

# Operational Tactics Manual

## Force dispersal

Force dispersal is the practice of spreading out soldiers and vehicles in an army. It's used to minimize the effects of collateral damage, such as from bombs and artillery, and can as much as double the number of artillery rounds needed to neutralize or destroy a military force. As more targets are spread out, more artillery and bombs are required to hit them all. It's also used on a squad level in counter-insurgency to minimize the effects of grenades. When individual soldiers are spaced apart, it's much more difficult for a single grenade to incapacitate them all. Force dispersal may also be used in urban guerrilla warfare and as a tactic by militias to combat military intelligence instead of collateral damage. In this use, breaking up into covert cells is meant to make it harder to eliminate the whole organization at once, and to reduce the damage when portions of it are discovered.

## Radio silence

In telecommunications, radio silence is a status maintained where all fixed or mobile radio stations in an area stop transmitting. In this sense, "radio station" means anything which transmits a radio signal. It is generally applied to the military, where regardless of the content of the transmission a radio transmission may give away a troop's position to the enemy — either audibly from the sound of talking, or by its use as a homing signal.

## High ground

High ground is a spot of elevated terrain which can be useful in military tactics. Fighting from an elevated position is easier for a number of reasons. Soldiers will tire more quickly when fighting uphill, will move more slowly, and if fighting in formation will have little ability to see beyond the soldiers in front of them. Likewise, soldiers fighting downhill won't get tired as quickly, will move faster, and will be able to see farther when in formation, aiding them in making smart tactical maneuvers. Furthermore, soldiers who are elevated above their enemies can get greater range out of low-speed projectiles.

## Infantry Minor Tactics

Infantry Minor Tactics or IMTs are the very basic tactics that are employed at the squad, section or platoon level. They are, generally speaking, reasonably similar across most modern armies.

In most situations, except static defense, IMTs are based on the principle of "fire and movement". That is firing and moving, often in pairs, one soldier firing to suppress or neutralize the enemy whilst the other moves either toward the enemy or to a more favourable position. The movement is often only 5-10 metres per move. This technique is sometimes referred to as "pepper-potting".

Perhaps the most basic of all IMTs is the "Basic Drill". The Basic Drill is the drill that all individual soldiers are supposed to perform if they come under "effective fire".

The basic drill is:

Run two or three steps

Drop to the ground or into cover

Crawl a few yards (or move under concealment/cover)

Observe

Shoot (identified targets of opportunity within effective range)

Move

Observe

Shoot

Move

Repeat until clear or enemy is contained.

The basic drill is designed to provide a the soldier with simple steps to follow under the stress of combat. The essential goal of the basic drill is to move the soldier into cover, remove him from the last position where he was likely to be seen by the enemy, and keep him him "positively engaged" with (identifying and shooting) any targets in his effective area until his commander makes an appraisal and issues instructions.

Fire and movement is the basic military tactic used by small unit commanders on the modern battlefield. It uses the power of suppressive fire to decrease the enemy's firepower, organization, intelligence, and morale. This tactic has been able to be brought to a new level with the advent of automatic weapons, but has been used in its basics since ancient times with slingers and archers providing covering fire for advancing infantry and cavalry.

## Overview

Fire and movement works on the basis of suppressing an enemy with an appropriate level of fire, whilst at the same time advancing. This will take the form of two units of whatever size appropriate, be it two soldiers or larger.

## Base of Fire

One unit will provide a base of fire from a position in order to suppress the enemy. This will take the form of sustained fire on the enemy position so as to prevent movement or return of fire on the advancing unit.

## Suppression

Heavy and continuous fire keeps an opponent suppressed and therefore limits the overall firepower of a unit (if a platoon has 30 soldiers, but only 15 are shooting back because the other 15 are being suppressed, you have tactically limited that unit's firepower by 50%). It also builds up confusion and sometimes panic for undisciplined forces. The fire cuts down on an enemy's intelligence in that they are not able to assess the situation as clearly. Finally the suppressive fire hurts an enemy's morale by scaring them, by the fire being continuous, it scares more then it kills, an enemy that hesitates the least bit is at a great disadvantage.

