



[RDL](#) [Table of Contents](#) [Document Information](#) [Download Instructions](#)

## LESSON 7. CONVOY OPERATIONS

**INSTRUCTOR'S NOTE:** This lesson assists units at the tactical level to plan, organize, and defend convoys in a stability and support operations environment. For this instruction, a convoy is two or more vehicles moving from point A to point B through hostile or uncontrolled territory.

### SLIDE 7-1. CONVOY OPERATIONS—THE ESTIMATE PROCESS

Every convoy is planned and executed as a combat operation; because, poor planning, lack of mental sharpness of all convoy personnel, and lack of rehearsals will get soldiers killed. As such, the commander's estimate of the situation is used and approached with stability and support operations considerations. This may seem a lengthy process, but the intent is that it becomes a mental, methodical, thought process that can be done in 5 minutes or 5 days of planning time. The commander may receive an operation order, but most often he receives a fragmentary order or a quick mission statement and a map brief from his commander. The estimate process works in any situation—mission analysis, situation and courses of action (METT-T factors), analysis of courses of action (war-game), comparison of courses of action, and decision.

**CONVOY OPERATIONS—THE ESTIMATE PROCESS**

1. MISSION ANALYSIS
2. SITUATION AND COURSES OF ACTION—METT-T FACTORS
3. ANALYSIS OF COURSES OF ACTION—WAR-GAME
4. COMPARISON OF COURSES OF ACTION
5. DECISION

SLIDE 7-1

### SLIDE 7-2. MISSION ANALYSIS

The commander conducts a thorough mission analysis to determine exactly what is to be done and why. The commander does this by knowing the *commander's intent* two levels up. This allows the commander to use his initiative and judgment should he have to alter the plan during execution. This intent defines the purpose, which gives the latitude or parameters with which to work.

**MISSION ANALYSIS**

1. COMMANDER'S INTENT TWO LEVELS UP
2. SPECIFIED AND IMPLIED TASKS
3. CONSTRAINTS AND LIMITATIONS
4. MISSION-ESSENTIAL TASK
5. RESTATED MISSION STATEMENT

SLIDE 7-2

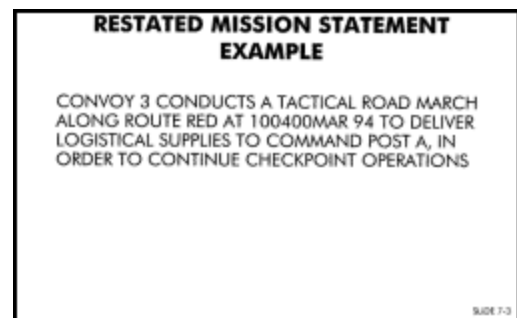
Next, the commander considers all the *specified tasks*. An example is "deliver humanitarian relief supplies to check point 3."

Next, he determines any *implied tasks*. For example, if the proposed route takes the convoy through different clans or factional populations, the implied tasks are to bring along an interpreter and to be prepared to negotiate or have a civil affairs representative to negotiate with groups encountered. Next, the commander determines constraints and limitations. These are anything that limits the freedom of action or movement. In a stability and support operations environment, there are many constraints and limitations to consider; for example, are there any particular routes that may be off limits to the convoys; are there designated movement times within which the unit must operate, for instance "no movement after 1800 hours." Another example may be a restriction on the number of vehicles or cargo that are allowed to move in a convoy. Rules of engagement may also affect the way that the unit can accomplish its mission.

The next part of the mission analysis is to determine the *mission-essential task(s)* of the convoy. This can be thought of as the task(s) that allows the unit to achieve its purpose. Common tasks for infantry units are seize, secure, or suppress, and so forth. For convoys, the stated task may be "to provide security for," "to move," or "to deliver." The mission-essential task that the commander has determined from the higher commander's operation order becomes the mission statement in his operation order.

### **SLIDE 7-3. RESTATED MISSION STATEMENT EXAMPLE**

The commander writes the mission statement in the form of "who, what (*task*), when, where, and why (*purpose*)." This mission statement forms the nucleus of the convoy planning process. Everything the unit does revolves around achieving this mission.



### **SLIDE 7-4. ENEMY**

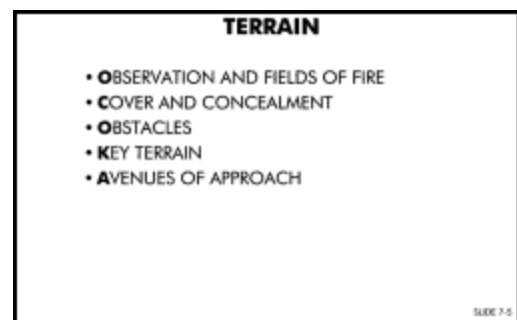
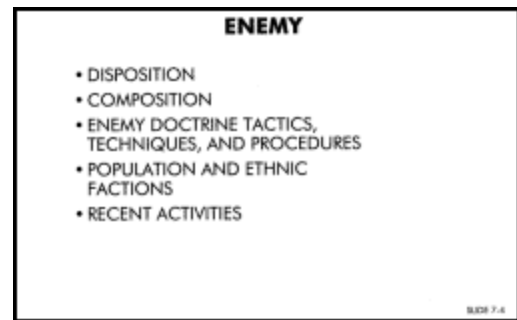
The commander continues with the estimate process with the METT-T analysis and studies enemy or belligerent situation. He must discern the most recent belligerent locations, composition, and perhaps most importantly, the belligerent's recent activities. This information, coupled with knowledge of belligerent or insurgent doctrine helps the commander to predict the likelihood of being ambushed

and the techniques that may be employed against the convoy. Although the risk of ambush is always prevalent, in humanitarian assistance missions and peace support missions, the equally dangerous threat is from minefields and roadblocks from various rival factions trying to gain political and military control. Of particular use to the commander may be an incident overlay that depicts belligerent activities by date and location. This graphic portrayal posted on the situation map aids in avoiding ambushes and roadblocks, which is the best defense. Additionally, a *population overlay* that depicts the different ethnic population locations aids in determining possible friendly or hostile areas. A major source of information is the nongovernment organizations. Because they have been in the country longer, they can tell the commander about patterns of belligerent roadblocks, ambushes, and trafficability of the roads. Other information should include what the belligerents have been successful at and what they like to do.

In Bosnia, the belligerents established roadblocks to delay or turn back the convoys. In Somalia, the belligerents demanded part of the cargo as a tax to allow the convoy to pass.

### SLIDE 7-5. TERRAIN

The commander continues with the METT-T analysis in a logical sequence. Terrain is neutral to either combatant. The commander must know the effects of terrain as it relates to the unit and the enemy. Obstacles are anything that slows, hinders, or impede movement. Within the area of operations and interest, the commander should further study obstacles according to severely restricted terrain (this is terrain that is impractical to negotiate for the type of force moving through it); restricted terrain (this is terrain that the unit can negotiate but at a slower rate of movement); and unrestricted terrain (which is terrain that presents no problem to movement). Specific obstacles the commander looks for are steep crests, choke points, minefields, inferior road networks, and anyplace that may be a likely ambush point or roadblock along the route. Next, the commander identifies avenues of approach. These are areas (in the case of convoys, usually roads and trails) through which a unit can move. These avenues may be directed from higher headquarters (main supply routes) or the commander may be in the process of developing them. The commander looks at them in terms of how the unit may move across these avenues from point A to point B, but



also looks for possible belligerent avenues of approach from the belligerents view point. The commander should think of threat avenues of approach in terms of air, mounted and dismounted avenues, and perhaps even tunnels. After identifying the likely avenues of approach, the commander should look at key terrain. This is any location or area that affords a marked advantage to either combatant(s). The commander should look at key terrain in terms of possible or likely ambush points for the belligerents to bring direct or indirect fire on the unit. The commander examines observation and fields of fire. The commander determines the kind of observation and fields of fire that may be afforded along each avenue of approach, as well as from belligerent positions. Cover and concealment are often inseparable from fields of fires and observation. The commander examines the terrain to determine how it can conceal and protect the unit from enemy observation and fields of fire. The commander determines where the enemy may use this terrain to fire on the convoy. The commander should also examine the weather factors as they relate to the mission. The commander should obtain the latest forecast to determine any adverse weather conditions that may affect the operation.

