the road network.
 - (3) Areas of interest such as overpasses, built up areas, ditches, berms, previous ambush locations, bridges, choke points and other similar locations.
- S. Time management to include backwards planning.
- T. How to conduct PCCs and PCIs.
- U. All communications systems they have or would likely encounter within a convoy (FM/SINCGARS, CVC and handmike, internal radios, pyrotechnics, hand-and-arm signals and runner).
- V. How to conduct rehearsals:
 - (1) Talk-through.
 - (2) Walk-through.
 - (3) Sandtables
 - (4) Backbrief

W. Reconnaissance techniques by map, imagery, questioning other users and ground.

X. Standard Operating Procedure development and training.

Y. Reporting:

(1) SPOT

(2) SALUTE

(3) ACE

(4) MEDEVAC request

Z. Medical to include:

(1) Minimum of two CLSs per every gun truck section.

(2) Self, first or buddy aid training on field or pressure dressing use, open chest wound, open abdominal wound and head wound as a minimum.

6. Risk assessment

A. From beginning of planning process to end of mission

B. Reduction of fratricide risk.

C. Risk considerations:

(1) MEDEVAC request and procedures.

(2) Mission duration and complexity.

(3) Knowledge of the enemy situation, enemy, availability to conduct operations.

(4) Terrain and weather and their impact on tactical convoy operations. Look at visibility conditions, light, dust, smoke, precipitation and effects, heat or cold, natural hazards, broken ground, inclines and water obstacles.

(5) Troop and equipment status, experience of units working together, surface danger areas related to weapons systems, soldier and leader proficiency, soldier and leader rest, acclimatization, new leaders.

(6) Time available to conduct TLPs, rehearsals and PCCs/PCIs.

7. Civilians on the battlefield.

8. ROE

9. Recommended POI

Day 1: Weapons Instruction:

0500-1500: Integration into leader's CQM and crew served weapons training

1500-1530: Linkup and in-brief by gun truck OC team

1530-1600: 1 x Gun Truck Mobile Dry Fire; Right and Left Side

1600-1630: 1 x Gun Truck Mobile Wet Fire; Right and Left Side

1630-1645: Informal AAR

1645-1715: Move to AA

1715-UTC: Weapons Maintenance

Day 2: TLPs/SOPS/Gun Truck Dry Runs:

0500-0700: Instruction on TLPs

0700-0900: Convoy SOPs

0900-1100: Gun truck SOPs and drills

1100-1200: Chow

1200-1400: Gun truck SOPs and drills

1400-1430: Prep for dry runs

1430-1515: Gun Truck dry run

1515-1530: Informal AAR

1530-1615: Gun truck wet run

1630-1730: AAR

1730-1830: Chow

Day 3: Gun Truck Lane / Convoy Integration

0500-0530: Issue Gun Truck Order

0530-0900: Planning and preparation (TLPs, rehearsals, PCCs/PCIs, maintenance)

0900-0945: Gun truck day dry fire

0945-1030: Gun truck day wet fire

1045-1145: AAR

1145-1200: Linkup with convoy units (CLFX Teams)

1200-UTC: OPCON to convoy units (CLFX Teams)

1200-1230: Company Commander issues OPORD to Platoon Leaders

1230-UTC: Convoy units planning and preparation

Day 4: CSS Convoy Live Fire Exercise:

0500-UTC: Gun trucks support day and night convoys as directed by the unit commander. Gun trucks leader will attend all AARs.

Section XIII: 4-Day Training Program

DAY 1

Leaders: (Company commanders, executive officers, first sergeants, truck masters, platoon leaders, platoon sergeants and squad leaders, M249 gunners)

0500 – 1300 Close Quarters Marksmanship (CQM), crew served weapons training and engagement techniques for a vehicle. Ammo must be broken-down prior to arriving as follows:

M16	5.56	60 rds per leader (3-20 rds magazines)
M249	5.56 link	180 rds per SAW gunner
M249	5.56 link	20 rds per leader
M2HM	.50 cal	20 per leader
MK 19	40mm HE	20 rds per LDR

1300 – 1400 Move to AA / Lunch

Soldiers:

0500 – 1300 Soldier's skills training:
First Aid
RTO Procedures
Reporting (ACE, SALUTE & MEDEVAC)
IED Awareness

1300 – 1400 Lunch

Leaders & Soldiers:

1400 – UTC PMCS, PCC, PCI and leader's preparation time

Gun Trucks:

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

1500-1530: Linkup and in brief with V51 Team

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

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

1630-1645: Informal AAR

1645-1715: Move to AA

1715-UTC: Weapons maintenance in tents

1800-1830: Chow

DAY 2

Leaders:

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

0900 – 1900 Leader's Training on:

- TLPs
- SOPs
- ROE
- Rehearsals

1900 – UTC Issue WO

Soldiers:

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

M16	5.56	210 rds per soldier
M2HB	.50 Cal	80 rds per gunner
M249	5.56 link	80 rds per gunner
MK 19	40mm HE	64 rds per gunner
M203	40mm HE	30 rds per gunner

1500 – 1530 Move to AA and lunch

1530 – 1900 Battle drills and rehearsals

Gun Truck:

0500 – 1100 TLPs, convoy SOPs, gun truck SOPs and drills

1100 – 1130 Chow

1130 – 1400 Rehearsals

1400-1430: Prep for dry runs

1430-1515: 1 x gun truck dry run

1515-1530: Informal AAR

1530-1615: 1 x gun truck wet run

1630-1730: AAR

1730-1830: Chow

DAY 3

Leaders:

- 0500 – 0800 Leaders preparation / rehearsals
- 0800 – 1000 Leaders CLFX
Requires 3ea 30 rd magazines for M16 and 100 SAW for the LFX.
- 1000 – 1100 Leaders After Action Review (AAR)

Soldiers:

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

All:

- 1400 – 1430 CO CDR issues OPORD to PLs
- 1430 – UTC PLs Mission Planning

Gun Trucks:

- 0500-0530: Issue gun truck "roll, shoot and maneuver" order
- 0530-0930: Plan and Prep - TLPs-RIMSRCIS model, rehearsals, PCCs/PCIs, maintenance
- 0930-1015: 1 x gun truck day dry fire lane
- 1015-1130: 1 x gun truck day wet fire lane
- 1130-1200: AAR
- 1200 Linkup with convoy units

DAY 4

All:

0500 1st PLT SP on CLFX Lane
0600 2nd PLT SP on CLFX Lane / AAR
0700 3rd PLT SP on CLFX Lane / AAR
0800 4th PLT SP on CLFX Lane / AAR
1300 – 1800 PLT LDRs plan and rehearse night mission
1800 1st PLT SP on CLFX Lane / AAR
1900 2nd PLT SP on CLFX Lane / AAR
2000 3rd PLT SP on CLFX Lane / AAR
2100 4th PLT SP on CLFX Lane / AAR

Section XIV

Convoy Warning Order Format

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

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

3. **TASK ORGANIZATION:** *(Convoy manifest)*

4. **Initial Time Schedule:**

When	What	Where	Who

5. **Special Instructions:** *(PCC / PCI Guidance, Rehearsals, additional tasks to be accomplished)*

6. **Service & Support:** *(Based on SOP's form combat and individual loads)*

Class I: *(Rations & Water)*

Class III: *(POL)*

Class V: *(Ammunition / Pyrotechnics)*

Weapon System	Rounds	Type

Pyrotechnic Device	Number	Location

Class VIII: *(Medical /CLS / Supplies)*

7. **Uniform and equipment common to all:**

Section XVI

Pre-Combat Checks and Pre-Combat Inspections

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

- ___ Weapon * Weapon cleaned, function tested and appropriately lubed
- ___ Ammunition & Magazines * Magazines serviceable and ammunition loaded correctly
- ___ Kevlar * Chin strap serviceable
- ___ Flak Vest / Body Armor * Are plates properly installed and worn
- ___ Notebook and Writing Device
- ___ Issued Eye Protection Goggles * Clear lenses installed?
- ___ LBE w/ 2 canteens (topped off)
- ___ 2 First Aid Pouch w/dressing
- ___ Flashlight w/ extra batteries and bulb
- ___ Military ID card
- ___ I.D. Tags
- ___ Civilian / Military Drivers Licenses
- ___ Combat Lifesaver Kit and
- ___ IV Bags x Type (Expiration Dates?)
- ___ NVGs with batteries
- ___ OVM Keys
- ___ Attended Convoy Brief
- ___ Attended Rehearsals
- ___ Sleeping Bag
- ___ 1 set DCU's
- ___ 2 T-shirts
- ___ 2 PR underwear

- ___ 2 PR socks (blk / grn)
- ___ 1 Towel
- ___ 1 Wash Cloth
- ___ Personal hygiene kit
- ___ 1 Sunscreen
- ___ JLIST Gear Complete
- ___ Wet weather gear
- ___ MREs - ___ each
- ___ Work Coveralls ___ Work Gloves
- ___ Goretex top/bottom (cold weather)
- ___ Polypro top/bottom (cold weather)
- ___ Cold Weather Gloves (cold weather)
- ___ Weapons Cleaning Kit w/ CLP or MILTECH