## Advance

Whilst a base of fire is set up the second unit will advance to cover in front, in the process setting up a new base of fire at this point.

After a new base of fire has been set up the first unit will advance, under cover of the new fire base, to a new position and set up another fire base there.

## Assault

This is repeated until the units have closed upon the enemy position. At this point a unit will close in on the enemy and destroy them.

## Overwatch

In modern warfare, overwatch is the state of one small unit supporting another, while they are executing fire and movement tactics. An overwatching, or supporting unit has taken a position where it can observe the terrain ahead, especially likely enemy positions. This allows it to provide effective covering fire for advancing friendly units.

## Center Peel

Center Peel, or simply Peel for short, is a type of retreat practiced by modern-day infantry. This particular tactic is more specifically designed for situations where smaller groups of infantry withdraw from an engagement of a much larger force. In general terms, it is a sloped or diagonal retreat from the enemy.

This tactic was designed with human psychology in mind. It begins with an infantry unit facing off with a larger force of enemies. Once the command is called, the soldiers implement a battle line formation facing into the enemy's midst. The soldiers then begin, or continue, to use suppressing fire to delay the enemy's attack and advance. Depending on the direction of the retreat, the second to last soldier on the farmost end, opposite the retreating direction, calls out, "Peel 1". Now, the infantryman next to him, on the end of the line, ceases fire, works his way behind the line towards the other side, takes a position one meter diagonally back from the farmost soldier on this side, and resumes suppressing fire. Then, the process repeats with the commands being simplified to "Peel", the 1 only there to signify the actual start of the tactic, and continues until the party has safely disengaged the target. The slanting motion of the tactic gives the impression of increasing numbers of infantry joining the battle, a psychological move designed to demoralize the opposition.

## Leapfrogging

Leapfrogging - This is the military tactic of using a combination of suppressive fire with either offensive forward movement or defensive disengagement. As members of a unit (element to platoon level) fire at the enemy, other members advance to cover; these two groups continually switch roles as they close with the enemy. This process may be done by "leapfrogging" by fireteams, but is usually done within fireteams along a squad/platoon battle line to simulate an overwhelming movement towards the enemy and make it more difficult for the enemy to distinguish specific targets. This military tactic takes continual of training and focused coordination to be effectively practiced on the modern battlefield. It is also a common tactic practiced by special forces to move to an extraction point once a mission has been completed.

## Ambush

An ambush is a long established military tactic in which an ambushing force uses concealment to attack an enemy that passes its position. Ambushers strike from concealed positions such as among dense underbrush or behind hilltops. The tactic is generally used to gather intelligence or to establish control over an area. Ambushes have been used consistently throughout history, from ancient to modern warfare. An ambush predator is a creature who uses similar tactics to capture prey without the difficulty and wasted energy of a chase. Always these creatures are masters of concealment, even with several of the techniques having been copied, such as camouflage.

## Planning

Ambushes are complex multi-phase operations and are therefore usually planned in some detail. First a suitable killing zone is identified. This is the place where the ambush will be laid. It is generally a place where enemy units are expected to pass, and which gives reasonable cover for the deployment, execution, and extraction phases of the ambush patrol. A path along a wooded valley floor would be a stereotypical example.

## Preparation

To be successful an ambush patrol must deploy into the area covertly, ideally under the cover of darkness. The patrol will establish secure and covert positions overlooking the killing zone. Usually, two or more cut off groups will be sent out a short distance from the main ambushing group into similarly covert positions. Their job is twofold; first to give the ambush commander early-warning of the approaching enemy (usually by radio), and second, when the ambush is initiated, to prevent any enemies from escaping. Another group will cover the rear of the ambush position and thus give all round defence to the ambush patrol.

Care must be taken by the ambush commander to ensure that fire from any weapon cannot inadvertently hit any other friendly unit.

## Waiting

Having set the ambush, the next phase is to wait. This could be for a few hours or a few days depending on the tactical and supply situation. It is obviously much harder for an ambush patrol to remain covert and alert if sentry rosters, shelter, sleeping, sanitary arrangements, food and water, have to be considered. Ambush patrols will almost always have to be self-sufficient as re-supply would not be possible without compromising their covert position.

