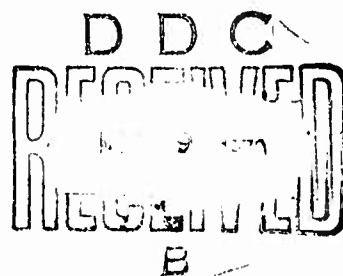


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CRITICAL COMBAT PERFORMANCES,
KNOWLEDGES, AND SKILLS REQUIRED OF THE
INFANTRY RIFLE SQUAD LEADER

Tactical Movement

by
Henry E. Kelly and Fred K. Cleary

December 1969

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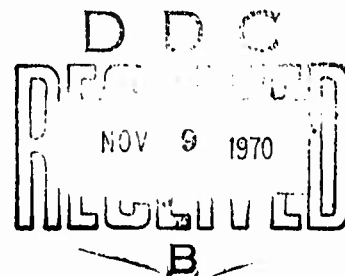
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HumRRO Division No. 4

HUMAN RESOURCES RESEARCH ORGANIZATION
operating under contract with
THE DEPARTMENT OF THE ARMY

FOREWORD

In response to a request from the United States Army Infantry School (USAIS), HumRRO Division No. 4 initiated a Technical Advisory Service research project to identify and record the critical combat performances, knowledges, and skills required of the Infantry Rifle Squad Leader (IRSL) and the Infantry Fire Team Leader (IFTL).

The requirements imposed upon the IRSL and IFTL are essentially the same, except that the former is responsible for the control of the men and fires of both fire teams in a rifle squad, rather than only one. The senior IFTL within each squad must be prepared to assume effective leadership of the squad immediately if the IRSL becomes a casualty, completes a prescribed combat tour, or is absent for any reason. Since it is common practice to provide the same training for candidates for both positions of leadership and to employ the outstanding candidates in the higher position, each paper in this series will set forth the critical requirements imposed upon the IRSL and, therein, those imposed upon the IFTL as well.

Under Work Unit LEAD, Work Sub-Unit I, the critical combat performances, knowledges, and skills of the Infantry Rifle Platoon Leader were published in a series of 41 papers covering a like number of subject areas. Each paper was published with prior review and concurrence by the USAIS Instructional Departments concerned. These papers are being used as the primary source of data in completing a parallel series of papers for the Infantry Rifle Squad Leader and the Infantry Fire Team Leader. This document details the requirements pertaining to tactical movement.

This Technical Advisory Service research is being performed at HumRRO Division No. 4, Fort Benning, Georgia. The present Director is Dr. T. O. Jacobs.

Military support for this study is being provided by the U.S. Army Infantry Human Research Unit, Fort Benning, Georgia. LTC Chester I. Christie, Jr. is the present Unit Chief.

HumRRO research is conducted under Army Contract DAHC 19-70-C-0012.

Meredith P. Crawford
President
Human Resources Research Organization

TACTICAL MOVEMENT

General Considerations

Introduction

Tactical movement is movement of troops and equipment with a tactical mission under combat conditions when not in direct ground contact with the enemy, i.e., movement in a combat zone by a unit that anticipates making contact with the enemy and is prepared to react to the contacts anticipated. Tactical movement starts when a unit begins movement from a secure area, includes halts en route and reaction to air contact, and ends when the unit makes ground contact or reaches its destination. The unit may be moving forward, laterally, or to the rear--on foot; mounted in land, air, or water vehicles; or by a combination of these means. It anticipates and prepares for both air and ground contact, although the probability of making both types, or either type, will vary from low to high (i.e., from a remote possibility to a practical certainty). In counterguerrilla operations, for example, the probability of air contact--even aerial observation--may be low, while that of ground contact usually is high. In non-counterguerrilla operations, however, the reverse is more common. The probability of air contact usually exists--anywhere in the combat zone--while that of ground contact usually is reduced, unless moving near or forward of the FEBA. Preparation for maximum reaction in all directions or to all conceivable situations seldom is feasible or even possible. Instead, as a matter of practicality, a unit prepares according to the likelihood that a given contact will be made and according to the extent of the threat presented by the anticipated contact. For example, a unit anticipating contact with armor orients its preparation toward antitank measures, with greatest emphasis in the direction of greatest threat. A unit anticipating contact with foot troops, with the threat about the same in all directions--a common situation in counterguerrilla operations--seeks to establish equal security all-around and, if possible, maintains a reserve force capable of rapid reaction in any direction.