#### **SLIDE 7-6. TROOPS AND TIME AVAILABLE**

Now, the commander must examine his troops. This is an important aspect of convoy operations, because convoys are frequently put together from ad hoc organizations, perhaps composed of nongovernment organizations, and various soldiers and vehicles from different units. The convoy commander must determine exactly who is under his control; what weapon systems he has available; and what leaders, by rank, so that he may form an effective chain of command within the convoy. He should also determine what communications assets are available, the maintenance status of the vehicles, which vehicles have trailers (these reduce speed and hinder turn around in the event of an ambush). Also, the commander must consider what fire support assets are available—artillery, mortars, or perhaps gunships or armored escort vehicles. If fire support is not available and based on the threat situation, the commander may need to request these assets to aid in security.

a. The commander considers the make up of the convoy.

(1) If it has infantry squads, platoons, or a company,

<b>TROOPS AND TIME AVAILABLE</b>	
<b>TROOPS</b>	<b>TIME</b>
TROOPS, WEAPONS, AND LEADERS	CURRENT
COMMUNICATIONS	EXECUTION
LOGISTICS	OPORD
ENGINEERS	REHEARSALS
FIRE SUPPORT	MAINTENANCE

SLIDE 7-6

the infantry can provide security and a potential assault counterattack force in the event of an ambush. The infantry can dismount before reaching potential ambush areas and clear dismounted through the area. This may have the effect of flushing or scaring off potential ambushers without a fight. This often results in a safe passage.

(2) If it has an antiarmor platoon section, the antiarmor section can provide long-range antiarmor fires with their TOW systems. If it has infantry antiarmor platoon, in addition to the TOW systems, a mix of MK 19 and caliber .50 machine guns are available, which can lay suppressive fires against suspected or known ambush sites. The commander must consider the bursting distance of the 40-mm round from the MK 19. If the terrain is closer than the minimum safe bursting range of the 40-mm grenade launcher, the caliber .50 or M60 machine gun should be used.

(3) If a military police platoon is attached, the platoon has a minimum of seven gun vehicles capable of mounting the MK 19 or M60 machine guns. Each MP team (one vehicle) has three MPs, one M249, and one M203. MPs are trained in traffic control and handling of civilians or refugees that may try to interfere with the convoy.

(4) If tanks are attached, the tanks offer the best protection against ambushes. They also have considerable devastating firepower that can suppress or destroy an enemy ambush. Not only can the tank crew deliver precision main gun fire (120-mm), they can engage targets with the coax machine gun (7.62-mm which can be integrated into the main gun site), the commander's caliber .50 machine gun, and the loader's 7.62-mm machine gun as well. Each M1 tank carries 40 main gun rounds, 500 caliber .50 rounds, 600 rounds for the loader's machine guns, and 10,000 for the coax machine gun as a basic load. Tank platoons may have a mine plow that can help clear a path through obstacles. Tanks also have excellent cross-country mobility as a potential counterambush force. Tanks cannot "hold" terrain, and unless augmented with some dismounted infantry capability, they will have trouble clearing obstacles and potential choke points. The potential heat damage caused by the M1 exhaust system must also be considered.

(5) If Bradleys are attached, Bradleys have less protection than a tank, but they still have adequate protection against an ambush. Additionally, the 25-mm gun can fire both sabot and HE rounds to suppress or destroy lightly armored vehicles and dismounted personnel. Bradley units also carry a dismount fire team (+) on each vehicle. Bradleys operate in sections of two vehicles, which give the section a squad of dismount infantry. These infantrymen with close support from the Bradley vehicles can be used to clear obstacles and potential ambush areas.

(6) If M113s are attached, M113s have less protection than Bradleys, but more protection and firepower than an infantry unit. The M113s carry caliber .50 machine guns mounted in an open cupola. The vehicles can also carry a dismounted infantry squad in the rear of the vehicle.

All of the armored vehicles can assist in counterambush operations by driving close to the kill zone to engage the belligerents with large amounts of firepower. This allows the vehicles to give good covering fire to forces conducting a flank attack, while suppressing the enemy, and to afford protection to any dismounted soldiers who are caught in the ambush kill zone. Armored vehicles with tanks leading have no problem knocking down medium-size trees. Although the leading tank's primary sector of fire is generally to the front, Bradleys and M113s can effectively fire 360 degrees and cover the flanks and rear of the leading tanks.

In the forests at the JRTC, units have found that taking the entire convoy (trucks included) off of the roads and following trails made by the armored vehicles increased the survival rate of the convoys. The commander plans for the additional time that it takes to move cross-country and to recover the vehicles may get stuck on tree stumps, and so forth. The additional advantage of going cross-country rather than on roads is that the belligerents find it difficult to position ambushes in the middle of the woods.

b. The commander must know how many and what types of radios his unit has for communication. Some units have AM, FM, or VHF radio systems, other units have SINCGARS or SATCOM systems. These systems are not compatible with each other. The first consideration that the commander must make is how he will talk to higher headquarters. He must maintain continuous radio

communications en route or request a retransmission to be sent or request a longer range radio system. The second consideration is how to request indirect-fire support. His command channel may be the request net or he may have to dedicate a fires net to the mortar or artillery unit. Third, the commander must determine how he will communicate with his subordinate leaders, and any signals for the entire unit. Fourth, the commander must have a backup radio in the event of a system failing. If he loses communications with his higher headquarters, he must move to higher ground and switch antennas or try different radios and frequencies to reestablish communication. Visual signals (such as smoke, flares) and arm-and-hand signals can have specific meanings. (During Operation Just Cause, some units used different colored smoke grenades to signal left and right turns for the convoy.) Flares or star clusters can be used to signal lifting or shifting of supporting direct or indirect fires during the counterambush assault. The commander must keep in mind that simplicity is most important.

c. For logistics, every convoy needs to be self-sustained for the conduct of the operation and any contingencies that may arise. The convoy must carry sufficient quantities of Class I, III, medical support, maintenance support, vehicle recovery equipment (such as tow bars, cables, M88s, and so forth). Soldiers and truck drivers from other units as well as all members of the convoy must know the SOPs to include immediate reaction drills, actions on contact, actions in an ambush, actions at halts, actions if a vehicle breaks down, who is in charge of the vehicle, and who will take charge at each level of control. Soldiers must be trained to drive the vehicle in case the driver becomes incapacitated. Soldiers must know the rules of engagement. Soldiers must also know what actions to take at a belligerent roadblock—are belligerents allowed to search the vehicles or not. Maintenance personnel are with the vehicle recovery equipment at the trail of the convoy. If the unit does not have maintenance personnel, someone should substitute for them in the convoy. The maintenance personnel should also be armed with the same protection as the other soldiers. The commander must guard or destroy any military vehicles that cannot be evacuated during movement. The convoy should have combat lifesavers with kits proportionally spread out through the convoy. The medical vehicles normally follow toward the rear of the formation for protection. Thus the vehicles will not have to travel against the convoy if someone is injured at the trail end. The commander must know how many host nation or nongovernment organization trucks are part of this convoy. He must also know what kind of cargo are they carrying.

