

DRAFT 1

# Guide for Training Instructors

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A walkthrough of the training weeks

**Zebra**

**2/23/2017**

A compilation of notes based around military files and other sources. This guide is intended as a sort of “script” for training instructors. NOTE: This does not contain all training material. This is an instructors handbook for basic training and extended Supervisor’s training. For training exercises, role specific handbooks and trainee resources, please locate the appropriate file.

# Guide for Training Instructors

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## Part One of Week One:

### Department of Defence Acronyms and Terms (Misc):

#### KEYWORDS:

**abort** — (\*) 1. To terminate a mission for any reason other than enemy action. It may occur at any point after the beginning of the mission and prior to its completion. 2. To discontinue aircraft takeoff or missile launch.

**adversary** — (\*) A party acknowledged as potentially hostile to a friendly party and against which the use of force may be envisaged.

**adverse weather** — Weather in which military operations are generally restricted or impeded.

**aimpoint** — 1. A point associated with a target and assigned for a specific weapon impact. May be defined descriptively (e.g., vent in centre of roof), by grid reference, or geolocation. More specific classifications of aimpoint include desired point of impact, joint desired point of impact, and desired mean point of impact. 2. A prominent radar-significant feature, for example a tip of land or bridge, used to assist an aircrew in navigating and delivering their weapons (usually in bad weather and/or at night).

**allocation** — In a general sense, distribution for employment of limited forces and resources among competing requirements. Specific allocations (e.g., air sorties, nuclear weapons, forces, and transportation) are described as allocation of air sorties, nuclear weapons, etc.

**annex** — A document appended to an operation order or other document to make it clearer or to give further details.

**area assessment** — The commander's prescribed collection of specific information that commences upon employment and is a continuous operation. It confirms, corrects, refutes, or adds to previous intelligence acquired from area studies and other sources prior to employment.

**area of operations** — An operational area defined by the joint force commander for land and maritime forces. Areas of operation do not typically encompass the entire operational area of the joint force commander, but should be large enough for component commanders to accomplish their missions and protect their forces. Also called **AO**.

**assault** — 1. The climax of an attack, closing with the enemy in hand-to-hand fighting. 2. In an amphibious operation, the period of time between the arrival of the major assault forces of the amphibious task force in the objective area and the accomplishment of the amphibious task force mission. 3. To make a short, violent, but well-ordered attack against a local objective, such as a gun emplacement, a fort, or a machine gun nest.

**avenue of approach** — An air or ground route of an attacking force of a given size leading to its objective or to key terrain in its path. Also called **AA**.

**black** — In intelligence handling, a term used in certain phrases (e.g., living black, black border crossing) to indicate reliance on illegal concealment rather than on cover.

## Guide for Training Instructors

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**black list** — An official counterintelligence listing of actual or potential enemy collaborators, sympathizers, intelligence suspects, and other persons whose presence menaces the security of friendly forces.

**bona fides** — Good faith. In personnel recovery, the use of verbal or visual communication by individuals who are unknown to one another, to establish their authenticity, sincerity, honesty, and truthfulness.

**call sign** — (\*) Any combination of characters or pronounceable words, which identifies a communication facility, a command, an authority, an activity, or a unit; used primarily for establishing and maintaining communications. Also called **CS**.

**cannot observe** — (\*) A type of fire control which indicates that the observer or spotter will be unable to adjust fire, but believes a target exists at the given location and is of sufficient importance to justify firing upon it without adjustment or observation.

**casualty** — Any person who is lost to the organization by having been declared dead, duty status – whereabouts unknown, missing, ill, or injured. These terms are also used for **casualty status** reports.

**cipher** — Any cryptographic system in which arbitrary symbols (or groups of symbols) represent units of plain text of regular length, usually single letters; units of plain text are rearranged; or both, in accordance with certain predetermined rules.

**classification** — The determination that official information requires, in the interests of national/corporate security, a specific degree of protection against unauthorized disclosure, coupled with a designation signifying that such a determination has been made.

**collateral damage** — Unintentional or incidental injury or damage to persons or objects that would not be lawful military targets in the circumstances ruling at the time. Such damage is not unlawful so long as it is not excessive in light of the overall military advantage anticipated from the attack.

**column formation** — (\*) A formation in which elements are placed one behind the other.

**contain** — To stop, hold, or surround the forces of the enemy or to cause the enemy to centre activity on a given front and to prevent the withdrawal of any part of the enemy's forces for use elsewhere.

**convoy** — A group of vehicles organized for the purpose of control and orderly movement with or without escort protection that moves over the same route at the same time and under one commander.

**counterattack** — Attack by part or all of a defending force against an enemy attacking force, for such specific purposes as regaining ground lost or cutting off or destroying enemy advance units, and with the general objective of denying to the enemy the attainment of the enemy's purpose in attacking. In sustained defensive operations, it is undertaken to restore the battle position and is directed at limited objectives.

## Guide for Training Instructors

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**coup de main** — An offensive operation that capitalizes on surprise and simultaneous execution of supporting operations to achieve success in one swift stroke.

**covering fire** — (\*) 1. Fire used to protect troops when they are within range of enemy small arms.

**direct fire** — Fire delivered on a target using the target itself as a point of aim for either the weapon or the director.

**end state** — The set of required conditions that defines achievement of the commander's objectives.

**feasibility** — The joint operation plan review criterion for assessing whether the assigned mission can be accomplished using available resources within the time contemplated by the plan.

**feint** — In military deception, an offensive action involving contact with the adversary conducted for the purpose of deceiving the adversary as to the location and/or time of the actual main offensive action.

**flanking attack** — (\*) An offensive manoeuvre directed at the flank of an enemy.

**georef** — (\*) A worldwide position reference system that may be applied to any map or chart graduated in latitude and longitude regardless of projection. It is a method of expressing latitude and longitude in a form suitable for rapid reporting and plotting. (This term is derived from the words "The World Geographic Reference System.")

**go/no-go** — The condition or state of operability of a component or system: "go," functioning properly; or "no-go," not functioning properly. Alternatively, a critical point at which a decision to proceed or not must be made.

**Greenwich Mean Time** — Also called **Universal Time** or **GMT**. Always used for operations planning and communications, no matter the time zone. **GMT** time zone is +0.

**guerrilla force** — A group of irregular, predominantly indigenous personnel organized along military lines to conduct military and paramilitary operations in enemy-held, hostile, or denied territory.

**harassing fire** — (\*) Fire designed to disturb the rest of the enemy troops, to curtail movement, and, by threat of losses, to lower morale.

**high-risk personnel** — Personnel who, by their grade, assignment, symbolic value, or relative isolation, are likely to be attractive or accessible terrorist targets. Also called **HRP**.

**high-value target** — A target the enemy commander requires for the successful completion of the mission. The loss of high-value targets would be expected to seriously degrade important enemy functions throughout the friendly commander's area of interest. Also called **HVT**.

**horizon** — In general, the apparent or visible junction of the Earth and sky, as seen from any

specific position. Also called **the apparent, visible, or local horizon**. A horizontal plane passing through a point of vision or perspective centre. The apparent or visible horizon approximates the true horizon only when the point of vision is very close to sea level.

**infiltration** — 1. The movement through or into an area or territory occupied by either friendly or enemy troops or organizations. The movement is made, either by small groups or by individuals, at extended or irregular intervals. When used in connection with the enemy, it implies that contact is avoided. 2. In intelligence usage, placing an agent or other person in a target area in hostile territory. Usually involves crossing a frontier or other guarded line. Methods of infiltration are: black (clandestine); grey (through legal crossing point but under false documentation); and white (legal).

**key point** — (\*) A concentrated site or installation, the destruction or capture of which would seriously affect the war effort or the success of operations.

**klick** — one kilometre.

**mission** — 1. The task, together with the purpose, that clearly indicates the action to be taken and the reason therefore. 2. In common usage, especially when applied to lower military units, a duty assigned to an individual or unit; a task. 3. The dispatching of one or more aircraft to accomplish one particular task.

**neutralize** — 1. As pertains to military operations, to render ineffective or unusable. 2. To render enemy personnel or material incapable of interfering with a particular operation. 3. To render safe mines, bombs, missiles, and booby traps. 4. To make harmless anything contaminated with a chemical agent.

**no-fire area** — An area designated by the appropriate commander into which fires or their effects are prohibited. Also called **NFA**.

**objective** — 1. The clearly defined, decisive, and attainable goal toward which every operation is directed. 2. The specific target of the action taken (for example, a definite terrain feature, the seizure or holding of which is essential to the commander's plan, or, an enemy force or capability without regard to terrain features)

**open route** — (\*) A route not subject to traffic or movement control restrictions.

**operation plan** — 1. Any plan for the conduct of military operations prepared in response to actual and potential contingencies. 2. In the context of joint operation planning level 4 planning detail, a complete and detailed joint plan containing a full description of the concept of operations, all annexes applicable to the plan, and a time-phased force and deployment data. It identifies the specific forces, functional support, and resources required to execute the plan and provide closure estimates for their flow into the theatre. Also called **OPLAN**.

**operation** — 1. A military action or the carrying out of a strategic, operational, tactical, service, training, or administrative military mission. 2. The process of carrying on combat, including movement, supply, attack, defence, and manoeuvres needed to gain the objectives of any battle or campaign.

**outline plan** — (\*) A preliminary plan which outlines the salient features or principles of a

## Guide for Training Instructors

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course of action prior to the initiation of detailed planning.