A unit prepares for and conducts tactical movement with full realization that it may have difficulty in detecting a well-hidden enemy in position and, unavoidably, be in a less-than-advantageous position when it detects the enemy or comes under effective fire. With this realization, it uses available aerial reconnaissance and air cover; may reconnoiter by fire before or during crossing exposed or otherwise dangerous areas, or when contact appears imminent; may use a positioned base-of-fire element to cover movement in selected situations; and may use a positioned forward observer to call for and adjust supporting fires. In addition, terrain permitting, a unit moving on foot may employ motorized or mechanized security detachments which move by bounds--this increased mobility being particularly valuable for point and flank security.

Regardless of the security measures taken by higher commanders, the IRSL remains responsible for his squad's security during tactical movement, especially in close-in security. He must take the measures required to protect the squad from enemy observation and to deny the enemy information about the movement. The measures he takes must provide warning sufficient to allow the squad to protect itself against attack and to react according to the mission assigned for the movement.

The squad may move as part of the main body or be assigned any of several security missions. When assigned a security mission, the squad attacks, defends, or delays as necessary to accomplish its mission.

Scope

This paper covers the combat performances, knowledges, and skills critical to the IRSL in planning and directing his squad's actions when assigned security missions as part of a rifle platoon conducting or participating in tactical movement. Coverage includes the security and control measures common to both day and night movement and those applicable specifically to night movement; and the actions of the squad, on foot, or mounted, in these roles: point of the advance party of the advance guard; rear point of the rear party of the rear guard; flank guard of the company advance party--with a fire team as point--when the platoon is the advance guard of the company.

When operating alone, other than as a patrol, the squad's actions are essentially those of a patrol. These actions are covered in the paper Patrolling and are repeated in this paper only as required for clarity and continuity.

Closely related material is contained in the papers Mission, Organization, and General Operation of the Rifle Squad and Platoon; Offensive Operations; Defensive Operations; Airmobile Operations; Squad Formations, Battle Drill, and Elementary Fire and Maneuver; Mounted and Dismounted Platoon Combat Formations; Patrolling; Land Navigation; Radio Communication; Messenger Communication; Visual, Sound, and Tactual Communication; Use of Indirect Supporting Fires; Infrared Weaponsight and Image Intensification Devices; Observation, Combat Intelligence, and Reporting; Counterintelligence; Cover, Concealment, and Camouflage; and Protection Against Mines, Boobytraps, and Warning and Illuminating Devices.

Materiel

All TOE equipment normally found in Infantry, Mechanized, Airborne, and Airmobile rifle squads.

Weapons, vehicles, and equipment provided by the platoon, company, or higher unit from sources outside the rifle squad, including, but not limited to: artillery, mortar or air fire support; wheeled, tracked, or aerial vehicles; radios, pyrotechnics, or other control or communication items; binoculars, infrared weaponsights, and image intensification devices; ropes and other stream-crossing expedients; luminous tape and other personnel and equipment marking and identification means; camouflage sticks, nets, garnishing material, and other items for camouflaging personnel and equipment; mine detectors and equipment and material for obstacle clearing or route improvement.

Battlefield Cues

Orders, information, and guidance from the IRPL and higher commanders, including maps and overlays.

Information of the enemy, weather, terrain, and the indigenous population obtained by the squad or provided by the platoon or higher headquarters.

Enemy targets, including land vehicles and aircraft, suitable for engagement with organic or supporting fires.

Receipt of fire or other contact, or threat of contact with the enemy.

Fields of fire and observation, concealment and cover, obstacles, key terrain, and avenues of approach noted during reconnaissance or during tactical movement.

Performances, Knowledges, and Skills

1. THE IRSI WILL PLAN AND DIRECT HIS SQUAD'S ACTIONS AS PART OF A RIFLE PLATOON PARTICIPATING IN DAYLIGHT TACTICAL MOVEMENT.

He must : know that tactical movement is movement in a combat zone by a unit that anticipates making contact with the enemy and is prepared to react to each contact anticipated. 1

: know that tactical movement: 2

a. May be made:

(1) Forward, laterally, or to the rear.