There is usually be some kind of restriction on the type of cargo allowed. The commander must know if the nongovernment organization or host nation members are cooperative with the way that the commander wants to accomplish the mission. (In Somalia, some relief agencies [nongovernment organizations] did not want to be associated with the military, but still needed the protection afforded by moving in the convoy. The US units traveled in front of and behind the nongovernment organization convoy, but out of sight. The US units were never out of supporting range in the event that they were needed to support the nongovernment organization convoy.) If soldiers are put in the vehicle to provide security, a leader must be in the front cab with the driver to ensure that the commander maintains control over the vehicle. Soldiers must be able to drive the vehicle in case of an emergency. The commander organizes the vehicles to provide maximum cover from fire as well as observation in all directions. Supplies can be piled on the outside of the cargo area to give the soldiers some protection. Important or critical cargo must be kept in easy access in the event that the cargo has to be quickly removed from the vehicle. Also, the commander must consider the maintenance status of the vehicles.

d. For engineers and fire support, the commander must know what engineer assets are available. Engineers from mechanized units have an M113 and 1 1/2-ton trailer for each squad, while engineers from infantry units do not have vehicles and must be given vehicle support. Engineers are excellent for breaching and clearing obstacles along the route. Engineers are trained in (in addition to mechanized reconnaissance units) en route reconnaissance and bridge classification. They can use explosives to clear paths and obstacles. Clearing a route requires considerable time and resources. When planning, the commander considers the possibility of obstacles (especially buried mines) and their impact on the time table. Also, once a route has been cleared, it must be secured. If a portion of the route is left unsecured for any period, it should be considered under hostile control and requires clearing before using it. The commander must not take a convoy out if he does not have a fire support plan.

Units in Somalia found that it was effective to have the infantry company mortar section moving in vehicles in the convoy formation to provide immediate indirect-fire support to suppress enemy ambush sites and to support the forces conducting the counterambush flanking attack. This technique is best accomplished with company mortars.



Battalion mortars are best used either from an established base or by periodically moving them from firing position to firing position to provide immediate support. The major constraint to having the battalion mortars continuously moving is the mortar set up time. If the commander cannot bring his own indirect-fire support, he must know what is available. The commander must know if the rules of engagement allow use of indirect fire. If relying on indirect fire from a supporting unit not moving with the unit, the commander must know if he has a priority target. He must be able to communicate with the supporting unit. If required, he must clear the unit's fires with higher headquarters. The forward observer or some one trained to call for and adjust fires must be positioned in the front of a convoy, in an aircraft flying in support of the convoy, or beside the commander in the formation. If possible, the FO should be in an aircraft. The next best position is with the leader of the advance guard or with the commander. Preferably, a forward observer should be in both places. Priority targets are the most responsive way to get indirect-fire support (the difference between 2 to 5 minutes). The weapons of the supporting unit are laid on the data required to put a round on the target immediately when called. If the unit has a priority target, the commander establishes targets off to the side of the route of march (not on the road or trail), and shifts the priority target from one target to the next as the unit passes each target. Also, the commander must consider the type of munitions to fire. Delayed fuze allows the commander to bring the rounds in closer to his soldiers. The fire support element (FSE) of the headquarters initiating the convoy should develop a fire plan to support the convoy. Normally, this is a simple plan consisting of priority targets that the artillery or mortars will be laid on and shifted as the convoy progresses along its route. This keeps the artillery focused on the general area of the convoy and greatly improves its responsiveness. The key to success is to have the convoy commander briefed on the fire plan by the FSO and to have the fire support coordination nets readily available to shift the targets along the route. HF radios are needed in mountainous terrain such as in Bosnia. If the convoy is operating beyond the range of artillery, USAF CAS aircraft or Army attack helicopters should be operating on a standby basis. The convoy commander must be briefed on procedures and given the means to contact the aircraft either directly or through the FSE. To expedite clearance of fires, the FSEs of the convoy headquarters and the commanders owning the ground should coordinate a battle tracking matrix. The area of operations for the convoy is divided into 15 to 20 smaller sectors broken down along

identifiable terrain features. As a unit patrols or convoys through a sector, it reports to its headquarters that it is occupying that section. This sector is given a code name of RED for occupied. If the sector is unoccupied, then the sector is given a code name of GREEN, meaning no further coordination is needed by the headquarters owning the land.

e. For time analysis, the commander considers how much time he has to plan and prepare for the mission. He determines the time between the present and the time the convoy must start marshalling to begin the mission. The commander uses only one-third of the time available; because, his subordinates need time to plan, brief, and conduct rehearsals with their subordinates. The commander gives detailed warning orders as much as possible and as soon as possible so that leaders can begin their planning without waiting for the operation order. The commander must also consider how much time he has to complete the mission. When the commander analyzes his time available, he considers rehearsals and briefbacks. Convoys are made up of constantly changing units and organizations. Therefore, rehearsals are a must. Briefbacks are the minimum standard for each vehicle commander. The best rehearsal technique and the most effective is to have all of the convoy participants standing by their vehicles going through the reaction drills. (Figure 7-1.) The commander must also stress the need for each vehicle to have a strip map as a minimum, the leaders of each element of the convoy to have a standard military map to call for and adjust indirect fires. Rehearsal drills that are to be considered are react to sniper, negotiate a checkpoint, call for fire, react to ambush, actions at a halt, negotiate with local authorities, and rules of engagement dilemmas.

f. For maintenance, convoys consist of a variety of equipment, some in questionable working order (for example, nongovernment organization and host nation vehicles). If possible, those vehicles that are broken or questionable should be identified early and plans made to either transload the cargo or to tow it in the event of a break down. Vehicle floors are sandbagged including the vehicle cabs and under the seats. Windshields and windows are removed to reduce fragmentation. A wire cutter should be positioned high on the front of the vehicle. Chicken wire or chain linked fencing can be placed across the front bumper frame to detect rocks, bottles, firebombs, and grenades. The canvas is taken off of the trucks so that soldiers can see and shoot in all directions. The canvas doors are taken off of the HMMWVs. The canvas sides must be rolled up or

removed. The cargo is positioned in the rear of the trucks along the outside walls of the cargo area to allow the soldiers to stand in the center of the cargo area using the cargo for protection. The most important supplies are positioned for ready access. The commander allocates time to accomplish those tasks and conduct the following inspections. Scheduled maintenance halts during long movements are needed to help prevent vehicle break downs, but security must be established and maintained by all personnel at all times. The commander inspects the supply vehicle's load plan to ensure that the proper supplies are being carried and no illegal or contraband supplies are loaded. Also, he checks to ensure that critical supplies are positioned where they can be quickly off-loaded in the event that the vehicle is damaged. He has the leaders spot check the maintenance of the vehicles. The commander spot checks the vehicle drivers for strip maps and knowledge of the planned route. He checks the vehicles to ensure that the vehicles are reinforced to protect the soldiers and personnel riding in the vehicles.