**personal effects** — All privately owned moveable, personal property of an individual. Also called **PE**.

**personnel** — Those individuals required in either a military or civilian capacity to accomplish the assigned mission.

**phonetic alphabet** — A list of standard words used to identify letters in a message transmitted by radio or telephone. The following are the authorized words, listed in order, for each letter in the alphabet: ALFA, BRAVO, CHARLIE, DELTA, ECHO, FOXTROT, GOLF, HOTEL, INDIA, JULIETT, KILO, LIMA, MIKE, NOVEMBER, OSCAR, PAPA, QUEBEC, ROMEO, SIERRA, TANGO, UNIFORM, VICTOR, WHISKEY, X-RAY, YANKEE, and ZULU.

**raid** — An operation to temporarily seize an area in order to secure information, confuse an adversary, capture personnel or equipment, or to destroy a capability. It ends with a planned withdrawal upon completion of the assigned mission.

**reconnaissance** — A mission undertaken to obtain, by visual observation or other detection methods, information about the activities and resources of an enemy or adversary, or to secure data concerning the meteorological, hydrographic, or geographic characteristics of a particular area. Also called **RECON**.

**rendezvous** — the appointed place for troops, or for the ships of a fleet, to assemble.

**safe area** — A designated area in hostile territory that offers the evader or escapee a reasonable chance of avoiding capture and of surviving until he or she can be evacuated.

**safe house** — An innocent-appearing house or premises established by an organization for the purpose of conducting clandestine or covert activity in relative security.

**scheduled target** — Planned target upon which fires or other actions are scheduled for prosecution at a specified time.

**shadowing** — To observe and maintain contact (not necessarily continuously) with an adversary unit or force.

**strategy** — A prudent idea or set of ideas for employing the instruments of national power in a synchronized and integrated fashion to achieve theatre, national, and/or multinational objectives.

**tactics** — The employment and ordered arrangement of forces in relation to each other.

**targeting** — The process of selecting and prioritizing targets and matching the appropriate response to them, considering operational requirements and capabilities.

**terrorist threat level** — An intelligence threat assessment of the level of terrorist threat faced by US personnel and interests in a foreign country. The assessment is based on a continuous intelligence analysis of a minimum of five elements: terrorist group existence,

## Guide for Training Instructors

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capability, history, trends, and targeting. There are five threat levels: **NEGLIGIBLE**, **LOW**, **MEDIUM**, **HIGH**, and **CRITICAL**. Threat levels should not be confused with force protection conditions. Threat level assessments are provided to senior leaders to assist them in determining the appropriate local force protection condition.

**theatre** — The geographical area for which a commander of a geographic combatant command has been assigned responsibility.

**times** — (C-, D-, M-days end at 2400 hours Universal Time (Zulu time) and are assumed to be 24 hours long for planning.) The Chairman of the Joint Chiefs of Staff normally coordinates the proposed date with the commanders of the appropriate unified and specified commands, as well as any recommended changes to C-day. L-hour will be established per plan, crisis, or theatre of operations and will apply to both air and surface movements. Normally, L-hour will be established to allow C-day to be a 24-hour day. a. **C-day**. The unnamed day on which a deployment operation commences or is to commence. The deployment may be movement of troops, cargo, weapon systems, or a combination of these elements using any or all types of transport. The letter “C” will be the only one used to denote the above. The highest command or headquarters responsible for coordinating the planning will specify the exact meaning of C-day within the aforementioned definition. The command or headquarters directly responsible for the execution of the operation, if other than the one coordinating the planning, will do so in light of the meaning specified by the highest command or headquarters coordinating the planning. b. **D-day**. The unnamed day on which a particular operation commences or is to commence. c. **F-hour**. The effective time of announcement by the Secretary of Defence to the Military Departments of a decision to mobilize Reserve units. d. **H-hour**. The specific hour on D-day at which a particular operation commences. e. **H-hour (amphibious operations)**. For amphibious operations, the time the first assault elements are scheduled to touch down on the beach, or a landing zone, and in some cases the commencement of countermine breaching operations. f. **L-hour**. The specific hour on C-day at which a deployment operation commences or is to commence. g. **L-hour (amphibious operations)**. In amphibious operations, the time at which the first helicopter of the helicopter-borne assault wave touches down in the landing zone. h. **M-day**. The term used to designate the unnamed day on which full mobilization commences or is due to commence. i. **N-day**. The unnamed day an active duty unit is notified for deployment or redeployment. j. **R-day**. Redeployment day. The day on which redeployment of major combat, combat support, and combat service support forces begins in an operation. k. **S-day**. The day the President authorizes Selective Reserve call-up (not more than 200,000). l. **T-day**. The effective day coincident with Presidential declaration of national emergency and authorization of partial mobilization (not more than 1,000,000 personnel exclusive of the 200,000 call-up). m. **W-day**. Declared by the President, W-day is associated with an adversary decision to prepare for war (unambiguous strategic warning).

**unaccounted for** — An inclusive term (not a casualty status) applicable to personnel whose person or remains are not recovered or otherwise accounted for following hostile action. Commonly used when referring to personnel who are killed in action and whose bodies are not recovered.

**Universal Time** — A measure of time that conforms, within a close approximation, to the mean diurnal rotation of the Earth and serves as the basis of civil timekeeping. Universal Time (UT1) is determined from observations of the stars, radio sources, and also from

## Guide for Training Instructors

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ranging observations of the moon and artificial Earth satellites. The scale determined directly from such observations is designated Universal Time Observed (UTO); it is slightly dependent on the place of observation. When UTO is corrected for the shift in longitude of the observing station caused by polar motion, the time scale UT1 is obtained. When an accuracy better than one second is not required, Universal Time can be used to mean Coordinated Universal Time. Also called **ZULU time**. Formerly called Greenwich Mean Time.

### KEY ABBREVIATIONS AND ACRONYMS:

<b>AA</b>	assessment agent; avenue of approach
<b>ACK</b>	acknowledgement
<b>AD</b>	active duty; advanced deployability
<b>ADCAP</b>	advanced capability
<b>AGL</b>	above ground level
<b>AGT</b>	agent, ground team
<b>AVT</b>	agent, vehicle team
<b>ALCON</b>	all concerned
<b>AOI</b>	area of interest
<b>AOR</b>	area of responsibility
<b>ARRDATE</b>	arrival date
<b>ASAP</b>	as soon as possible
<b>BAG</b>	baggage
<b>BI</b>	battlefield injury
<b>CASEVAC</b>	casualty evacuation
<b>CASREP</b>	casualty report
<b>CBTZ</b>	combat zone
<b>CC&amp;D</b>	camouflage, concealment, and deception
<b>CIV</b>	civilian
<b>CIVPOL</b>	civilian police
<b>CMTS</b>	comments
<b>CPTGT</b>	captain, ground team
<b>CPTVT</b>	captain, vehicle team
<b>COA</b>	course of action
<b>CoC</b>	Code of Conduct
<b>COIN</b>	counter insurgency
<b>COMM</b>	communications
<b>CP</b>	check point; collection point; command post; contact point
<b>CS</b>	call sign
<b>D&amp;R</b>	debrief and reintegrate
<b>DOA</b>	dead on arrival
<b>DPI</b>	desired point of impact
<b>DSTR</b>	destroy
<b>E&amp;E</b>	evasion and escape
<b>EO</b>	executive order
<b>EOM</b>	end of message
<b>EOP</b>	emergency operating procedures
<b>ETA</b>	estimated time of arrival
<b>ETD</b>	estimated time of departure
<b>EXORD</b>	execute order

## Guide for Training Instructors

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<b>EZ</b>	extraction zone
<b>F2T2EA</b>	find, fix, track, target, engage, and assess
<b>FBO</b>	faith-based organization
<b>FFA</b>	free-fire area
<b>FREQ</b>	frequency
<b>GMT</b>	Greenwich Mean Time
<b>GW</b>	guerrilla warfare
<b>HQ</b>	headquarters
<b>INTREP</b>	intelligence report
<b>KIA</b>	killed in action
<b>LERTCON</b>	alert condition
<b>LL</b>	lessons learned
<b>LZ</b>	landing zone
<b>MIA</b>	missing in action
<b>MISREP</b>	mission report
<b>OPLAN</b>	operation plan
<b>POA</b>	plan of action
<b>POI</b>	point of interest
<b>PZ</b>	pickup zone
<b>RECON</b>	reconnaissance
<b>ROE</b>	rules of engagement
<b>RTB</b>	return to base
<b>RV</b>	rendezvous
<b>S&amp;R</b>	search and recovery
<b>SITREP</b>	situation report
<b>SO</b>	special operations
<b>SOF</b>	special operations forces
<b>TBD</b>	to be determined
<b>TF</b>	task force
<b>TGT</b>	target
<b>TX</b>	transmitter; transmit
<b>UO</b>	urban operations
<b>UT1</b>	Universal Time
<b>WPN</b>	weapon
<b>WX</b>	weather

# Guide for Training Instructors

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## Signalling and Direction Finding (Misc):

**Smoke:** During daylight, build a smoke generator and use smoke to gain attention (Figure 19-2). The international distress signal is three columns of smoke. Try to create a colour of smoke that contrasts with the background; dark smoke against a light background and vice versa. If you practically smother a large fire with green leaves, moss, or a little water, the fire will produce white smoke. If you add rubber or oil-soaked rags to a fire, you will get black smoke.

In a desert environment, smoke hangs close to the ground, but a pilot can spot it in open desert terrain. Smoke signals are effective only on comparatively calm, clear days. High winds, rain, or snow disperse smoke, lessening its chances of being seen.