(2) Dismounted (i.e., on foot); mounted in land, air, or water vehicles; or by combinations of these means.

b. Begins when the unit starts moving from a secure area.

c. Includes halts en route, reactions to air contact, and reactions to ground contact that involve the unit's security elements but do not require major elements to deploy and maneuver.

d. Ends when ground contact requires major elements to deploy or when the unit reaches its movement destination.

He will : recognize that the probability of making contact--ground, air, or both--will vary from very low to very high--from a remote possibility to a practical certainty--according to such factors as the enemy's ground strength and air capability, and the portion of the combat zone in which the unit moves. 3

: know that, although preparation for maximum reaction to all possible contacts is seldom feasible or even possible, commanders: 4

a. Always anticipate both air and ground contact and prepare for both.

b. Give first priority to preparing for the anticipated contacts--air or ground:

(1) Deemed most likely to occur.

(2) Which, if made, are most likely to interfere significantly with movement.

c. Allot time remaining to preparation for anticipated contacts:

- (1) Deemed least likely to occur.
- (2) Which, if made, are least likely to interfere significantly with movement.

He must : know that, as security and control measures, the IRPL and higher commanders may establish communication nets and prescribe formations, and: 5

a. For control, may designate any of these:

- (1) Start points.
- (2) General or specific routes.
- (3) Checkpoints.
- (4) Phase lines.
- (5) Boundaries.
- (6) Contact points.
- (7) March objectives.
- (8) Release points.

b. For security, may:

- (1) Assign subordinate units specific security missions during the movement, e.g.:
 - (a) Battalion assigns a rifle company as advance guard.
 - (b) This company assigns a rifle platoon as advance party.
 - (c) This platoon assigns a rifle squad as point.
- (2) Require units assigned security missions, or all units of the command, to establish march outposts during halts en route.
- (3) Employ aerial observation and aerial cover, if available.

He will : know that, except in the conduct of platoon patrols, a rifle platoon's involvement in tactical movement normally is as part of its parent company. 6

- : know that, except in the conduct of squad patrols, a rifle squad's involvement in tactical movement normally is as part of its parent platoon. 7
- : know that, when participating in tactical movement, his squad/platoon may move as part of the main body or be employed as part of the forces providing security for the main body. (See subsequent performances for discussions of the several security missions a rifle squad may be assigned when participating in tactical movement.) 8
- He must : recognize that the security measures taken by the IRPL and higher commanders--no matter how detailed these measures may be--do not lessen his inherent responsibility for his squad's close-in security, and emphasize to his IFTLs and men their continuing responsibilities for squad, fire team, and individual security. 9
- : seek always to expend manpower and effort as economically as is consistent with maintaining security adequate to ensure that the squad's capability to react swiftly to protect itself or execute its mission is not significantly diminished. 10
- : move his squad in standard squad combat formations and, as required by orders or circumstances, employ fire and maneuver, fire and movement, and standard and nonstandard battle drill. (The responsibilities of the IRSL to educate, train, and practice his men in these formations and movements are covered in Squad Formations, Battle Drill, and Elementary Fire and Maneuver.) 11
- He will : both in preparing for tactical movement and during movement, use all available means to secure timely information of the terrain and the enemy, including, as applicable and possible: 12
- a. Study of maps and map substitutes.
 - b. Reconnaissance of the terrain, including aerial reconnaissance.
 - c. Continuing exchange of information with the other squads of the platoon and with the platoon headquarters.

- d. Assigning specific (and overlapping) sectors of observation to fire teams and requiring further assignment of sectors to individuals, to provide continuous all-around coverage of the squad during movement and at halts.
- e. Briefing the squad on details of local importance, e.g., actions of natives indicative of current or recent enemy presence; the prevalence of mines or boobytraps and indications of their presence.

: to facilitate his squad's preparation for and participation in a tactical movement:

13

- a. Issue a warning order as early as possible, to provide IFTLs and squad members maximum preparation time.
- b. Issue timely fragmentary orders to keep the squad informed.
- c. If time and other circumstances allow, issue a complete and detailed movement order to the assembled squad.
- d. Use maps, aerial photos, sand tables, ground sketches, and other map substitutes, and other visual aids to help ensure that all members clearly understand the squad's role and planned actions in the movement.
- e. Rehearse the entire operation, time and other circumstances allowing, by on-the-ground maneuver; otherwise, by sand table, blackboard, or ground-drawn sketch and, when time is limited, with priority:
 - (1) First, to actions that are certain to occur or are highly probable.
 - (2) Last, to actions least likely to occur.
- f. When mechanized, ensure maintenance and preparation of his squad vehicle. (See Offensive Operations for details.)
- g. When the squad is to move in a wheeled cargo vehicle (e.g., a 2-1/2-ton truck):
 - (1) Sandbag the floor, for protection against mines (if appropriate to the tactical situation).