#### **SLIDE 7-7. COURSES OF ACTION**

This is a reasonable, feasible concept to achieve the mission. The commander develops two or three options to consider. One course of action may take the convoy along ROUTE BLUE, while another takes the convoy along ROUTE RED. Other courses of action may revolve around the manner in which an armored security escort is used in the convoy. The commander should consider several alternatives. A simple sketch of each course of action assists in "seeing" how it may look.

**COURSES OF ACTION**

DEVELOP TWO OR THREE REASONABLE AND FEASIBLE OPTIONS

- BEST WAY TO ACCOMPLISH MISSION
- CONVOYS: ROUTE? ORGANIZATION?

SLIDE 7-7

#### **SLIDE 7-8. ANALYSIS OF COURSES OF ACTION (WAR-GAME)**

The commander should analyze two or three of the courses of action against the belligerent's most likely courses of action. War gaming gives a reality check of the options the commander developed. For each course of action, the commander visualizes the belligerent reactions to the convoy along key points in the route based on his analysis of terrain and enemy. This process ensures that each course of action is viable and that the commander understands how the convoy mission will be executed and what it may be called on to do.

**ANALYSIS OF COURSES OF ACTION (WAR-GAME)**

EACH COURSE OF ACTION VERSUS ENEMY COURSE OF ACTION —

- PROVIDES A REALITY CHECK
- DETERMINES ADVANTAGES AND DISADVANTAGES OF EACH COURSE OF ACTION

SLIDE 7-8

**INSTRUCTOR'S NOTE:** The instructor may "walk through" an example course of action.

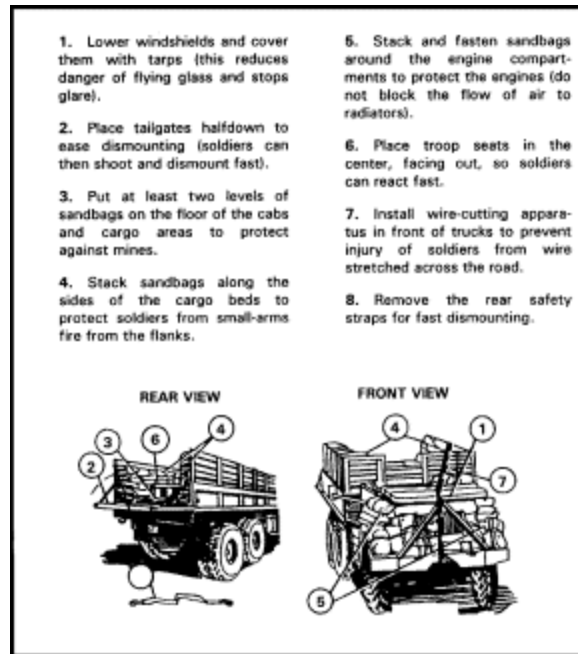
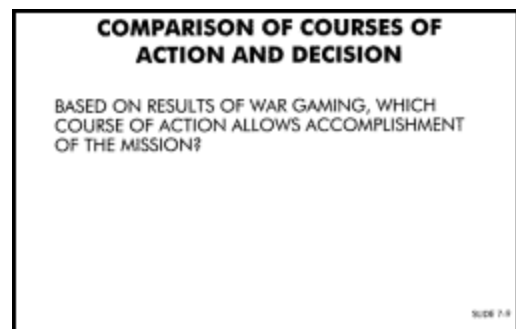


Figure 7-1. Preparation of trucks for movement.

**SLIDE 7-9. COMPARISON OF COURSES OF ACTION AND DECISION**

Based on the results of his war gaming, the commander compares each course of action to determine which is the best in terms of accomplishing the mission. He may select a course of action based solely from the advantages and disadvantages determined in war gaming; or he may use a simple decision matrix to compare each course of action. The last step of this process is to select a course of action that best allows accomplishment of the mission. For convoy operations, this probably revolves around route selection or convoy organization and security procedures. (A sample operation order format for a convoy is in [Figure 7-2.](#))



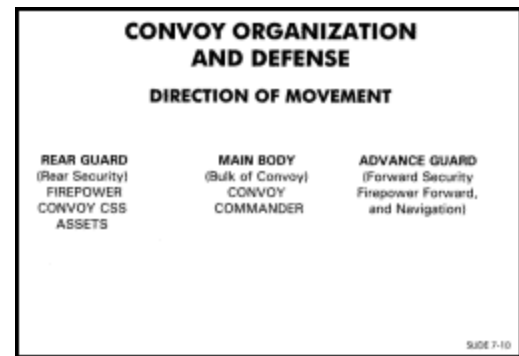
**SLIDE 7-10. CONVOY ORGANIZATION AND**

## DEFENSE

Assuming the convoy has some sort of security detachment, the commander should organize it with an *advance guard*, *main body*, and *rear guard*.

The *convoy commander* is responsible for the entire convoy. He must be in a position where he can best command and control the convoy. This is probably in the main body. If the convoy commander is in the advance guard because of the lack of trained soldiers, his ability to control the entire convoy is reduced. This is especially true if he becomes decisively engaged in an ambush and loses communications with the rest of the convoy. The commander must be in a position to make the decision in any situation. For example, the advance guard is ambushed. Does he commit the rear guard to counterattack the ambush, or does he allow the advance guard to break contact with the enemy and linkup with the main body while the rear guard takes over as the advance guard on an alternate route. The commander must control the fires of the units to prevent fratricide.

The *advance guard* provides immediate suppressive fire at the lead of the convoy in the event of an ambush. The leader of the advance guard should be a combat-arms leader who knows how to employ direct and indirect fires. He should have a unit that can conduct fire and maneuver. The advance guard should have some kind of breaching and clearing asset (either engineers or trained infantry) to quickly breach, clear, or bypass any obstacle. The leaders in the advance guard should be proficient in land navigation, and if possible, have a global positioning system as backup for navigation. The advance guard should be strong enough to fight any expected enemy ambush. Aviation and Air Force assets may also be used to augment the advance guard. Attack helicopters and AC-130s can provide quick and accurate fires as well as advance reconnaissance of the route. If air assets are not available, unmanned aerial vehicles or remotely piloted vehicles can provide some advance reconnaissance of the route to be used. A mortar section may be added to the advance guard for flexibility to fight out the engagement. (In Somalia, US forces found that the lead vehicles should be heavily sandbagged with two layers of sand bags and a fiber mat laid over it to reduce shrapnel. All occupants wore extra body armor and sat on protective vests, Windshields and windows were removed to reduce fragmentation.) The advance guard travels far enough forward to make contact with the enemy, yet allows the main body the flexibility to maneuver to avoid engagement with the enemy forces. (In



Somalia, the distance was about 500 meters to 1 kilometer from the main body.) The advance guard clears obstacles and negotiates passage through checkpoints before the main body arrives. Terrain, enemy, and convoy size dictate distances to be used. The advance guard personnel looks for signs of recent digging or other mine indicators. The commander determines his advance guard based on his "troops available" analysis, but this element should be resourced first because of the likelihood of its making contact first.

The *main body* consists of the bulk of the convoy vehicles interspersed with security vehicles and soldiers. The main body needs 360-degree protection for itself. A combat vehicle should lead the main body with combat elements interspersed throughout the main body. No more than a squad should be placed in a single vehicle. (In Somalia, units of the 10th Mountain Division recommended that at least a platoon of combat power move in the main body.) The main body maintains radio or visual contact with the advance guard and rear guard security elements. If the main body is a large element, the commander divides it into serials commanded and controlled by leaders reporting directly back to the convoy commander. Some considerations for the serials in the main body is to keep the security force integrity inside the march unit as much as possible; for example, the squad leader and his dismount squad can be in different vehicles. The vehicles are close enough that if the squad has to dismount, the squad leader can control his soldiers. If possible, the commander tries to keep fire teams in one or two vehicles. Armored vehicle sections are kept together in a serial, because they are trained to work together as a section. The leader of each march unit must know the commander's intent for the convoy operation so the leader can commit his security forces or retain them and move his element to a position of safety.