**Flashlight or Strobe Light:** At night you can use a flashlight or a strobe light to send an SOS to an aircraft. When using a strobe light, take care to prevent the pilot from mistaking it for incoming ground fire. The strobe light flashes 60 times per minute. Some strobe lights have infrared covers and lenses. Blue flash collimators are also available for strobe lights.

**Radio Equipment:** The AN/PRC-90 survival radio is a part of the Army aviator's survival vest. The AN/PRC-112 will eventually replace the AN/PRC-90. Both radios can transmit either tone or voice. Any other type of Army radio can do the same. The ranges of the different radios vary depending on the altitude of the receiving aircraft, terrain, vegetation density, weather, battery strength, type of radio, and interference. To obtain maximum performance from radios, use the following procedures:

- Try to transmit only in clear, unobstructed terrain. Since radios are line-of-sight communications devices, any terrain between the radio and the receiver will block the signal.
- Keep the antenna at right angles to the rescuing aircraft. There is no signal from the tip of the antenna.
- If the radio has tone capability, place it upright on a flat, elevated surface so that you can perform other survival tasks.
- Never let the antenna touch your clothing, body, foliage, or the ground. Such contact greatly reduces the range of the signal.
- Conserve battery power. Turn the radio off when you are not using it. Do not transmit or receive constantly. In hostile territory, keep transmissions short to avoid enemy radio direction finding.
- In cold weather, keep the battery inside your clothing when not using the radio. Cold quickly drains the battery's power. Do not expose the battery to extreme heat such as desert sun. High heat may cause the battery to explode. Try to keep the radio and battery as dry as possible, as water may destroy the circuitry.

**Gunshots:** In some situations you can use firearms for signalling. Three shots fired at distinct intervals usually indicate a distress signal. Do not use this technique in enemy territory. The enemy will surely come to investigate shots.

**Codes and Signals:** Now that you know how to let people know where you are, you need to know how to give them more information. It is easier to form one symbol than to spell out an entire message. Therefore, learn the codes and symbols that all aircraft pilots understand.

**SOS:** You can use lights or flags to send an SOS--three dots, three dashes, three dots. The SOS is the internationally recognized distress signal in radio Morse code. A dot is a short, sharp pulse; a dash is a longer pulse. Keep repeating the signal. When using flags, hold flags on the left side for dashes and on the right side for dots.

**End of Part One of Week One**

# Guide for Training Instructors

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## Part Two of Week One:

### FBI Crime Scene Investigation (Private Investigating):

#### **Initial Response/Receipt of Information:**

**Note:** This is taken from an FBI handbook for crime scene investigators. Although this is the case, it contains many valid and important methods of analysis that can be used by the corporation during preliminary reconnaissance. The route that is to be taken and other places should be treated as if they're going to be a future crime scene, thus making it easier to prevent any crimes. If you plan all possible crimes through before, it will be extremely easy to prevent them.

**Principle:** One of the most important aspects of securing the crime scene is to preserve the scene with minimal contamination and disturbance of physical evidence. The initial response to an incident shall be expeditious and methodical. Upon arrival, the officer(s) shall assess the scene and treat the incident as a crime scene.

**Policy:** The initial responding officer(s) shall promptly, yet cautiously, approach and enter crime scenes, remaining observant of any persons, vehicles, events, potential evidence, and environmental conditions.

**Procedure:** The initial responding officer(s) should:

- a. Note or log dispatch information (e.g., address/location, time, date, type of call, parties involved).
- b. Be aware of any persons or vehicles leaving the crime scene.
- c. Approach the scene cautiously, scan the entire area to thoroughly assess the scene, and note any possible secondary crime scenes. Be aware of any persons and vehicles in the vicinity that may be related to the crime.

**Note:** This step may not seem important before an operation but it will help you a lot. You are most likely not going to be the only person checking out a potential crime scene. Keep an eye out for anyone looking suspicious.

- d. Make initial observations (look, listen, smell) to assess the scene and ensure officer safety before proceeding.
- e. Remain alert and attentive. Assume the crime is ongoing until determined to be otherwise.
- f. Treat the location as a crime scene until assessed and determine to be otherwise.

**Summary:** It is important for the initial responding officer(s) to be observant when approaching, entering, and exiting a crime scene.

**Note:** The next section applies more towards the unfortunate scenario of an operation going wrong. The police will most likely take a couple minutes before arriving, so you must become the police. (Not literally)

#### **Secure and Control Persons at the Scene:**

**Principle:** Controlling, identifying, and removing persons at the crime scene and limiting the number of persons who enter the crime scene is an important function of the initial responding officer(s).

## Guide for Training Instructors

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**Policy:** The initial responding officer(s) shall identify persons at the crime scene and control their movement.

**Procedure:** The initial responding officer(s) should:

a. Control all individuals at the scene—prevent individuals from altering/destroying physical evidence by restricting movement, location, and activity while ensuring and maintaining safety at the scene.

b. Identify all individuals at the scene, such as:

- **Suspects:** Secure and separate.
- **Witnesses:** Secure and separate.
- **Bystanders:** Determine whether witness, if so treat as above, if not, remove from the scene.
- **Victims/family/friends:** Control while showing compassion.
- **Medical and other assisting personnel.**

c. Exclude unauthorized and nonessential personnel from the scene (e.g., law enforcement officials not working on the case, politicians, media).

**Summary:** Controlling the movement of persons at the crime scene and limiting the number of persons who enter the crime scene is essential to maintaining scene integrity, safeguarding evidence, and minimizing contamination.

**Note:** Eventually, when the police arrive, you will be lawfully required to hand the scene over to the police. The following way is a professional, respectful and effective way to do so. In our line of work, it is important to keep good terms with law enforcement agencies.

### **Turn Over Control of the Scene and Brief Investigator(s) in Charge:**

**Principle:** Briefing the investigator(s) taking charge assists in controlling the crime scene and helps establish further investigative responsibilities.

**Policy:** The initial responding officer(s) at the scene shall provide a detailed crime scene briefing to the investigator(s) in charge of the scene.

**Procedure:** The initial responding officer(s) should:

a. Brief the investigator(s) taking charge.

b. Assist in controlling the scene.

**Note:** This should only be done if allowed to do so by police. Any unwanted interference with their procedures will set a bad image of us in their eyes. **Always** be sure to ask for permission and back off when requested.

c. Turn over responsibility for the documentation of entry/exit.

d. Remain at the scene until relieved of duty.

**Summary:** The scene briefing is the only opportunity for the next in command to obtain initial aspects of the crime scene prior to subsequent investigation.

**End of Part Two of Week One**

## Part One of Week Two

### FM 3-06 Urban Operations Introduction (Spec Ops):

#### URBAN OUTLOOK

*The ambiguous nature of the operational environment requires leaders who are self-aware and adaptive. Self-aware leaders understand their operational environment, can assess their own capabilities, determine their own strengths and weaknesses, and actively learn to overcome their weaknesses. Adaptive leaders must first be self-aware—then have the additional ability to recognize change in their operating environment, identify those changes, and learn how to adapt to succeed in their new environment.*

**THE PROSPECT OF URBAN OPERATIONS** The world is in a period of massive urbanization. A trend of migration from rural to urban areas is occurring throughout the globe. This trend is especially evident in developing nations. Combined with the exponential growth of the global population in the last quarter century, this migration has created massive urban areas that hold the centres of population, government, and economics in their respective regions. In Western Europe, for example, over 50 percent of the land area is urbanized. Just over 30 years ago, only three urban areas in Asia contained at least eight million people. By 2015, estimates show that Asia will have 17 urban areas over ten million, and three of those will top 20 million residents. Almost half of today's population resides in urban areas. Trends also indicate that less developed nations have more centralized societies in a few urban areas. Developed nations spread their centralized societies in several urban areas. In many cases, rapid urbanization has overburdened already weak infrastructures, scarce resources, and a fragile economic base. Given the global population, you will likely conduct operations in and around urban areas—not as a matter of fate but as a deliberate choice linked to national objectives and strategy and at a time, place, and method of the commander's choosing.

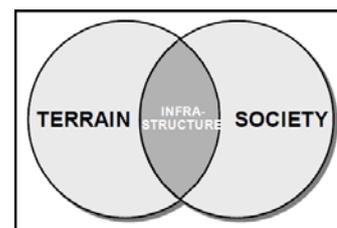
#### ANYONE CONDUCTING UO MUST:

- Assess the urban area to determine decisive points.
- Shape the operation to set the conditions for success.
- Precisely mass the effects of combat power to rapidly *dominate* the area.
- Then *transition* the urban area to the control of another agency or back to legitimate civilian control.