- (2) Sandbag the sides, for protection against small arms fire, grenades, AT weapons, and Claymore-type mines (if appropriate to the tactical situation).
- (3) Secure the tailgate in the horizontal position, to facilitate rapid detrucking.
- (4) Remove and store the top and bows.
- (5) Ensure, if possible, that a tow chain or rope is included, to facilitate rapid removal of the vehicle from the road should it be disabled (to prevent blocking passage of other vehicles).
- (6) Devise, announce, and rehearse a loading and seating plan that positions men and weapons to provide all-around security, including security against air attack, and include the vehicle-mounted weapon in his plan. (Ideally, positions and duties of men are established by unit SOP.)
- (7) Devise, announce, and rehearse plans for detrucking in each of the contacts anticipated, e.g., if ambushed, if required to deploy against an enemy position, etc. (Greater proficiency in reacting rapidly to these situations is possible when well-practiced nonstandard battle drills are established by unit SOP.)
- (8) Ensure that the vehicle driver performs, or has performed, vehicle maintenance and that, if appropriate, extra fuel is carried.

h. When using 1/4-ton utility vehicles ("Jeeps"):

- (1) Sandbag the floors (if appropriate to the tactical situation).
- (2) Lower or remove the tops and bows.
- (3) Lower and cover windshields, to eliminate reflection and to avoid casualties from broken glass should the vehicles be fired on.
- (4) Assign men and weapons to provide all-around protection and mutual support.
- (5) Devise, announce, and rehearse plans for rapid reaction to contacts anticipated.

- (6) Ensure vehicle maintenance is performed and, if applicable, extra fuel carried.

- He must : when dismounted, move the squad in the standard squad 14
combat formations appropriate to the terrain and situations encountered, normally:
- a. Squad column, fire teams abreast, when moving along roads, trails, and ridges.
 - b. Squad column, fire teams in column, when moving cross-country in open terrain.
- : change formations to meet changes in terrain and 15
situation, and increase or decrease interval and distance between fire teams and men as necessary to maintain proper dispersion.
- : continuously observe and evaluate the terrain over 16
which the squad is moving to identify in advance likely danger points and decide the action to take should a point be held by the enemy.
- : as part of observing and evaluating the terrain, select 17
tentative firing positions for use in overcoming resistance at these danger points.
- : during halts en route, dispose the squad as necessary 18
to accomplish the IRPL's security requirements and to ensure the squad's close-in security.
- : during movement, initiate planned reactions, or 19
standard or nonstandard battle drills, in response to such enemy contacts as air observation, air attack, or ambush.
- : habitually enforce the "routine" passive security 20
measures which aid in maintaining secrecy and security of movement, e.g., proper camouflage, noise discipline (light discipline at night), dispersion, and proper use of terrain to conceal movement.
- He will : control his squad by oral commands, arm-and-hand 21
signals, whistle or other audible signals, insistence on compliance with prior instructions, radio, messengers, or pyrotechnic or other visual signals, or any combination.
- : position himself in the formation where he can best 22
control the squad during moving and best influence its actions if contact is made; change his position as terrain and situation require and as appropriate to avoid setting a pattern of moving repeatedly in the same relative position.