The *rear guard* consists of reactionary forces with combat power, and logistics vehicles. The rear guard defends the rear of the convoy against any potential enemy threat, conducts counterambush attacks to destroy or drive off belligerent ambushing forces to relieve elements of the convoy caught in an ambush.

#### **SLIDE 7-11. SAMPLE ORGANIZATION (LIGHT/HEAVY)—TROOPS AVAILABLE**

An infantry company commander has the following units

and equipment available to him for a convoy operation.

### *Bradley Platoon*

- Four M2s
- Two infantry squads
- Six VRC radios

### *Infantry Platoon*

- Three infantry squads
- Two M60 machine gun teams
- Forward Observers with PRC-77

### *Infantry Company CP*

- Two RATELOs with PRC-77 radios
- Company FSO with PRC-77
- 60-mm mortar section
- One ambulance with aidmen
- Two additional cargo HMMWVs
- Civil affairs/psychological operations team with two HMMWVs
- Light engineer squad
- Four 5-ton trucks
- M88 recovery vehicle
- Seven trucks with cargo



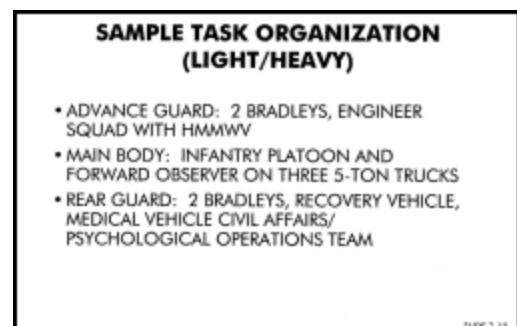
### **SLIDE 7-12. SAMPLE TASK ORGANIZATION (LIGHT/HEAVY)**

The infantry company commander task-organizes his forces into an advance guard, main body, and rear guard.

**ADVANCE GUARD:** Two M2s, Engineer Squad/HMMWV

**MAIN BODY:** Infantry platoon with FO on three 5-ton trucks

**REAR GUARD:** Two M2s, recovery vehicle, medical vehicle, civil affairs/psychological operations team



### **SLIDE 7-13. SAMPLE ORGANIZATION (LIGHT)**

An infantry company commander has the following units and equipment available for a convoy operation.

*Military Police Platoon*

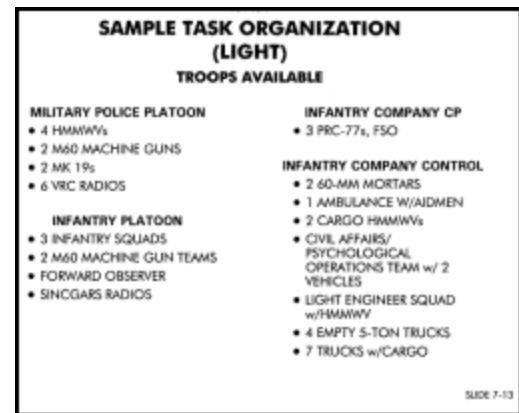
- Four hard-top HMMWVs
- Two M60 machine guns
- Two MK 19 automatic grenade launcher
- Five VRC radios

*Infantry Platoon*

- Three infantry squads
- Two M60 machine gun teams
- Forward observer with PRC-77

*Infantry Company CP*

- Two RATELOs with PRC-77 radios
- Company FSO with PRC-77
- 60-mm mortar section
- One ambulance with aidmen
- Two additional cargo HMMWVs
- Civil affairs/psychological operations team with two HMMWVs
- Light engineer squad
- Four 5-ton trucks
- Three trucks with cargo

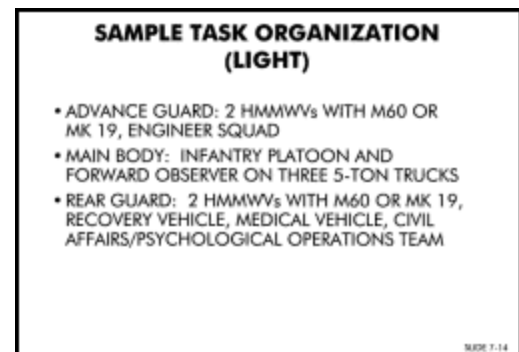
**SLIDE 7-14. SAMPLE TASK ORGANIZATION (LIGHT)**

The commander task-organizes his forces into an advance guard, main body, and rear guard.

**ADVANCE GUARD:** Two HMMWVs with M60/MK 19, Engineer Squad

**MAIN BODY:** Infantry platoon with FO on three 5-ton trucks

**REAR GUARD:** Two HMMWVs with M60/MK 19, recovery vehicle, medical vehicle, civil affairs/psychological operations team

**SLIDE 7-15. RESERVE**

The reserve is normally controlled and committed by higher headquarters. Reserves are determined by METT-T. Advantages of having an air assault reserve are that they can cover vast distances quickly, and they are not likely to



be ambushed along the way. Disadvantages of having an air assault reserve are that they need a suitable landing zone, preferably secured; the air assaulting unit does not have the tactical mobility or firepower of BFVs or tanks; once they are on the ground their tactical mobility is limited to where they can move by foot; and bad weather may restrict flying. Heavy reserves consisting of BFVs and tanks have the advantages of protection, firepower, and shock effect. Their disadvantages are that they can only move as fast as the supporting routes permit, and they are vulnerable to ambushes along their routes of march if they have to move on roads and trails. If the convoy has to move beyond adequate supporting capability of the reserve force, higher headquarters has the option to pre-position or designate units along the way to act as a reserve. The disadvantage could be that the designated unit may be in a fight of its own, or if the reserve is from a different unit, they may not have the same SOPs or communications capabilities.

<b>RESERVE</b>	
<b>AIR ASSAULT:</b>	1 INFANTRY COMPANY 4 UH60s 3 AH64s
<b>GROUND ASSAULT:</b>	1 BRADLEY COMPANY

SLIDE 7-15

### **SLIDE 7-16. PLANNING CONSIDERATIONS**

The commander organizes and plans the convoy. The optimum size for a convoy is METT-T driven, but primarily the number of leaders and the terrain must be considered. Convoys are broken down into serials of five vehicles. A leader (NCO) is in charge of each serial. The commander must have a communications plan. The plan must be rehearsed. If the convoy looks like it is too hard to attack, the enemy may leave it alone.

<b>PLANNING CONSIDERATIONS</b>
<ul style="list-style-type: none"> <li>• ORGANIZE CONVOYS INTO SERIALS OF NO MORE THAN FIVE VEHICLES; EACH WITH NCO (LEADER)</li> <li>• RESOURCE THE ADVANCE GUARD FIRST, THEN THE MAIN BODY, THEN THE REAR GUARD</li> <li>• REHEARSE</li> <li>• KNOW THE COMMUNICATIONS PLAN</li> <li>• BE A HARD TARGET</li> <li>• USE ARMORED VEHICLES TO PROTECT VIPs</li> </ul>

SLIDE 7-16

### **SLIDE 7-17. CONVOY DEFENSE - SECURITY FORCE**

The best defense against ambush is avoidance. This should be foremost in his mind as the commander conducted his estimate and war-gamed each of his courses of action. However, he should be prepared to meet the challenge of an ambush should it arise.