## Execution

The arrival of an enemy in the area should be signalled by one of the cut-off units. This may be done by radio or by some other signal, but the enemy must not detect the signal. The ambush commander will have given a clear instruction for initiating the ambush. This might be a burst from an automatic weapon, use of an explosive device (such as a claymore mine or other directional weapon), or possibly a simple whistle blast. The ambush commander judges when the ambush will be most effective; therefore, giving the signal.

After the firefight has been won, the now compromised ambush patrol will need to leave the area as soon as it is practical to do so. Before this is done it is a common practice to clear the killing zone by checking bodies for intelligence, taking prisoners, and treating any wounded enemy. If communication orders permit, a brief contact report may be sent. This done, the ambush patrol will leave the area by a pre-determined route.

## Sniper

A sniper is an infantry soldier who specializes in killing selected enemies with a rifle at long ranges, from concealment. It requires the use of field craft and camouflage skills as well as excellent marksmanship.

## Training

Good training is essential to provide a sniper with the skills needed to perform well. Military sniper training aims to teach a high degree of proficiency in camouflage and concealment, stalking and observation as well as precision marksmanship under wide operational conditions. Trainees typically shoot thousands of rounds over a number of weeks, while learning these core skills.

Snipers are trained to squeeze the trigger straight back with the ball of their finger, to avoid jerking the gun sideways. The most accurate position is prone, with a sandbag supporting the stock, and the stock's cheek-piece against the cheek. In the field, a bipod can be used instead. Sometimes a sling is wrapped around the weak arm (or both) to reduce stock movement. Some doctrines train a sniper to breathe deeply before shooting, then hold their lungs empty while they line up and take their shot. Some go further, teaching their snipers to shoot between heartbeats to minimize barrel motion.

## Camouflage

Snipers employ camouflage and limit their movements in order to avoid detection.

Special care has to be taken with the telescopic sight, because the front lense can not be fully covered and is made of a highly reflective surface (normally polished glass) off which the glare of the sun can easily reflect, drawing attention to the sniper's position. Common solutions are to avoid exposure to direct sunlight by taking up a position in a shaded area or by cover the lense in non-reflective materials (some type of duct tape, fabric or metal mesh) leaving only a small slit to see through.

Snipers also have to take into account their appearance under infrared (IR) light, because many armed forces now employ thermal vision devices that work in this spectrum of light as opposed to normal night vision devices that simply gathers and intensifies normal light. Some clothes or equipment stand out when viewed with thermal vision devices and care has to be taken in selecting and covering equipment so that the sniper is not readily visible when viewed under infrared light. Clothing or equipment not readily visible under infrared light is said to have a "low IR signature". Plastic or foil "thermal blankets" can also be employed to cover a sniper and their equipment, but these in turn must then be camouflaged (often local foliage or material).

## Sniper tactics

### Shot placement

Shot placement varies considerably with the type of sniper being discussed. Military snipers who generally do not engage targets at less than 300 m (330 yd), usually attempt body shots, aiming at the chest. These shots depend on tissue damage, organ trauma and blood loss to make the kill. Police snipers who generally engage at much shorter distances may attempt head shots to ensure the kill. In instant-death hostage situations, police snipers shoot for the cerebellum, a part of the brain that controls voluntary movement that lies at the base of the skull. Some ballistics and neurological researchers have argued that severing the spinal cord at an area near the second cervical vertebra is actually achieved, usually having the same effect of preventing voluntary motor activity, but the debate on the matter remains largely academic at present.

### Positioning

To perform civil pacification, sniper-suppression, and intelligence, a sniper or pair of snipers will locate themselves in a high, concealed redoubt. They will use binoculars or a telescope to identify targets, and a radio to provide intelligence.

Snipers use deception, in the form of camouflage, unusual angles of approach, and frequent, often slow movement to prevent accurate counter-attacks. Some snipers are able to shoot an observant target from less than 90 m, while the target is searching for them, without being seen.

### Targets

Snipers can target personnel or materiel, but most often they target the most important enemy personnel such as officers or specialists (e.g. communications operators) so as to cause the maximum disruption of enemy operations. Other personnel they might target include those who pose an immediate threat to the sniper like dog handlers who are often employed in a search for snipers.