**REMEMBER; ASSESS, SHAPE, DOMINATE, TRANSITION**

#### URBAN ENVIRONMENT

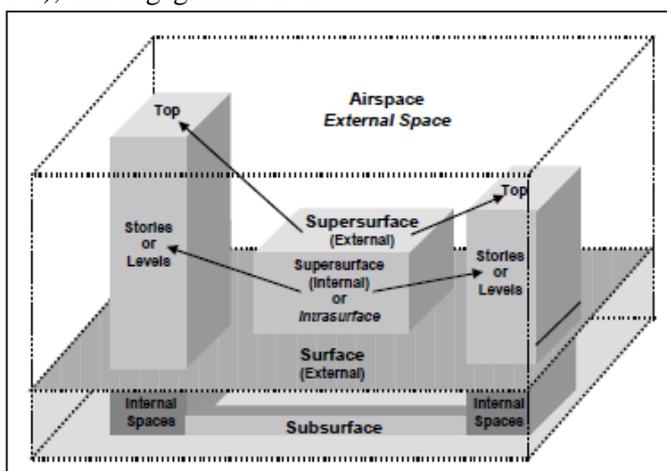
*From a planning perspective, commanders view cities not just as a topographic feature but as dynamic entities that include hostile forces, local population, and infrastructure. Planning for urban operations requires careful intelligence preparation, with particular emphasis on the three-dimensional nature of the topography and the intricate social structure of the population.*



**MULTIDIMENSIONAL BATTLEFIELD** Urban areas present an extraordinary blend of horizontal, vertical, interior, exterior, and subterranean forms superimposed on the natural relief,

## Guide for Training Instructors

drainage, and vegetation. An urban area may appear dwarfed on a map by the surrounding countryside. In fact, the size and extent of the urban battle-space is many times that of a similarly sized portion of natural terrain. The sheer volume and density created by urban geometry can make UO resource intensive in time, manpower, and materiel. Captains in other environments normally address the depth, breadth, and height of their AO in terms of two areas: airspace and surface. In an urban environment, they broaden their scope to include supersurface and subsurface areas. Although spatially separated, each area may be used as an avenue of approach or mobility corridor, line of communications (LOC), and engagement area.



### URBAN THREAT TACTICS

- Use the Population to Advantage
- Win the Information War
- Manipulate Key Facilities
- Use All Dimensions
- Employ Urban-Oriented Weapons
- Engage Entire Enemy Force
- Focus Attacks on Support Areas, Isolated Groups, and Individuals

**USING CIVILIANS AS CAMOUFLAGE** During Russia's 1994-95 conflict with Chechnya, Russian forces had difficulty identifying Chechen guerrilla forces from Grozny's non-combatant population. Because their appearance was identical to that of the urban populace, Chechen soldiers could freely walk around the city, suddenly disappear, and then abruptly reappear firing their weapons from basements, windows, or dark alleyways.

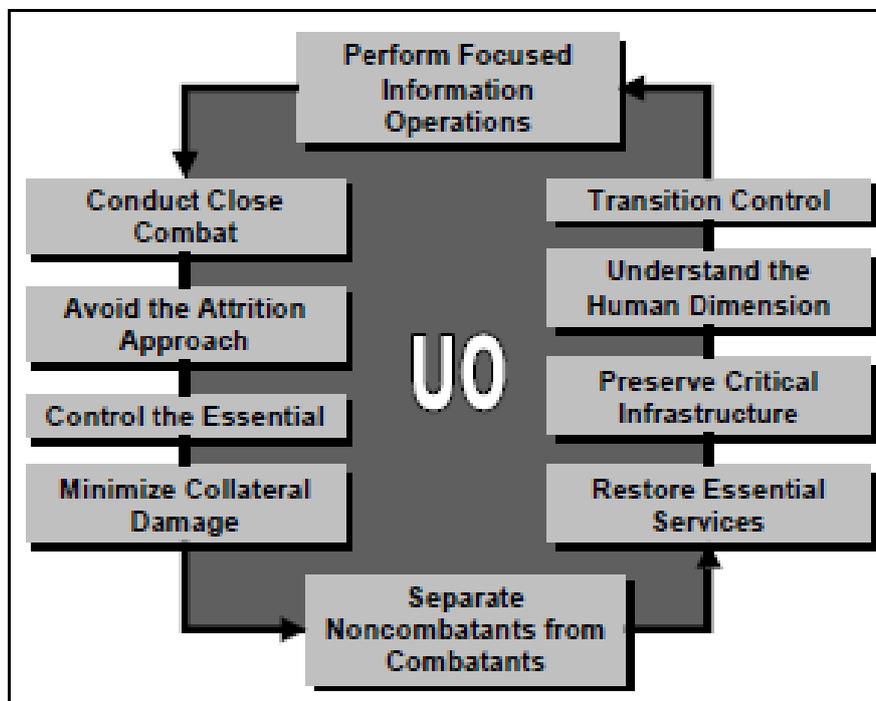
**USING ALL DIMENSIONS** Threats will think and operate throughout the depth, breadth, and height (including supersurface and subsurface areas) of the urban environment. Conventional lateral boundaries will often not apply as threat forces control some stories of the same building while friendly forces control others. Intrasurface areas and roofs provide urban threats with excellent observation points and battle positions above the maximum elevation of many weapons. Shots from upper floors strike armoured vehicles in vulnerable points. Basements and other subsurface areas also provide firing points below many weapons' minimum depressions and strike at another weakness in most armour. Sewers and subways may provide covered and concealed access throughout the area of operations.

**End of Part One of Week Two**

## Part Two of Week Two

### FM 3-06 Urban Operations Tactics (Spec Ops):

#### FUNDAMENTALS OF URBAN OPERATIONS



**CONDUCT CLOSE COMBAT** Close combat is required in all offensive and defensive UO. This core capability is also present and visible in urban stability operations and may be required in urban support operations. Close combat in any urban operation is resource intensive, requires properly trained and equipped forces, and has the potential for high casualties. However, the ability to close with and destroy enemy forces as a combined arms team remains essential. This ability allows your forces to morally dominate a threat, destroy his means to resist, and terminate urban conflicts on the commander's terms.

**AVOID THE ATTRITION APPROACH** Previous doctrine was inclined towards a systematic linear approach to urban combat. This approach emphasized standoff weapons and firepower. Modern force structure does not support this approach towards UO. It can result in significant collateral damage, a lengthy operation, and an inconsistency with the political situation and strategic objectives. Enemy forces that defend urban areas want forces to adopt this approach because of the likely costs in resources. Captains should only consider this approach to urban combat as an exception and justified by unique circumstances.

**CONTROL THE ESSENTIAL** Many modern urban areas are too large to be completely occupied or even effectively controlled without an enormous force. Therefore, forces focus their efforts on controlling only the essentials to mission accomplishment. At a minimum, this requires control of key terrain. Key terrain is terrain whose possession or control provides a marked advantage to one side or another. In the urban environment, commanders determine key terrain based on its functional, political, economic, or social significance. A power station or a church may be key terrain.

## Guide for Training Instructors

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**SEPERATE NONCOMBATANTS FROM COMBATANTS** Promptly separating non-combatants from combatants (psychologically and physically) may make the operation more efficient and diminish some of the threat's asymmetrical advantages. This separation also may reduce restrictions on the use of firepower, enhance force protection, and strip the threat from its popular support base. This important task becomes more difficult when the threat is an unconventional force that can mix with civilians. In recent operations, threats have sought to integrate their military capabilities as closely as possible into the civilian population and infrastructure. In these conditions, Captains increase their efforts to discriminate between the two. Soldiers managing violence in this setting require the highest level of individual and organizational discipline and judgment. The training, effort, and command emphasis in this area is as important as fully successful results. Such efforts strongly impact national and international perceptions of the operation.

**UNDERSTAND THE HUMAN DIMENSION** Captains carefully consider and manage the perceptions, allegiance, and morale of the civilians. Their assessment of the environment needs to accurately identify the attitudes of the people toward their forces. Captains expect and consider the demographic variance in the attitudes of an urban population. They cannot inadvertently apply Western cultural norms to a non-Western urban population. Commanders can only make assessments based on understanding and appreciating the local culture. Sound policies, proper discipline, and adequate consideration for local culture will positively affect the attitudes of the population toward Army forces. Even during high-intensity urban combat, heightened awareness of and sensitivity toward the civilians can lead to a better post combat situation than if civil considerations were unobserved or diminished in importance. An improved post combat situation enhances transition. As the environment of conflict becomes more complex, the human dimension (and associated moral aspects) takes on greater importance and may have the greatest potential for affecting the successful outcome of UO. Therefore, the human aspect creates a discrete overall planning area.

**TRANSITION CONTROL** Because UO are resource intensive, Supervisors plan to end them quickly, yet consistently with successful mission accomplishment. The end state of all UO transfers control of the urban area to another agency or returns it to legitimate civilian control. Quick transition releases resources for use elsewhere and improves the civilian morale and disposition toward your forces. This requires the successful completion of the mission and a thorough transition plan.

**End of Part Two of Week Two**

# Guide for Training Instructors

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## Part One of Week Three

### **Counter Insurgency Operations (Rebellion):**

**THE DEFINITION OF INSURGENCY** Insurgency is, for the purposes of this manual, defined as the actions of a minority group within a state who are intent on forcing political change by means of a mixture of subversion, propaganda and military pressure, aiming to persuade or intimidate the broad mass of people to accept such a change. It is an organized armed political struggle, the goals of which may be diverse. Some insurgencies aim for a straightforward seizure of power through complete revolutionary takeover, while others attempt to break away from state control and establish an autonomous state within traditional ethnic or religious bounds.

**DESTRUCTIVE ACTIVITY** This type of insurgent activity splits into four main types:

- a. Subversion.
- b. Sabotage of the economic framework, where this suits the insurgency.
- c. Terrorism and guerrilla activity.
- d. Large scale operations.

### **The Three COIN Principles**

- a. Intelligence and Information.
- b. Separating the Insurgent from his Support.
- c. Neutralising the Insurgent.