<b>CONVOY DEFENSE (SECURITY FORCE)</b>
<ul style="list-style-type: none"> <li>• ELEMENT IN CONTACT RETURNS FIRE TO SUPPRESS ENEMY POSITIONS</li> <li>• VEHICLE DRIVERS MANEUVER TO ALLOW GUNNERS TO SUPPRESS</li> <li>• CONVOY COMMANDER CALLS FOR AND ADJUSTS INDIRECT FIRE</li> <li>• CONVOY COMMANDER REQUESTS QUICK-REACTION FORCE, IF NEEDED</li> </ul>

SLIDE 7-17

### **SLIDE 7-18. CONVOY DEFENSE - MAIN BODY**

The convoy commander must rehearse actions on contact for a variety of scenarios. The goal of each action is to free the convoy from contact so that it can continue its mission.

The purpose of the convoy is to reach its destination, not to destroy the enemy in a movement to contact. If the elements in contact cannot break contact, then the reserve is committed.

#### INSTRUCTOR'S NOTES:

1. As a summary of key considerations presented in this lesson, a sample convoy commander's coordination checklist is in [Figure 7-3](#), and a list of considerations for battlefield operating systems is in [Figure 7-4](#).
2. See Appendix A, Section III for STX, Convoy Operations and Negotiate a Belligerent Checkpoint.
3. See Appendix B for—
  - [T&EO, Defend a Convoy](#)
  - [T&EO, Negotiate a Belligerent Force Checkpoint](#)
  - [T&EO, Deliver Supplies or Humanitarian Aid](#)
  - [T&EO, Link Up With a Convoy](#)

#### CONVOY DEFENSE (MAIN BODY)

- MAIN BODY RETURNS FIRE AND IF IT HAS SUFFICIENT PERSONNEL, LEADERS ORGANIZE AND ATTEMPT TO FIGHT THROUGH AMBUSH
- IF FORCES ARE SPLIT, ELEMENTS FORWARD OF AMBUSH MOVE TO NEXT LINKUP POINT
- ELEMENTS DECISIVELY ENGAGE DISMOUNT AND PROVIDE LOCAL SECURITY
- ELEMENTS NOT IN CONTACT SECURE THEMSELVES AND AWAIT COMMITMENT OF RESERVE

BOP 7-12

<b>OPERATION ORDER</b>	
<p>1. SITUATION:</p> <p>a. Enemy Forces.</p> <p>(1) Weather and Light Data.</p> <p>(a) Temperature.</p> <p>(b) Wind speed and direction.</p> <p>(c) Forecast.</p> <p>(d) Light data.</p> <p>(e) Effect on convoy operations.</p> <p>(2) Terrain and Vegetation.</p> <p>(a) Description.</p> <p>(b) Effect on enemy.</p> <p>(c) Effect on convoy.</p> <p>(3) Road Conditions.</p> <p>(a) Description.</p> <p>(b) Construction materials.</p> <p>(c) Substantial loads and speeds/considerations.</p> <p>(d) Road width.</p> <p>(e) Road signs.</p> <p>(f) Bridge classification/width.</p> <p>(g) Overpass restrictions (height).</p> <p>(h) Fords.</p> <p>(4) Identification of Enemy Forces.</p> <p>(a) Uniforms and headgear.</p> <p>(b) Weapons, vehicles, aircraft type, and markings.</p> <p>(5) Enemy Locations.</p> <p>(a) Suspected.</p> <p>(b) Known.</p>	<p>(c) Minefields.</p> <p>(d) Obstacles.</p> <p>(6) Disposition.</p> <p>(a) Strength.</p> <p>(b) Morale.</p> <p>(c) Reinforcement capability.</p> <p>(d) Expected course of action.</p> <p>b. Civilians/Noncombatants: ROE.</p> <p>(1) Populated areas.</p> <p>(2) Probable reaction.</p> <p>c. Neutral Nation Observers.</p> <p>(1) Uniforms.</p> <p>(2) Locations.</p> <p>d. Friendly Forces.</p> <p>(1) Mission next higher headquarters.</p> <p>(2) Intent next higher headquarters.</p> <p>(3) Locations of adjacent and supporting units.</p> <p>(4) Planned actions of adjacent and supporting units.</p> <p>(5) Units providing fire support.</p> <p>e. Attachments/Detachments.</p> <p>(1) Effective times.</p> <p>(2) Unit identification.</p> <p>(3) Type of control.</p>
	<p>2. MISSION: Who, what (task), when, where, and why (purpose).</p>

Figure 7-2. Example of a convoy commander's operation order format.

<p>3. EXECUTION:</p> <p>a. Concept of the Operation. Purpose.</p> <p>b. Maneuver (task and purpose for each subelement).</p> <p>(1) Fire support (task and purpose).</p> <p>(a) Target list.</p> <p>1. Target number.</p> <p>2. Locations and terrain features.</p> <p>3. Description, munitions, size.</p> <p>4. Type (linear, and so forth).</p> <p>5. Purpose.</p> <p>(b) Priority of fires.</p> <p>(c) Control of fires.</p> <p>(d) Accessed/requested (On...Channel...Frequency)</p> <p>(2) Subunit mission.</p> <p>(a) Preparation during convoy movement and during halts.</p> <p>(b) During de-trucking and unloading.</p> <p>(3) Detailed instructions.</p> <p>(a) Load plan.</p> <p>1. Number and type vehicles.</p> <p>2. Crew and vehicle assignments.</p> <p>3. Gross vehicle weight restrictions.</p> <p>4. Distribution of weapon systems (TOW, MK 19, caliber .50, AT4, M60)</p> <p>5. Sequence of loading and unloading.</p> <p>(b) Order of movement.</p> <p>(c) Formations day and night.</p> <p>(d) March interval and speed.</p> <p>1. Day.</p>	<p>2. Night.</p> <p>3. Various road segments and terrain.</p> <p>(e) Routes.</p> <p>1. Primary.</p> <p>2. Alternate.</p> <p>3. Known danger areas.</p> <p>4. Intersections.</p> <p>5. Planned fire support target locations.</p> <p>6. Checkpoints.</p> <p>7. Phase lines.</p> <p>8. Route clearance plan.</p> <p>9. Traffic control points.</p> <p>10. Staging or marshalling area.</p> <p>11. Start and release points.</p> <p>12. Destination point and de-trucking point.</p> <p>(f) Actions on enemy contact.</p> <p>1. Near ambush.</p> <p>2. Far ambush.</p> <p>3. Booby trap.</p> <p>4. Mechanized and armor confrontation.</p> <p>5. Sniper contact.</p> <p>6. Aerial attack.</p> <p>7. Indirect fire.</p> <p>(g) Actions at danger areas.</p> <p>1. Known intersections.</p> <p>2. Forging sites and bridges.</p> <p>3. Large open areas.</p> <p>4. Defiles, sharp inclines, and overpasses.</p>
--	--

Figure 7-2. Example of a convoy commander's operation order format (continued).