A sniper identifies officers by their appearance and behavior such as wearing high-rank uniforms, talking to radio operators, sitting as a passenger in a car, having military servants, or talking and moving position more frequently. If possible, snipers shoot in descending order by rank, or if rank is unavailable, they shoot to disrupt communications.

Since most kills in modern warfare are by crew-served weapons, reconnaissance is one of the most effective uses of snipers. They use their aerobic conditioning, infiltration skills and excellent long-distance observation equipment and tactics to approach and observe the enemy. In this role, their rules of engagement let them engage only high-value targets of opportunity.

### Psychological warfare

To demoralize enemy troops, snipers can follow predictable patterns. If the sniper kills the foremost man in a group of soldiers, none of them would walk first, as it was suicidal. This effectively decreased the army's willingness to search for rebel bases. An alternative approach is to kill the second man in a row, leading to the psychological effect that nobody will want to follow the "leader" on first position.

A common technique for a combat sniper to use when facing superior forces (especially those untrained in sniper or counter-sniper tactics) in relatively close combat is to fire at a particular target's abdomen; the specific objective being a slow death by blood loss. The hope is that, following the initial duck-and-cover reaction by the target's comrades, one or more of them will expose himself to further fire in an attempt to help the downed target. The sniper may then eliminate or attempt, again, the same type of shot on the comrade and repeat the cycle, thus maximizing his effectiveness. This has an extremely negative psychological effect on the sniper's target unit, as they are exposed to the suffering of their comrades, but are powerless to assist them.

The phrase "one shot, one kill" has gained notoriety in popular culture as a glorification of the "sniper mystique." The phrase embodies the sniper's tactics and philosophy of stealth and efficiency.

The exact meaning can be explained thus:

a single round should be fired, avoiding unnecessary and indiscreet firing every shot should be accurately placed, resulting in quick, suffering-free death for the enemy unlike other infantry, who fulfill many military needs, a sniper's role is solely to inflict death on the enemy.

### Counter-sniper tactics

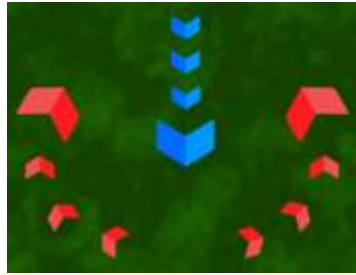
The occurrence of sniper warfare has led to the evolution of many counter-sniper tactics in modern military strategies. These aim to reduce the damage caused by a sniper to an army, which can often be harmful to both fighting capabilities and morale.

Ultimately, well-trained snipers are difficult to stop. However, there are methods available (used singly or in concert) which can be used to make life difficult for them or generally cause hindrance.

The risk of damage to a chain of command can be reduced by removing/concealing features which would otherwise indicate an officer's rank. If a sniper is attacking, they must be located in order to counter-attack. Another sniper is often used to hunt the enemy sniper, although many techniques can be used by defending forces to ascertain the sniper's location (besides direct observation). These include calculating the trajectory of a bullet by triangulation, i.e. using decoys to lure a sniper into firing, thereby possibly revealing his position. Traditionally, triangulation of a sniper's position was done manually, though radar-based technology has recently become available.

Apart from countering an enemy sniper by employing another sniper or using pincer movements to encircle the threat, various other tactics exist which can be used by a squad. These include directing artillery or mortar fire onto suspected sniper positions, plus the use of smoke-screens, emplacing tripwire-operated munitions, mines or other booby-traps. Even dummy trip-wires can be emplaced to inconvenience sniper movement. Where anti-personnel mines are unavailable, it is possible to improvise booby-traps by connecting trip-wires to fragmentation hand-grenades, smoke grenades or flares. Even though these may not kill the sniper they will reveal his location and artillery/mortar fire can then be directed onto the area. Booby-trap devices should be placed close to likely sniper hides or along the probable routes used into and out of the sniper's work area. Knowledge of sniper field-craft will assist in this task (such as a good sniper will fire at a target with the sun behind him, if he can).