### **Anatomy of a Hostage Rescue (Spec Ops):**

#### **The Four Hostage Rescue Operation Principles**

a. **OPERATOR'S SKILL** The principle of operator's skills as a factor in the biorhythm is defined as those unique skills and attributes required by the hostage rescue force to successfully dominate and eliminate the threat on a target area, while at the same time safely rescuing a hostage/s. Hostage rescue operations are the most difficult type of special operations missions. They require absolute precision and demand a specific type of force with attributes and capabilities that distinguish them from conventional forces or even regular SOF. The special skills required by a rescue force are even more technical and sophisticated than those required of regular SOF units. Specialized shooting techniques, breaching, technical and tactical surveillance, and close quarter battle, are all special skills specific for hostage rescue. Hostage operations involve the use of surgical precision fires from snipers as well as from every operator and breacher in the assault force. An error while taking a shot or calculating a charge to blow a door is not an option. This can lead to disaster for the entire operation. Assaulters are required to be able to shoot at a terrorist with exact precision, while moving through obstacles, and be able to discriminate between the terrorist and the hostage being held at gunpoint. Each rescue member must be able to engage a terrorist with killing shots on his very first try, with two rounds to the chest (known as the "double tap") followed by one to the head, if required (usually if the terrorist is wearing body armour). If the rescuer misses, the terrorist will have time to either shoot back or, even worse, kill the hostage, causing the operation to fail.

## Guide for Training Instructors

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b. **DECEPTION** Hostage rescue operations require a very different type of approach to help the rescue element reach the entry without being compromised. Deception affords the rescue force the much-needed element of surprise. When used properly, it can direct the terrorist's attention from the assault, or delay their reaction long enough for surprise to be gained at the crucial moment. During the famous Israeli rescue at Entebbe in July of 1976, the Israeli assault force disguised their approach to the target by riding across the airfield in Mercedes sedans (typically used by Ugandan dignitaries), successfully delaying the initial actions of the Ugandan guards. The deception plan must be considered at the strategic and operational levels of the operation. At the strategic level, the negotiations must maintain the focus of freeing the hostages by diplomatic means at all cost, even in the face of a mounting rescue attempt. On the operational level, the deception plan might give the impression to the hostage takers that the military preparations have nothing to do with the rescue of the hostages. There are also four major types of deception plans: feint, ruse, display, and demonstration. The feint is an offensive action involving contact with the adversary in order to deceive the enemy as to the location and/or time of the actual main offensive action. The ruse is a trick of war usually involving the deliberate exposure of false information to the enemy intelligence collection system. The display is a static portrayal of an activity, force, or equipment usually to deceive visual observation. The demonstration is a diversionary attack or show of force on a front where a decision is not sought (similar to feint, but no actual contact with adversary intended).

c. **INTELLIGENCE** The specific intelligence requirements for a hostage crisis are very specific and often very different from conventional or SOF missions. The target intelligence details such as the specifics of possible breaching points, blueprints and diagrams of the structure, exact location of the hostages and terrorists, established routines, all demand very accurate and real time intelligence that uniquely serve the operator on the assault force. To attain this level of detail, technical and human intelligence collection assets must take priority during the siege in order to answer the commander's critical information requirements. Sniper-observer teams provide another excellent means of reconnaissance and surveillance of the target area, and can serve as the emergency assault element in case any triggers are set off during the initial stages of the siege. These teams are force multipliers around the target area, in that they can provide expert advice on the tactical situation by technical and human surveillance means; at the same time, they give the commander an additional course of action for an emergency assault option. Above all, sniper-observer teams are operators first; the information gathered by them is immediately considered processed intelligence by any competent counterterrorist task force.

d. **SURPRISE** The principle of surprise as a factor in the biorhythm is defined as exploiting indirect approaches and doing the unexpected. It often requires bold, imaginative, and audacious actions, particularly when applying combat power directly and with surgical precision. When coupled with deceptive measures, the effects of surprise can be maximized when the hostile forces do not know the means of the disruption and cannot implement effective countermeasures. Surprise means being able to use creativity and agility, not just violence and explosiveness. Take for example Operation WINTER HARVEST—the rescue of Brigadier General James Dozier in January of 1982. After nearly a month of captivity, a U.S. surveillance team reported the exact location and guard patterns of the Red Brigade terrorists that were guarding the General to Italian authorities. A team of ten men from the Italian Carabinieri was on alert, waiting for the right opportunity to enter the apartment and conduct a rescue. When there were only two guards from the Red Brigade guarding the General, the Italians simply walked up to the apartment and knocked on the front door. As soon as one of the guards opened the door, ten Carabinieri stormed the room, subduing the two terrorists and safely rescuing General Dozier. In a hostage rescue situation, a few seconds can mean the difference

## Guide for Training Instructors

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between success and failure; a terrorist can shoot a hostage or can detonate an explosive device inside the target area. Absolute surprise is necessary to allow the assault force those critical seconds to neutralize the threat. The loss of surprise will almost automatically mean aborting the plan. Rescue forces must rely heavily on the element of surprise to gain relative superiority. The element of surprise is closely dependent on a good deception plan, excellent timing, and exploiting the enemy's weaknesses.

**THE ISSUE OF TIMING** The question of when to send in a rescue force to resolve a hostage crisis is one that has troubled most military strategists and politicians throughout time. History has shown that, for the most part, the best moment for the execution of a hostage rescue attempt is later in the life of the crisis. Waiting to conduct an operation later allows for critical information and intelligence to surface, planning and preparation of the rescue force to be refined, and negotiations to try to achieve a peaceful resolution. Executing the operation later will also allow for the natural degradation of the will and readiness of the captors. The biorhythm hypothesis states that there are different moments in time that present themselves throughout a hostage crisis, not just one. Furthermore, it also contends that at different points later in the crisis, the roles are turned, benefiting the hostage takers or the terrorists in different ways. The key is to plan for the most effective window of opportunity, and conduct the rescue maximizing the element of surprise, the intelligence gathered, and the operator's state of readiness.

### **SUCCESS CRITERIA OF A HOSTAGE RESCUE**

- 1) The safe rescue of all hostages alive
- 2) Minimal damage to the rescue force's personnel or equipment (any casualties should be restricted to the terrorists)
- 3) The politico-military ramifications at the completion of the operation do not outweigh the risks involved in launching the rescue.

**MENTALITY** "If the best military generals were asked to plan a successful bank robbery, they would be helpless. Complex rescue operations require the mentality and expertise of a bank robber, and not those of an Army commander who is used to moving 2000 tanks (Gazit, 1980, p. 132)."

**End of Part One of Week Three**

## Guide for Training Instructors

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### Part Two of Week Three

**Terrorism Tactics, Techniques, and Procedures (Rebellion) (P.52-):**

**FULLY PRACTICAL LESSON, SEE TRAINING EXERCISES HANDBOOK.**

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End of Part Two of Week Three

## FURTHER TRAINING FOR LEADERS

### Part One of Week Four

#### Doctrine for Special Forces Operations (Spec Ops):

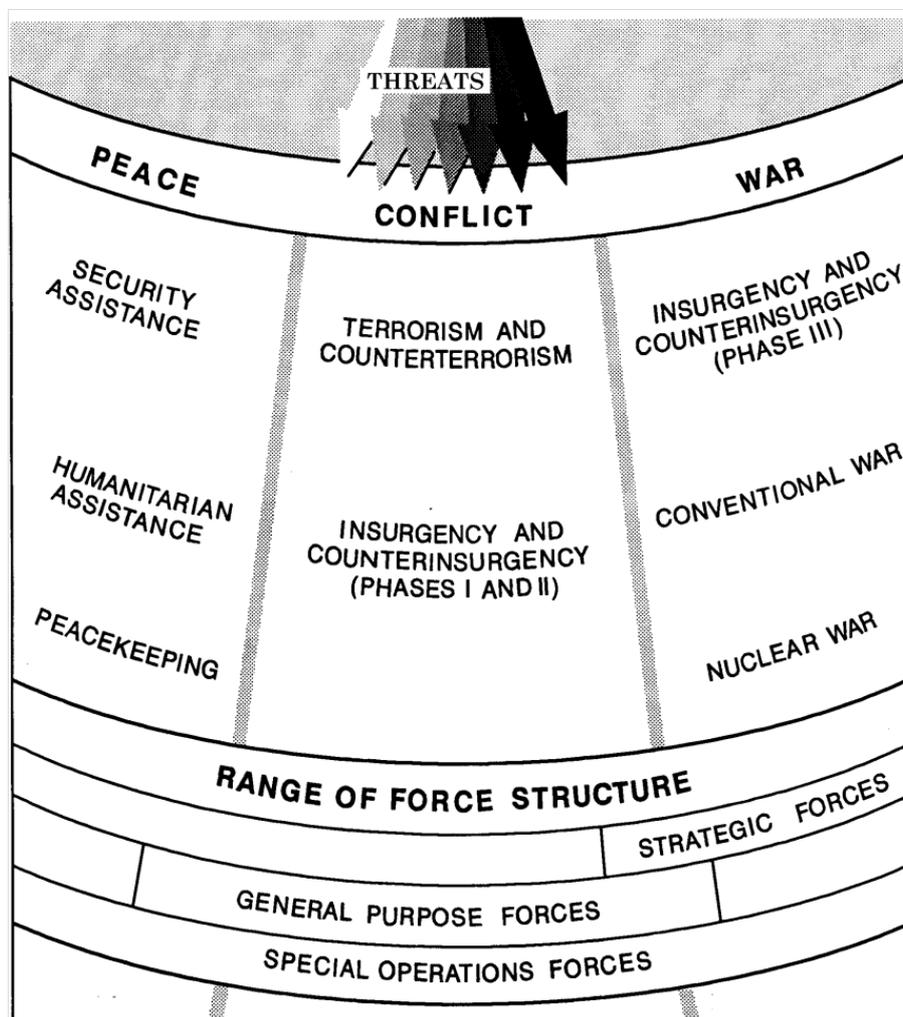


Figure 1-1. Operational Continuum.