- 5. Roadblocks, traffic control points.
- (h) Actions at obstacles.
  - 1. Minefields.
  - 2. Obstructive debris.
- (i) Actions upon vehicle emergency and accident recovery procedures.
- (j) Actions upon short halts.
- (k) Actions upon long halts.
  - 1. Unplanned (longer than 30 seconds).
  - 2. Who dismounts. How far they push out to establish local security perimeter.
- (l) Treatment of escorted noncombatants.
  - 1. Translator, communication, liaison between senior civilian leader and platoon leader.
  - 2. Civilian provisions (warmth, rations, water, and hygiene).
- (m) Driver rotation and relief during extended drives.
- (n) Driving during limited visibility.
  - 1. Driver and track commander wear night observation devices.
  - 2. Reduce speeds.
- (o) Catch-up during break in contact.
- c. Coordinating Instructions.
  - (1) MOPP level.
  - (2) Preventive maintenance checks and services completion time.
  - (3) Marshall time and place.
  - (4) Technical inspection time (maintenance personnel).
  - (5) Initial inspection time and place.
  - (6) Communications exercise time (OIC/NCOIC).
  - (7) Briefback time by key leaders.
  - (8) Rehearsal time.
  - (9) Final inspection time.
  - (10) Load time.
  - (11) Start point time.
  - (12) All vehicles will have a designated track commander.
  - (13) All vehicles will have at least one map for each vehicle and at least one person with the operations graphics committed to memory.
- 4. SERVICE AND SUPPORT
  - a. Rations and Water.
    - (1) Rations and water for each man.
    - (2) Emergency rations.
  - b. Equipment/Supplies.
    - (1) Basis of issue items/pioneer tools.
    - (2) Rucksack plan.
    - (3) Resupply plan.
    - (4) Refuel plan.
  - c. Maintenance Plan.
    - (1) Vehicle services.
    - (2) Recovery plan.
    - (3) Bumper number and location of mechanics in each chalk.
    - (4) Bumper number and location of tow bars.
  - d. Method of Handling Wounded and Dead.
    - (1) Location of medical vehicles and aidmen.
    - (2) Method of evacuating casualties.
  - e. Evacuation of Captured Personnel and Equipment.
    - (1) Evacuation and handling of enemy prisoners of war (Geneva Convention and five Ss).
    - (2) Evacuation, processing, and reporting of captured equipment, documents, and intelligence requirements.

Figure 7-2. Example of a convoy commander's operation order format (continued).

- 5. COMMAND AND SIGNAL
  - a. Command.
    - (1) Chain of command.
    - (2) Location of key leaders and radiotelephone operators.
  - b. Signal.
    - (1) Each vehicle will have at least one radio.
    - (2) Key leaders will have at least two radios in their vehicles.
    - (3) Channels, frequencies, and call signs for internal communications and external, adjacent, supporting units.
    - (4) Authentication table, SOL, current time period in effect.
    - (5) Code words.
    - (6) Brevity codes, operational schedules.
    - (7) Location of fill devices.
    - (8) Number combinations, challenges, and password by time period.
    - (9) Arm-and-hand signals.
    - (10) Pyrotechnics, flares, and other signals.
    - (11) Personnel status, logistics status, and status reports required and time sent.

Figure 7-2. Example of a convoy commander's operation order format (continued).

- | STATUS | EVENT  |
|--------|--|
| _____  | Status of vehicles (with tow bars), weapons, and personnel manifest.   |
| _____  | Weather update.  |
| _____  | Intelligence update (enemy sightings, obstacles).  |
| _____  | Operations update (by battalion S3).   |
| _____  | Status attachments (who, what, mandatory attendance at warning order, operation order, rehearsals).  |
| _____  | Approved routes (with alternatives) and control measures (copies provided to each track commander). Remain overnight plan, if required. Bump plan. Include dispersion plan at destination. |
| _____  | Fire support plan with overlay (copy provided to each track commander).  |
| _____  | Warning order prepared and issued (within 1 hour of receipt of mission).   |
| _____  | Air mission briefing for aviation contingencies.   |
| _____  | Current rules of engagement briefing.  |
| _____  | Logistical support (static security posts, fuel, casualty evacuation, maintenance, and recovery).  |
| _____  | Call signs and frequencies of stationary elements convoy will pass through and communications exercise.  |
| _____  | Reserve force plan (call signs and frequencies).   |
| _____  | Operation order prepared and issued.   |
| _____  | Priority rehearsals—actions on contact, breach obstacle, react to indirection fire, actions at halts, and MOUT.  |
| _____  | All units have sufficient Class I and V.   |
| _____  | All vehicles inspected for contraband and bombs and so forth.  |
| _____  | Distribution plan for critical and sensitive items.  |
| _____  | Route status briefing.   |
| _____  | Lane marking techniques and materials verified.  |

Figure 7-3. Example of convoy commander's coordination checklist.

<p><b>INTELLIGENCE:</b></p> <ul style="list-style-type: none"> <li>• Support staff IPB process to identify choke points, bridges, tunnels, critical road junctions, and populated areas.</li> <li>• Provide intelligence brief and update to all commanders to include 1:50,000 enemy situation overlay.</li> <li>• Maintain situation map.</li> <li>• Maintain incident map to facilitate pattern analysis.</li> <li>• Maintain threat order of battle database.</li> <li>• Debrief convoy security elements and commanders.</li> <li>• Coordinate for Quickfix and unmanned aerial vehicle support.</li> </ul> <p><b>MANEUVER:</b></p> <ul style="list-style-type: none"> <li>• Order of movement: advance guard, main body, rear guard.</li> <li>• Distance between vehicles based on METT-T.</li> <li>• The convoy commander operates on the following nets: <ul style="list-style-type: none"> <li>— Convoy internal net.</li> <li>— Battalion-level command net.</li> <li>— Fire support net.</li> </ul> </li> <li>• The battle drill for the convoy when encountering an ambush is— <ul style="list-style-type: none"> <li>— Main Body (the escorted unit) Actions. <ul style="list-style-type: none"> <li>– Main body returns fire and attempts to fight through ambush.</li> <li>– If forces are split, elements forward of the ambush move to the next static security post.</li> <li>– Elements decisively engaged dismount and provide local security.</li> <li>– Elements not in contact secure themselves and await commitment of the reserve or additional forces from static security posts (antitank/military police).</li> </ul> </li> <li>— Security Element Actions. <ul style="list-style-type: none"> <li>– Element in contact returns fire to suppress identified enemy positions.</li> <li>– Vehicle drivers maneuver to allow gunners to provide continued suppression of the enemy positions.</li> <li>– Convoy commander calls for and adjusts indirect fire on positively identified enemy positions.</li> <li>– Ground infantry deploys to eliminate the enemy position within capabilities.</li> </ul> </li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>– Convoy commander reports and requests assistance from reserve force, if required.</li> <li>– Aviation asset designates landing zones.</li> <li>– Reserve force arrives and deploys.</li> <li>– Convoy commander reorganizes and continues mission.</li> <li>– If breach is required, lead security provides overwatch while engineer squad breaches. Rear security provides the reserves.</li> </ul> <p>— Reserve Force (air assault or heavy force).</p> <ul style="list-style-type: none"> <li>– Brigade tactical operations center alerts the reserve company commander.</li> <li>– Company commander designates reaction platoon, hot loads air assets, or loads Bradleys, and deploys them on order (within 30 minutes).</li> <li>– Company commander deploys with reaction platoon.</li> <li>– Executive officer leads the remainder of the reserve company, if necessary.</li> <li>– Reaction force deploys.</li> <li>– Reserve force contacts the convoy commander on the battalion command net.</li> <li>– Reserve force company commander takes control of combat operations to allow the convoy commander to continue.</li> </ul> <p>— Security at Halts (two types).</p> <ul style="list-style-type: none"> <li>– Short halts. <ul style="list-style-type: none"> <li>o Main body closes to within 25 meters, pulls to one side of the road, and awaits instructions. Lead vehicle determines which side to stop, others follow.</li> <li>o Convoy stays loaded up and ready to move.</li> </ul> </li> <li>– Long halts. <ul style="list-style-type: none"> <li>o Main body closes to within 25 meters.</li> <li>o Vehicles halt in place; convoy commander determines if the convoy remains in place or pulls to one side of the road.</li> <li>o Infantry platoon dismounts to secure the main body.</li> <li>o Drivers and track commanders dismount to secure vehicles.</li> <li>o Convoy is prepared to move with 5 minutes.</li> </ul> </li> <li>– Reaction to indirect fire.</li> </ul>
--	---

Figure 7-4. Battlefield operating systems.