## Pincer movement



The pincer movement (double envelopment) is a basic element of military strategy which has been used, to some extent, in nearly every war. The maneuver is mostly self-explanatory; the flanks of the opponent are attacked simultaneously in a pinching motion after the opponent has advanced towards the center of an army which is responding by moving its outside forces to the enemy's flanks, in order to surround it. At the same time, a second layer of pincers attacks on the more extreme flanks, so as to prevent any attempts to reinforce the target unit.

Most infantry combat, on every scale, is based in some fashion on this military tactic and it is commonly used by aircraft as well. It was vaguely described in Sun Tzu's *The Art of War*, but he argued that it was best to allow the enemy a path to escape, as he felt the target army would fight with more ferocity when completely surrounded.

## Flanking maneuver

In military tactics, a flanking maneuver, also called a flank attack, is an attack on the sides (or, less often, the rear) of an opposing force. If a flanking maneuver were to succeed, the opposing force would be surrounded from two or more directions, which often grants victory to the flanking side. As the flank is usually the weaker part of an army, flanking often gives the attacker an advantage on the psychological condition or the practical condition of an army, depending on the situation.

## Types of flanking

The flanking maneuver is one of the most basic tactics used in battles [2]. There are two types of flanking: In the first type, the principle of the flanking maneuver is to be sudden and able to catch the enemy by surprise, causing the enemy to overreact or retreat when they are surrounded from a few directions [3]. Usually this type of flanking is concealed in an ambush.

The second type is obvious and transparent, and thus gives the enemy a chance to prepare. A typical example will be a platoon encountering an isolated enemy combat outpost. Taking fire from the combat outpost, the platoon commander may decide to flank. In this case, one third to two thirds of his platoon may remain in position and "fix" the enemy with suppressive fire. This prevents the enemy from retreating or reorienting to a new threat. The remainder of the platoon will advance discreetly to the flanks of the enemy, before destroying the enemy in rushes. Because of the possibility of fratricide, coordination is very important.

The most effective form of flanking maneuver is the double-envelopment that involves simultaneous flanking from both ends of the line of battle.



## Guerrilla warfare

Guerrilla warfare is a method of combat by which a smaller group of combatants attempts to use its mobility to defeat a larger, and consequently less mobile, army. Typically the smaller guerrilla army will either use its defensive status to draw its opponent into terrain which is better suited to the former or take advantage of its greater mobility by conducting strategic surprise attacks.

### Tactics

Guerrilla tactics are based on intelligence, ambush, deception, sabotage, and espionage, undermining an authority through long, low-intensity confrontation. It can be quite successful against an unpopular foreign regime: a guerrilla army may increase the cost of maintaining an occupation or a colonial presence above what the foreign power may wish to bear.

Guerrilla warfare is the expression of Sun Tzu's Art of War, as opposed to unlimited use of brute force. Guerrillas are in danger of not being recognized as lawful combatants because they may not wear a uniform, (to mingle with the local population), or their uniform and distinctive emblems may not be recognised as such by their opponents.

Guerrilla warfare is classified into two main categories: urban guerrilla warfare and rural guerrilla warfare. In both cases, guerrillas rely on a friendly population to provide supplies and intelligence. Rural guerrillas prefer to operate in regions providing plenty of cover and concealment, especially heavily forested and mountainous areas. Urban guerrillas, rather than melting into the mountains and jungles, blend into the population and are also dependent on a support base among the people.

For the urban guerrilla, who starts from nothing and who has no support at the beginning, logistics are expressed by the formula MMWAE, which is:

M—mechanization M—money W—weapons A—ammunition E—explosives

Conventional logistics can be expressed with the formula FFEA:

F—food F—fuel E—equipment A—ammunition

It is a tactic that aims at the development of urban guerrilla warfare, whose function will be to wear out, demoralize and distract the enemy forces, permitting the emergence and survival of rural guerrilla warfare, which is destined to play the decisive role in the revolutionary war.