**NATURE OF SPECIAL OPERATIONS** SO are actions conducted by specially organized, trained, and equipped military and paramilitary forces to achieve military, political, economic, or psychological objectives by nonconventional means in hostile, denied, or politically sensitive areas. They are conducted in peace, conflict, and war, independently or in coordination with operations of conventional forces. Politico-military considerations frequently shape SO, requiring clandestine, covert or low-visibility techniques, and oversight at the national level. SO usually differ from conventional operations in their degree of risk, operational techniques, mode of employment, independence from friendly support, and dependence upon operational intelligence and indigenous assets. At the tactical level, SO often share many of the characteristics of light infantry combined arms operations. However, the fundamentals of AirLand battle doctrine focus primarily on conventional war fighting. The traditional objective of military power in war has been to generate maximum combat power at the decisive time and place to defeat hostile military forces.

## Guide for Training Instructors

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**SO IMPERATIVES** While the principles of war *characterize* successful SO, the SO imperatives discussed below *prescribe* key operational requirements. SOF commanders must incorporate these imperatives into their mission planning and execution if they are to use their forces effectively (Figure 1-6).

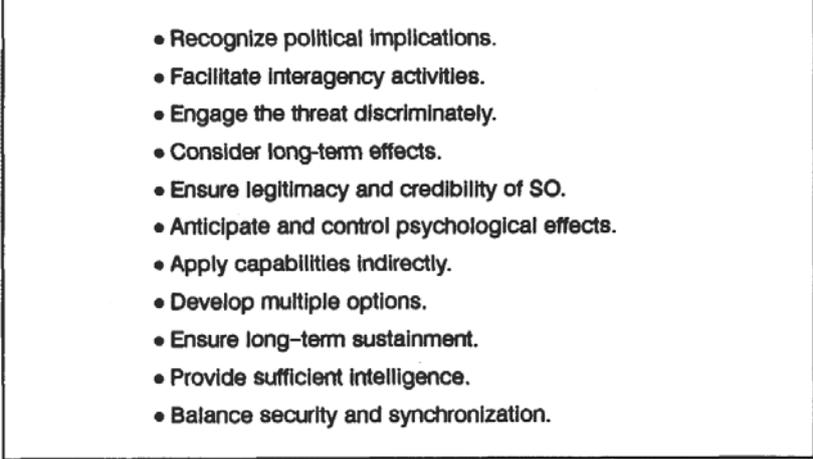
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- Recognize political implications.
  - Facilitate interagency activities.
  - Engage the threat discriminately.
  - Consider long-term effects.
  - Ensure legitimacy and credibility of SO.
  - Anticipate and control psychological effects.
  - Apply capabilities indirectly.
  - Develop multiple options.
  - Ensure long-term sustainment.
  - Provide sufficient intelligence.
  - Balance security and synchronization.

Figure 1-6. SO Imperatives.

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**End of Part One of Week Four**

# Guide for Training Instructors

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## Part Two of Week Four

### **SWAT Leadership and Tactical Planning (Spec Ops):**

Napoleon's view of leadership was clear: "There are no poor units, only poor commanders." I know this sounds harsh, but the concept is inescapably true. Remember this above all else: "A leader can delegate his authority, but he can never delegate his responsibility." The chain of command from the EOC commander to the team leader will be held responsible for all of their subordinates' actions and mission outcome. A leader who dodges responsibility and blames others for mission failure chooses the coward's route. Team members will note these actions, never forget them, and never trust this leader again! Everyone knows that the leader is human and not infallible. The leader must accept this and remember it. He will gain the respect and loyalty of team members by accepting responsibility for actions performed under his or her span of control. SWAT leaders will discover a wealth of guidance on leadership traits by researching the various military branches. However, don't forget that the leader is responsible for leading a small paramilitary team, so he must place a civilian twist on a military concept. To obtain an effective balance, the leader must be flexible in technique and personal in application.

### **LEADERSHIP TRAITS**

**FLEXIBLE IN TECHNIQUE** Flexibility is a mission success ingredient due to the wide variety of possible SWAT missions, such as vehicle assault, open-air assault, building assault, and so on. A combination of missions is often likely as well. As the scope of a mission expands, so does the need for flexibility. The flexibility concept may be illustrated in just a simple vehicle assault. If a leader only visualizes and plans for one solution, trouble can arise, leading to the injury or death of all parties involved. For example, what types of problems must a team leader be prepared to respond to? First, the team leader must think as thoroughly as possible. What if the vehicle is not parked in the optimum position? What if the vehicle is not prepared properly or the team is running behind on their time hack? What if the team is short a member or the distraction device fails? What if not everyone involved departs the stronghold or the adversary does something unexpected? A good team leader will brainstorm the mission with his team in an effort to cover as many possibilities as possible. Flexibility equals preparedness; narrow-minded, one-dimensional thinking can easily result in failure and disaster. Flexibility will often prevent a bad situation from turning into a worse situation. Manpower constraints will often require flexibility from the team leader. Manpower requirements are formulated by mission type, adversary/hostage numbers, and affected area. A minimum formula is two SWAT operators for every suspect. Next, mission type is considered. Using a vehicle assault plan, for example, a team leader will usually plan to use, at a minimum, six men. However, if six men aren't available, team members will have to pull double duty. Even if the team leader has six men available, he must be flexible in utilizing manpower to cover unexpected circumstances. Logistics require great flexibility. A leader must use what equipment is available, then adapt it to the mission. Often, as many features and capabilities as possible must be squeezed from a weapon system or tool. For example, a distraction device may be deployed as a diversion, entry tool, and tactical signalling device all at once. Laws and department rules and regulations may prevent a team leader from choosing a tactic or tool, so once again, flexibility comes into play, such as departmental regulations stating no distraction devices will be used inside a residence if children younger than eight years old are present. The team leader may then decide to deploy the distraction device outdoors as a diversion instead of indoors for entry purposes. A final example of team leader flexibility may be due to society's views. A society may view automatic weapons as being too militaristic, threatening, or overpowering for law enforcement agencies. In this case the leader may choose the AR-15 rifle series rather than the M16

series. Flexibility may indeed mean the difference between life or death for the SWAT team and even mission success or failure. It is required in order to adapt to situational constraints, i.e., type of mission, manpower, logistics, departmental rules and regulations, laws, societal views, and so on.

**DECISIVENESS** The SWAT leader must be decisive. Get all the facts, weigh one against the other, then calmly and quickly arrive at a sound decision. Seek ideas from the team members; many sound ideas originate here. The leader will discover that different people view the same circumstances in different ways. Consider as many angles as possible when planning a mission. The leader is not omnipotent; he should therefore require team member participation in planning operations. Team members will commit themselves to a greater extent when the plan is viewed as a team plan instead of a domineering plan. Don't become bogged down and indecisive due to a variety of ideas. Assimilate applicable ideas into the primary and secondary plans. Brief the team on the decided action in a clear, forceful manner. This will lend additional confidence in the plan. When the team members believe in and understand a mission, they will do their best to accomplish it.

**INITIATIVE** The real world demonstrates that plans more often than not will deviate to some extent. Here is where the leader will have to display initiative to meet new and unexpected situations with prompt action. If a leader cannot seize the initiative when required, the team members and mission will be at risk. In military slang, "Do what you have to do." The leader seizes initiative through sound judgment. Sound judgment is the ability to logically weigh the facts as they unfold and then develop possible solutions. Technical knowledge and common sense are the critical factors of sound judgment. Common sense is a personal trait, but technical knowledge is learned. This is why leaders must constantly attend schools and training classes. The leader must train with the team and not set himself up as sole evaluator and keeper of knowledge.

### **TEAM MOVEMENT AND CONTROL**

**CONTROL, SECURITY, AND SPEED** The team leader must consider the factors of control, security, and speed whenever the team moves. The factor that is given the greatest weight is generally dictated by the circumstances. For example, control is a major concern in complex assaults, during times of poor visibility due to dense or difficult terrain, or if the team has been split. Security and speed are a trade-off. The ideal movement would be fast and secure, but usually it is impossible to have both to the same degree desired. The formations to be discussed shortly will illustrate this concept.

**PRINCIPLES OF MOVEMENT AND CONTROL** To ensure that control, security, and speed factors work for the team to the highest degree possible, the team leader must follow four principles of tactical team movement.