<ul style="list-style-type: none"> <li>• Convoy increases speed and moves out of impact area. Vehicles move forward to rally at next static security post.</li> <li>• Vehicles do not drive into the impact area. If rounds are observed landing to the front, these vehicles conduct a short halt until they can move through.</li> </ul> <p><b>FIRE SUPPORT:</b></p> <ul style="list-style-type: none"> <li>• Fire support assets may be positioned along the route.</li> <li>• A target list with priority targets is provided to the convoy commander and supporting indirect fire assets.</li> <li>• Convoy commander shifts priority targets as convoy moves along the route.</li> <li>• Convoy commander coordinates fires with the maneuver commander who owns the ground.</li> <li>• Attack helicopters or USAF CAS aircraft cover areas beyond range of artillery.</li> <li>• Q36 or Q37 radars are used to detect and employ counter fire against enemy indirect fire assets that attack the convoy.</li> </ul> <p><b>MOBILITY/SURVIVABILITY:</b></p> <ul style="list-style-type: none"> <li>• Precede each convoy with an M1 tank section with mine rollers to protect the convoy from hitting a minefield that was emplaced after the route clearing element has cleared the route. In the event the M1 tanks are not available, the attached engineer squad moving with the advanced guard must conduct hasty clearing based on IPB and the minefield indicator checklist.</li> <li>• Assume all obstacles are booby trapped.</li> <li>• Do not cut trip wires.</li> <li>• Do not attempt to move discovered mines. These mines should be blown in place.</li> <li>• Do not shoot at mines.</li> <li>• Do not operate radios or electronic equipment in the vicinity of wires of discovered mines.</li> <li>• Do not attempt to bypass discovered mines.</li> <li>• Hasty or deliberate route sweeping operations are slow and deliberate; conduct sweeping operations only in the daytime.</li> <li>• Be suspicious of dummy, surface-laid mines; no two minefields will be exactly alike.</li> </ul>	<ul style="list-style-type: none"> <li>• Detect mines and report them.</li> <li>• Do not group personnel together; always stay 25 to 50 meters apart.</li> </ul> <p><b>AIR DEFENSE:</b></p> <ul style="list-style-type: none"> <li>• Despite air supremacy, the possibility of air attack should be considered.</li> <li>• Air defense officer and S2 develop an aerial IPB.</li> <li>• Use passive air defense measures: <ul style="list-style-type: none"> <li>— Conceal the load.</li> <li>— Eliminate glare by using mud, tape, cardboard, or camouflage nets to cover headlights, mirrors, and portions of the windshields.</li> <li>— Try to reduce dust clouds. Reduce speed to reduce dust.</li> <li>— Use routes that offer concealment.</li> <li>— Use air guards.</li> </ul> </li> </ul> <p><b>COMBAT SERVICE SUPPORT:</b></p> <ul style="list-style-type: none"> <li>• Inspect all vehicles for bombs and contraband.</li> <li>• Convoys supported by a logistical and medical package operating out of the brigade support area.</li> <li>• Main support battalion responsible for reinforcing (sandbag floors and sides) all troop-carrying vehicles.</li> <li>• Primary means of medical evacuation is air and secondary means is ground. Conduct a daily air mission briefing.</li> <li>• Dedicate an ambulance for each convoy.</li> <li>• Each convoy is prepared to self-recover up to two vehicles and evacuate them to the nearest static security post.</li> <li>• Static security posts are designated as collection points for enemy prisoners of war, casualties, and maintenance.</li> </ul> <p><b>COMMAND/CONTROL:</b></p> <ul style="list-style-type: none"> <li>• Command and control of convoys operating on the lines of communication is the responsibility of a battalion-level command.</li> <li>• Control, dispatching, clearance, and reporting are coordinated through the forward support battalion or brigade S4 on the brigade administrative/logistics net.</li> <li>• Fire support call signs and frequencies are disseminated.</li> <li>• Convoy commander must receive a movement order.</li> <li>• The escorted unit must rehearse battle drills.</li> </ul>
--	---

Figure 7-4. Battlefield operating systems (continued).

<ul style="list-style-type: none"> <li>• Rehearsals are conducted to integrate and synchronize all elements of the convoy.</li> <li>• Convoy size of the escorted unit is no more than 20 vehicles including the security element.</li> <li>• Battalion commander determines command and control for the reserves.</li> <li>• Convoys are broken down into serials of five vehicles with an NCO in charge of each vehicle.</li> <li>• Serial commander must have communications with the convoy commander (PRC-126).</li> <li>• Convoy communications are checked before the start point.</li> <li>• Aerial platforms and cellular phones used as alternate means of communications.</li> <li>• Aviation in support of convoy operations must be on the convoy commander's frequency.</li> </ul> <p><b>SPECIAL OPERATIONS (Civil Affairs/Psychological Operations):</b></p> <ul style="list-style-type: none"> <li>• Employ PSYOP loudspeakers to assist in dispersing civilians who hinder convoy movement.</li> <li>• Request civil affairs team assistance immediately if civilian crowds are blocking the main supply route.</li> <li>• Ensure each truck has cards in native language requesting civilians to disperse.</li> <li>• Report civilian requests for food, medical treatment, and so forth; do not stop to assist.</li> </ul> <p><b>MINEFIELD INDICATORS:</b></p> <ul style="list-style-type: none"> <li>• Damaged vehicles.</li> <li>• Dead animals.</li> <li>• Avoidance by local population.</li> <li>• Signs of digging.</li> <li>• Signs of concrete removal.</li> <li>• Holes or grooves in the road.</li> <li>• Boxes or parcels placed along the road or shoulder of the road.</li> <li>• Parked vehicles, bicycles, without operators.</li> <li>• Wires on the road surface or extending onto shoulders of the road.</li> <li>• Metallic devices on road surface.</li> <li>• Evidence of vegetation disturbance along shoulders of the road.</li> </ul>	<ul style="list-style-type: none"> <li>• Evidence of mine peculiar supplies: wrenches, shipping plugs, wrapping paper, safety collars from fuses.</li> <li>• IPB templating of likely ambush sites.</li> <li>• Knowledge of likely threat mines and recognition of threat mines. <ul style="list-style-type: none"> <li>— Observation of disturbances in previous tire tracks.</li> <li>— Disturbance of road potholes or puddles.</li> <li>— Differences in amount of moisture or dew on road surface.</li> </ul> </li> <li>• Be alert for any signs posted on trees that covertly alert the location populace to presence of mines. <ul style="list-style-type: none"> <li>— Difference in plant growth (wilting, changed colors, or dead foliage).</li> </ul> </li> </ul>
--	--

**Figure 7-4. Battlefield operating systems (continued).**

---

**GO TO [Lesson 8](#)**