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

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

- ___ Completed 5988E (before PMCS) * Are there any issues yet to be resolved
- ___ Current Vehicle dispatch *Date expiration?
- ___ Fuel / Fluid levels topped off
- ___ Additional Package products
- ___ VS-17 panel
- ___ Extra Fuel Can topped of and secured
- ___ Class I basic load (___ MRE's / ___ Water)
- ___ Communication check of all available systems * What are the ranges, frequencies?
- ___ Inventory of all required signal devices
- ___ BII complete
- ___ Execution Matrix (Page 1 and 2)
- ___ Tow Bar if specified
- ___ Cargo secured IAW guidance / TM *# of cargo, required devices serviceable / on-hand?
- ___ Road Guard Belt
- ___ Flashlight w/ extra batteries and bulb
- ___ Map / Strip Maps
- ___ Warning triangles
- ___ Fire extinguisher
- ___ Windows and mirrors cleaned
- ___ Emergency Call Signs and Frequencies posted near each radio
- ___ MEDEVAC Nine Line Format posted near each radio
- ___ Turn Signals and Lights serviceable / functioning
- ___ Issued pyrotechnics
- ___ Litter(s) (if designated)

Leader Checklist

- ___ Binoculars
- ___ Radio check (internal, command, Administrative & Logistics)
- ___ MTS Operational
- ___ Convoy Order & Execution Matrix
- ___ SOI
- ___ Map with Current Graphics
- ___ Strip Map with Extra Copies
- ___ Sensitive Items / Personnel list
- ___ Combat Lifesaver w/ Aid Bag (Date?)
- ___ Current Situation Brief (Intelligence)
- ___ Risk Assessment signed by the commander
- ___ GPS (programmed with appropriate mission information / extra batteries)
- ___ Vehicle and personnel manifest

Section XVIII

CONVOY BRIEF

(Modified from FM 55-30)

Movement Order No. _____

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

TASK ORGANIZATION: (Internal organization for convoy – Manifest)

1. SITUATION:

a. Enemy Forces:

- (1) Weather. General forecast.
- (2) Light Data (EENT, % Illumination, MR, MS, BMNT)

- (3) Discuss Enemy.
 - (a) Identification of enemy (If known).
 - (b) Composition / capabilities / strength / equipment
 - (c) Location (Hot Spots highlighted on map)

b. Friendly Forces:

- (1) Operational support provided by higher headquarters.
 - (a) Helicopter / Gunships
 - (b) Quick Reaction Forces (QRFs)
 - (c) MP Escorts / Rat Patrols
 - (d) Fire Support elements

Element	Location	Frequency / Call Sign

c. **Attachments:** (From outside the organization)

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

3. **EXECUTION:**

a. **Concept of Movement:** This paragraph describes, in general terms, the big picture from start to finish.

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

d. **Coordinating Instructions:** (Instructions for ALL units)

(1) Order of March (Spacing of serials / location of support elements).

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

(3) Additional movement issues. (Speed, intervals, lane, parking, accidents, ect.)

(4) Uniform

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

(6) Rules of Engagement

4. **SERVICE SUPPORT**: This paragraph provides the critical logistical information required to sustain the convoy during the operation. Also included are combat service support instructions and arrangements that support the operation.

a. Ration / Water Plan:

b. Ammunition (Individual / Combat Loads / Tracer Mix)

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

d. Petrol, Oil and Lubricants (Internal and external)

d. Maintenance / Recovery (Internal and external)

e. Remain Over Night (RON) Facilities:

5. **COMMAND AND SIGNAL**: This paragraph states where command and control nodes and key leader will be located during the operation.

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

b. Communications (Manifest):

c. Signals: (Primary / Alternate other than SOP)

d. Reports (Individual to Higher):

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

7. **REVIEW TIMELINE** (*Displayed separately*)

8. **GIVE TIME HACK**

9. **ASK FOR QUESTIONS**

Section XIX

CONVOY EXECUTION MATRIX

MISSION / CONVOY # _____

MISSION:

PHASE I OF THE ROUTE

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

WEATHER / LIGHT DATA:

INTELLIGENCE:

COMMAND & CONTROL:

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

TIMES SCHEDULE:

WHAT	WHERE	WHEN	UNIFORM	EQUIPMENT	
STAGE					
PCI					
FRAGO BREIF					
SP					
RP/LINK-UP POINT					

SAFETY / RISK MANAGEMENT UPDATE:

PHASE II OF THE ROUTE

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

WEATHER / LIGHT DATA:

INTELLIGENCE:

COMMAND & CONTROL:

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

TIMES SCHEDULE:

WHAT	WHERE	WHEN	UNIFORM	EQUIPMENT	
STAGE					
PCI					
FRAGO BREIF					
SP					
RP/LINK-UP POINT					

SAFETY / RISK MANAGEMENT UPDATE:

Section XX

Risk Reduction Worksheet

CONVOY TACTICAL RISK REDUCTION WORKSHEET				
Check all that apply	Hazard	Risk Level (Low, Med, High)	Control Measures	Residual Risk
	Adverse Terrain		Drivers training, convoy brief	
	Air Attack		Convoy defense, battle drills, harden vehicles, commo	
	Ambush		Convoy defense, battle drills, harden vehicles	
	Barricades		Convoy defense, rehearsals, battle drills, breach teams	
	Blackout Drive		Drivers training, convoy brief	
	Breakdown		PMCS, PCI's, Class II, SPO's (stripmap)	
	Exhaust Fumes		Enforce no sleep rule (TC's), PMCS, PCI's	
	Cargo (HAZMAT)		Training, PCI's	
	Civilians		Commo, Convoy briefs, training	
	Cold Weather		Cold weather training, PCI's	
	Communication		Training, commo personnel, PMCS, PCI's	
	Desert Environment		Training, convoy briefs	
	Disorientation		Convoy briefs, stripmap (SOP's), training (plugers, etc)	
	Driver Inexperience		Driver placement, training	
	Enemy ATK		Rehearsals, battle drills, convoy briefs, harden vehicles	
	Fatricide		VS-17 panels, on vehicles, markings, commo	
	Halt		Rehearsals, battle drills, convoy briefs	
	Heat		Water, rest halts, convoy brief (safety)	
	Heavy Rain		PMCS, drivers training, reduce speed	
	Limited Visibility		NVG's, chemlight markings, training	
	Long hauls		Drivers training, SOP's, rest halts, convoy briefs	
	Minefield		Rehearsals, battle drills	
	Mud		Recovery training, Drivers training (all wheel drive)	
	NBC Attack		Rehearsals, PCI's, recons, commo, training (NBC teams)	
	Recovery Operations		Training (with maint, self recovery-wench, toe-bar	
	Reduced Visibility		Intervals, chemlight markings, training	
	Roll Over		Drivers training, recovery, SOP's (seatbelts, kevlar)	
	Sleep Deprivation		Enforce sleep plan, rest stops, work rotations	
	Sniper Fire		Battle drills, convoy briefs, training	
	Snow/Ice		reduce speed, drivers training (use of CTIS),	
	Strong Winds		Reduce speed, drivers training, convoy briefs	
	Sudden halt		Intervals, training, battle drills (SOP's)	
	Sunlight		Clean windows, sunglasses	
	Fire		Fire extinguishers, evacuation drills	

CONVOY RISK MANAGEMENT CARD

PLANNING

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

Score _____

INTELLIGENCE

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

Score _____

COMMUNICATION

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

Score _____

TRAINING

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

Score _____

SOLDIER ENDURANCE

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

Score _____

SECURITY

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

Score _____

PERSONNEL PROTECTION

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

Score _____

VISIBILITY

Location	Weather/Light			
	Clear/Day	Dusty/Day	Sand-storm/Day	Night
Desert/Iraq	2	3	4	5

Score _____

SOPs / Rehearsals

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

Score _____

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

NOTE: IF 2 OR MORE AREAS ARE ASSIGNED RISK FACTORS OF 5 OR MORE, THE OVERALL RISK IS CONSIDERED "HIGH." ADD 3 POINTS TO THE TOTAL FOR HAZARDOUS OR SENSITIVE ITEMS CARGO.

Section XXI – Unit Coordination Checklist

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

Definitions

High – Possible chance of death or serious injury

Med – May cause injury or possibly death

Low – Little chance of death or injury

Section XXII

Acronyms

ACE	Ammunition, Casualties and Equipment
AD	Assistant Driver
APOD	Aerial Port of Debarkation
ASR	Alternate Supply Route
CASEVAC	Casualty Evacuation
CC	Convoy Commander
CFLCC	Coalition Land Force Component Commander
CFLX	Convoy Live Fire Exercise
CLS	Combat Life Saver
CQB	Close Quarters Battle
CQM	Close Quarters Marksmanship
CQMQ	Close Quarters Marksmanship Qualification
EOD	Explosive Ordnance Disposal
FSE	Forward Security Element
IED	Improvised Explosive Device
LZ	Landing Zone
MEDEVAC	Medical Evacuation
METT – TC	Mission, Enemy, Terrain, Troops, Time and Civilians
MSR	Main Supply Route
NBC	Nuclear, Biological and Chemical
OPORD	Operations Order
PCC	Pre-Combat Checks
PCI	Pre-Combat Inspection

PL	Platoon Leader
PMCS	Preventative Maintenance Checks and Services
PZ	Pick-up Zone
RP	Rally Point or Release Point
RSO&I	Reception, Staging, Onward movement and Integration
SC	Serial Commander
SITREP	Situation Report
SP	Start Point
SPOD	Sea Port of Debarkation
TC	Truck / Track Commander
TLP	Troop Leading Procedures
WO	Warning Order