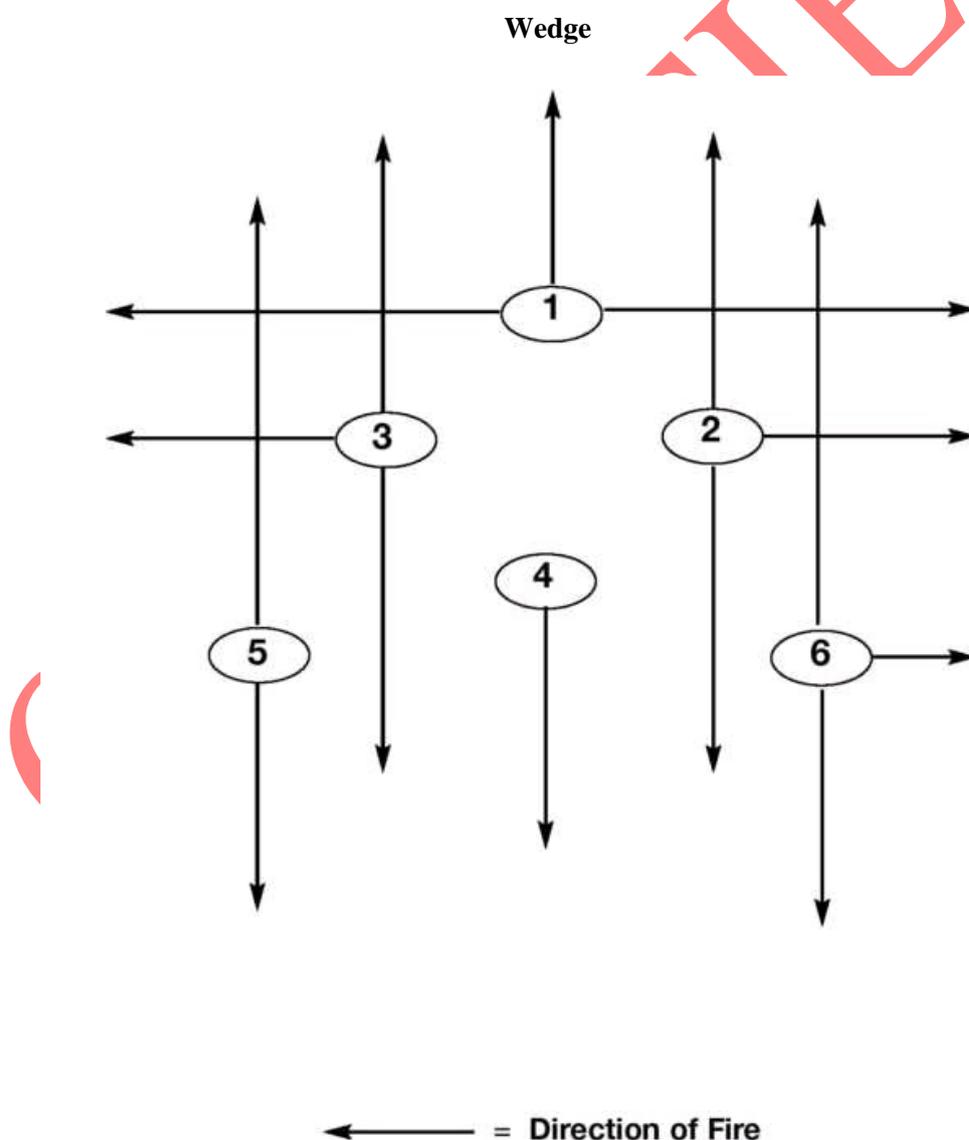
1. The first principle is to never move alone. Always move using a minimum of two separate elements mutually supporting each other. For example, one moves, one covers.
2. The second principle is to use covered and concealed routes. Do not move in the open more than is absolutely necessary. This is a danger area likely to attract the suspect's attention and is possibly covered by his weapon. Do not take the most obvious route to the target, such as a driveway to a house (what is known as a high-speed avenue of approach). Even an inept suspect will observe and cover this approach. Use every natural and manmade object that is between the team and the suspect. This conceals the team's approach and protects it from adversary fire.

## Guide for Training Instructors

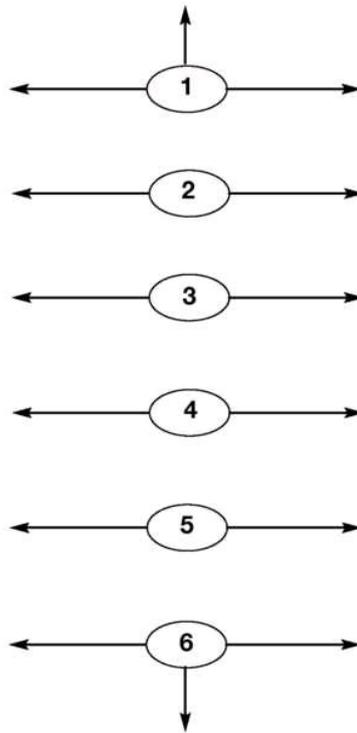
3. The third principle is to maintain separation. This avoids having two elements so close together that they can be brought under fire from the same suspect's location. The elements may be two SWAT operators or two teams. A general rule of thumb is five meters to the front, rear, left, or right of the next operator. The distance between teams is usually 50 to 100 meters. This distance is measured from the point man to the rear security of the lead team. Keep in mind that terrain, poor visibility, and the factors of speed versus security and control may lengthen or shorten these distances.

4. The fourth principle is to provide mutually supporting fire. Team members must be prepared to support each other with weapons fire. The team itself must be prepared to support the other teams. This principle masses firepower to either extricate teams or members from a suspect's field of fire or is used to overwhelm the suspect. The longer the operators remain in a suspect's field of fire, the more casualties will be sustained. Team members must watch their muzzle control and never point their weapons at anything they aren't willing to destroy! The SWAT operator's finger shouldn't be on the trigger until the weapon's sights are on an identified target.

### BASIC TACTICAL FORMATIONS

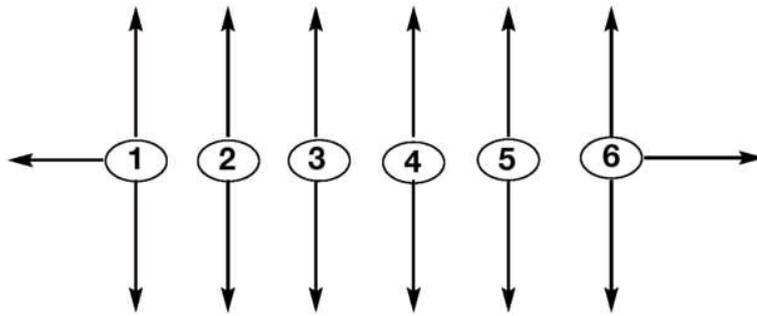


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← = Team's Line of Fire

**Line**

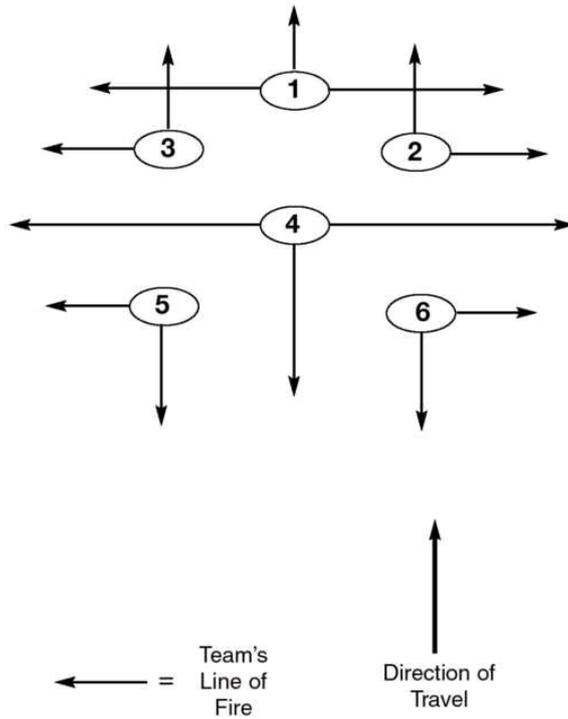


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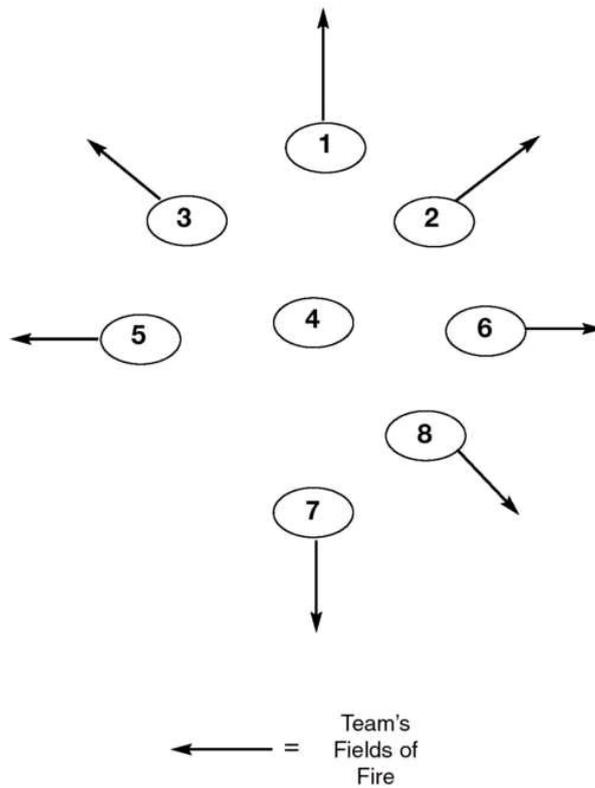
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# Guide for Training Instructors

## Column



## Wagon Wheel



## Guide for Training Instructors

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**TACTICAL PLANNING** is the most tedious aspect of any tactical operation, but it is perhaps the most critical. The leader will hear comments from SWAT operators stating that planning is nonessential or useless because no plan ever works as envisioned. These views are voiced by operators who are inadequately trained in tactical planning, misunderstand the value of planning, or have never had a "wing it" style operation go sour. It is guaranteed that even an incomplete, weak plan is better than no plan at all. Tactical planning enables the team leader to make difficult tactical decisions in a more efficient manner. The plan is a dynamic concept assisting in team safety, jogging the team leader's memory, choosing logistics, ensuring that the mission is commensurate with the team's capabilities, lessening vicarious liability, delineating responsible entities, courtroom testimony, identifying tactical responsibilities, and fostering a can-do attitude. It is also a learning tool for future operations. Tactical planning is not just a leadership task; it requires subordinate participation as well. The team leader cannot plan a whole operation by himself. If he tries, the chances of failure are high due to time constraints, information overload, and limited thinking. One man considering an operation will be limited to his personal mind-set and experience, but when the whole team participates the options are increased manyfold. Through team involvement, the plan takes on the identity of the team plan instead of the team leader's plan.