The initial advantages of Guerrilla warfare are:

1. He must take the enemy by surprise.
2. He must know the terrain of the encounter.
3. He must have greater mobility and speed than the police and other repressive forces.
4. His information service must be better than the enemy's.
5. He must be in command of the situation, and demonstrate a decisiveness so great that everyone on our side is inspired and never thinks of hesitating, while on the other side the enemy is stunned and incapable of acting.

The urban guerrilla's best ally is the terrain, and because this is so he must know it like the palm of his hand. To have the terrain as an ally means to know how to use with intelligence its unevenness, its high and low points, its turns, its irregularities, its fixed and secret passages, its abandoned areas, its thickets,

etc., taking maximum advantage of all of this for the success of armed actions, escapes, retreats, covers, and hiding places. Impasses and narrow spots, gorges, streets under repair, police checkpoints, military zones and closed-off streets, the entrances and exits to tunnels and those that the enemy can close off, corners controlled or watched by the police, traffic lights and signals; all this must be thoroughly known and studied in order to avoid fatal errors.

Our problem is to get through and to know where and how to hide, leaving the enemy bewildered in areas he doesn't know.

## MOBILITY AND SPEED

To insure a mobility and speed that the police cannot match, the urban guerrilla needs the following:

1. Mechanization
2. Knowledge of the terrain
3. A disruption or suspension of enemy transport and communications
4. Light weapons

By carefully carrying out operations that last only a few moments, and leaving the site in mechanized vehicles, the urban guerrilla beats a rapid retreat, escaping capture.

we want to have a safe margin of security and be certain to leave no tracks for the future, we can adopt the following methods:

1. Deliberately intercept the police with other vehicles, or by seemingly casual inconveniences and accidents; but in this case the vehicles in question should neither be legal nor have real license numbers
2. Obstruct the roads with fallen trees, rocks, ditches, false traffic signs, dead ends or detours, or other clever methods
3. Place homemade mines in the way of the police; use gasoline or throw Molotov cocktails to set their vehicles on fire
4. Set off a burst of submachine gun fire or weapons such as the FAL aimed at the motor and tires of the cars engaged in the pursuit

With these precautions, the missions which the urban guerrilla can undertake are the following:

1. assaults
2. raids and penetrations
3. occupations
4. ambushes
5. street tactics
6. strikes and work stoppages
7. desertions, diversions, seizures, expropriation of weapons, ammunition and explosives
8. liberation of prisoners
9. executions
10. kidnappings
11. sabotage
12. terrorism
13. armed propaganda
14. war of nerves

## Attrition warfare

Attrition warfare is a strategic concept which states that to win a war, one's enemy must be worn down to the point of collapse by continuous losses in personnel and materiel. The war will usually be won by the side with greater such reserves.

## Crossfire

A crossfire (also known as "interlocking fire") is a military term for the siting of weapons so that their arcs of fire overlap.

Siting weapons this way is an example of the application of the defensive principle of mutual support. The advantage of siting weapons that mutually support one another is that it is difficult for an attacker to find a covered approach to any one defensive position.

## Booby trap

In warfare, a booby trap is an antipersonnel device placed in building or in a noncombat area that has a psychological draw for enemy soldiers.

A booby trap is distinguished from a land mine by the fact that it is an improvised weapon.

Booby traps can also be applied as defensive weapons against unwelcomed guests or against non-military trespassers, and some people set up traps in their homes to keep people from entering. These civilian booby traps might use a non-lethal method, such as a strong electric shock, rather than explosives.

A booby trap does not necessarily incorporate explosives in its construction, though they commonly do. Massive objects, such as a heavy log, or a boulder, arranged in such a manner as to fall down and crush the unfortunate person who disturbs the trigger mechanism, are also booby traps. So is a concealed pit with sharpened stakes in the bottom (often referred to as Punji sticks).

## Snares:

Fish hooks (usually barbed) are hung by light-weight fishing line in brush and trees at face level. As an intruder moves along a trail, he or she can easily catch a hook in the face.

## Shotgun Shell on a Rat Trap:

A shotgun shell is attached to a standard rat trap and painted so as to camouflage the apparatus. It is then positioned on a tree or rock with the shotgun shell pointing to strike the victim's region and rigged to a trip wire. Note that the trip wire for this device has to be aligned with the shotgun shell's blast cone.