**ANALYSE THE MISSION** To begin planning, the mission must be analyzed. All information available must be collected, such as containment information, Field Command Post (FCP) location, assessment information, and witness information. Analyze the terrain and target area. Develop possible courses of action (open-air assault, building assault, stealth or crisis entries, vehicle assault, or a combination of options). Determine special aspects and restrictions, such as the presence of children or older or ill hostages, use of force policies, rules of engagement, type and intent of suspect, and environmental, safety, and health constraints.

**WARNING ORDER** Next, write and issue the warning order. This order notifies the team of an impending mission and enables them to organize preparations for that mission. This order can be utilized as an emergency plan or to change and adjust to actions already occurring. These changes are placed into the warning order format and attached to the operations order. The warning order is actually a condensed operations order. It is also used as a reference when writing the operations order.

### **WARNING ORDER CONTENTS**

- a. **SITUATION**-Brief statement of the suspect and friendly situation.
- b. **MISSION**-Who does what, where, when, and why.
- c. **GENERAL INSTRUCTIONS**:
  - i. General and special organization; tasks assigned to elements and teams.
  - ii. Uniform and equipment common to all.
  - iii. Weapons, ammunition, and equipment common to all, plus special weapons and equipment.
  - iv. Chain of command structured to the last man.
  - v. Communications: cover hand signals, special means, channels.
  - vi. Time schedule: correct time, initial brief, final brief, inspection, insertion.
- d. **SPECIFIC INSTRUCTIONS**-Issued to special purpose teams and key individuals.

## Guide for Training Instructors

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### WARNING ORDER EXAMPLE

a. SITUATION-On 4/30/95, at 0900 hours, a group of three armed men entered the Lotsa Money Credit Union located at First and Texas. The suspects are armed with two shotguns and one handgun. One security guard is dead, and hostages have been taken. Raw intelligence is validated by an employee who escaped the attempted robbery. A 360-degree cordon has been established, and the Field Command Post is operating out of Sparkle Cleaners located at Second and Texas.

b. MISSION-Bravo team assaults the Lotsa Money Credit Union at 0400 tomorrow to locate and apprehend the suspects following the departmental deadly force policy. Rescue and protect hostages. Resecure the scene.

[These statements have answered who, what, when, where, and why.]

c. GENERAL INSTRUCTIONS [how]:

i. General and special instructions:

1. Alpha Team: Team leader tasks personnel for tactical planning and emergency entry duties. Alpha team will insert no later than 1200 hours, today's date, and set up on side four, opening one. Building assault will only occur upon compromise or command.

2. Bravo Team: Team leader tasks personnel for tactical planning of crisis building entry and hostage rescue mission.

3. Sniper/Scout Teams: Alpha, Bravo, Charlie, Delta. Immediate insertion for intelligence gathering, 360-degree deployment. Sniper leader covers setup location, rules of engagement, deadly force policy, phase lines, and compromise procedures.

ii. Uniform and Equipment: Departmental specific, refer to standard operating procedures.

iii. Weapons and Equipment: Organic to department. The team leader evaluates for the use of any special weapons or equipment.

iv. Chain of Command: SWAT commander, sniper team leader, assault team leaders.

v. Communications: Generic hand signals; refer to standard operating procedures. Utilize channel two. If adversary monitoring is suspected or jamming occurs, change to channel one.

vi. Time Schedule: 23/02/2017

Current Time: The time is now 0930 hours.

Initial Brief: 0945 hours

Final Brief: 1015 hours

Inspection: 1035 hours

Sniper Insertion: 1040 hours

Insert Alpha Team: 1100 hours

Insert Bravo Team: 0400 hours

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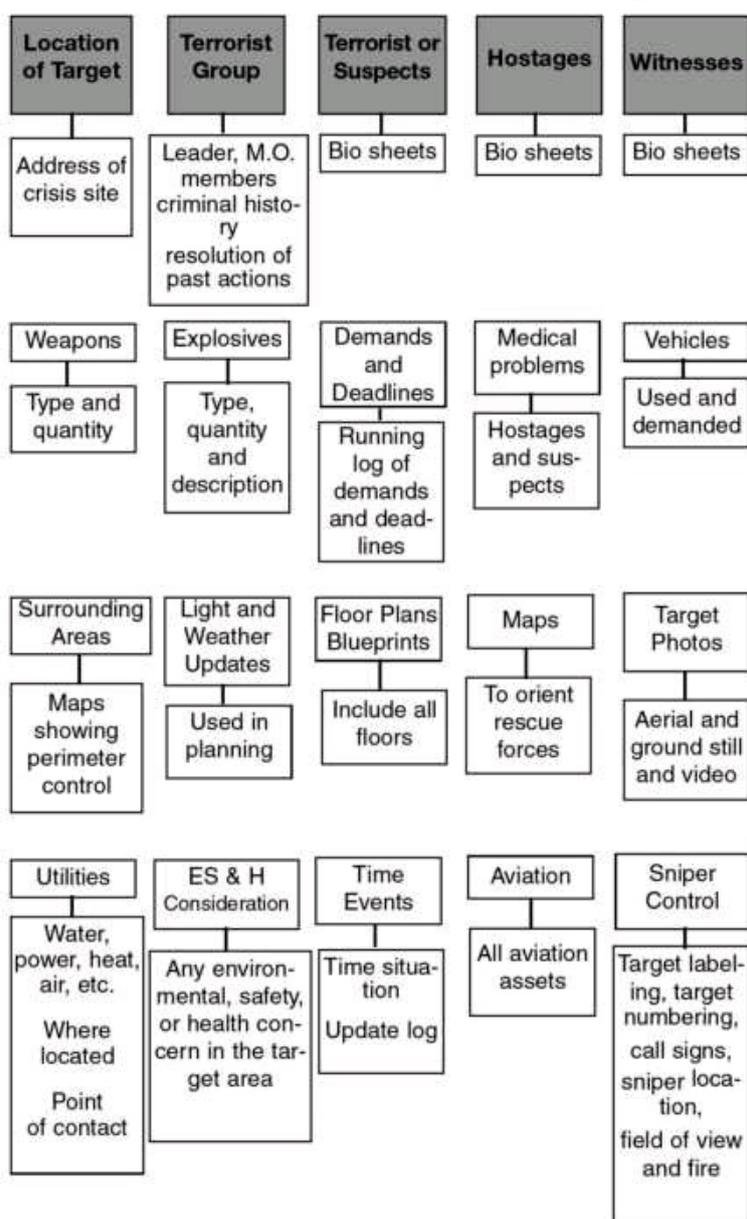
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### d. SPECIFIC INSTRUCTIONS:

i. Detail personnel to obtain necessary equipment. Use spare officers for this; try not to tie up active operators on these tasks. The operators should be rehearsing their part of the tactical plan and be ready for insertion at a moment's notice.

ii. Prepare team members for the mission. Cover any possible deviations such as secondary entry points. Rehearse the mission, then try alternate methods to discover additional possibilities. For example, rehearse a building search and clear, then run the rehearsal in reverse to identify strengths, weaknesses, or other possibilities.

iii. Brief special purpose personnel or additional assets (explosive ordnance personnel, canine handlers, hostage handlers, arrest teams, trailers, evidence handlers, medical support, fire department, etc.).



Try to include the above in a warning order, briefing and operations order.

## Guide for Training Instructors

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**BRIEFING** When briefing team members, use an authoritative, clear tone and direct operators to hold questions until the end of the briefing. This principle prevents disruptions in the continuity of the order. Make sure the warning order is understood, supervised, and accomplished. Once the operation is placed into motion, apply it through force, energy, and action in order to achieve surprise, speed, and violence of action. Remember, the warning order is an emergency plan spawned from initial information. It will only be implemented due to exigent circumstances. As the situation develops, information and support will be utilized to plan and implement a formal operations order. A formal tactical command structure should be utilized.

### OPERATIONS ORDER OUTLINE

**SITUATION:** Cover adversary forces, friendly forces, detachments, and attachments. \_\_\_\_\_  
\_\_\_\_\_

**MISSION:** One paragraph stating who does what, when, and where. Answer why if applicable.  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

**EXECUTION:** The heart of the plan. Cover team and individual tasks from the beginning of the mission to the end. How is stated here.  
\_\_\_\_\_  
\_\_\_\_\_

**ADMINISTRATION AND LOGISTICS:** Service and support. The identification, request, and procurement of all mission-essential equipment.  
\_\_\_\_\_  
\_\_\_\_\_

**COMMAND AND SIGNALS:** Chain of command to the last team member. Radio type, plus primary and secondary channels. Call signs and compromise procedures. Hand signals, special signals, etc.  
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\_\_\_\_\_

EOC COMMANDER: \_\_\_\_\_ Date: \_\_\_\_\_ Time: \_\_\_\_\_

TOC COMMANDER: \_\_\_\_\_ Date: \_\_\_\_\_ Time: \_\_\_\_\_

SWAT COMMANDER: \_\_\_\_\_ Date: \_\_\_\_\_ Time: \_\_\_\_\_

TEAM LEADER: \_\_\_\_\_ Date: \_\_\_\_\_ Time: \_\_\_\_\_

Require any officer who is responsible for ordering the initiation of a mission and key entities to read and sign the operations order! Produce ample copies in order to prevent the "lost plan syndrome."

**End of Training**