- He must : within his authority, establish and maintain a rate of movement that enables the squad to reach its objective (or accomplish assigned missions en route) with minimum sacrifice of security. 23
- : recognize and emphasize to his men the necessity for increased individual and group alertness when orders or situation require the squad to move more rapidly than is consistent with maintaining security. 24
- He will : keep his squad as fully informed as possible at all times; habitually inform his IFTLs--and ensure that they inform their men--of the relative positions, directions of movement, and ongoing and planned actions of other elements, to reduce the danger of mistaken delivery of fire. 25
2. FOR PARTICIPATION IN NIGHT TACTICAL MOVEMENT, THE IRSL WILL APPROPRIATELY MODIFY OR SUPPLEMENT DAYLIGHT TACTICAL MOVEMENT PROCEDURES TO MINIMIZE THE CONTROL DIFFICULTIES INHERENT IN MOVEMENT IN REDUCED VISIBILITY AND TO CAPITALIZE ON THE AID REDUCED VISIBILITY PROVIDES IN MAINTAINING SECURITY.
- He must : recognize that control of his squad during tactical movement becomes more difficult as light, weather, or terrain conditions reduce visibility. 26
- : seek to minimize these difficulties by: 27
- a. Moving through relatively open terrain when possible (and within his authority to select route of movement).
 - b. Using column formations when terrain allows.
 - c. Arranging, when possible, for marking routes and posting guides at critical points.
 - d. Use of white or luminous tape markings on harness, backs of helmets, or backs of jacket collars, to extend the distance at which visual contact can be maintained.
 - e. Establishing SOP aimed at reducing or eliminating control problems (or consistently employing appropriate existing SOP), e.g.:
 - (1) To prevent breaks in the moving formation:
 - (a) Require each man to maintain visual contact with the man ahead.

(b) In total or near-total darkness, require each man to maintain physical contact with the man ahead (hand on pack or harness, or by joining hands).

(2) To ensure that all men move out after a halt en route, require each man to ensure that the man behind moves out as he moves.

- f. Keeping changes of direction to the minimum and, where possible, making changes at announced, readily recognizable points.
- g. Moving, normally, at a slower rate than in daylight.
- h. Keeping all plans as simple as possible.
- i. Training and practicing his men in night-movement techniques, including rehearsals before a specific movement begins, to increase their confidence in their ability to move effectively at night.
- j. Insuring that, prior to beginning movement, men have dark-adapted their eyes and that, during movement, they take precautions to prevent impairment of their night vision.

He will : recognize that, by limiting enemy observation, darkness 28
aids in maintaining security during night tactical movement.

: seek to capitalize on this disadvantage to the enemy 29
by:

- a. Moving through open terrain when possible to achieve quieter, more rapid movement (concurrently lessening control problems).
- b. When applicable, gaining closer undetected approach to enemy positions.
- c. Adopting closer formations, to gain better intersquad communication and coordination.

3. THE IRSL WILL PLAN AND DIRECT HIS SQUAD'S ACTIONS AS POINT OF THE ADVANCE PARTY OF THE ADVANCE GUARD OF AN INFANTRY BATTALION CONDUCTING OR PARTICIPATING IN TACTICAL MOVEMENT.

He must : know and ensure that his men know that, when assigned as point of the advance party, the squad's mission is to prevent delay in the advance party's movement. 30

: know and ensure that his men know that the squad's mission includes the essential tasks of: 31

- a. Protecting the advance party from surprise attack from the front.
- b. So far as possible, denying the enemy ground observation of the advance party from the front.
- c. Covering the advance party's deployment if it is committed to action.

He will : precede the advance party (-) by the distance prescribed, recognizing that while this distance will vary with terrain, weather, and visibility conditions, it must be: 32

- a. Great enough to allow the advance party (-) to deploy without serious interference from the enemy if his squad meets resistance it cannot overcome.
- b. Short enough to ensure that the advance party (-) can come rapidly to the squad's assistance, if necessary.

He must : along roads, trails, and defile routes, normally move in squad column (fire teams abreast) to take advantage of available cover and concealment on either side and to maximize the capability of each fire team to maneuver as a unit. 33

: when moving in this manner, normally prescribe a distance of: 34

- a. About 20 paces between the leading man in each fire team and the remainder of the fire team.
- b. About 10 paces between other men in each fire team.

He will : when moving cross-country, normally move in squad column (fire teams in column) to maximize the squad's capability to advance by squad fire and maneuver or squad fire and movement 35

: terrain permitting, require his leading fire team to move well ahead, for maximum security. (Essentially, this places the leading fire team in the role of point for the squad and confers on it the same security mission for the squad that the squad has for the advance party [-]) 36

: for security to the flanks, normally rely on proper dispersion and alert observation, rather than weakening the squad and slowing movement by sending men out to the flanks. 37

: move by bounds (continuous or alternating, as appropriate): 38

a When contact is imminent

b. When approaching known danger points or such danger points as likely ambush sites

He must : when mounted (e.g., in "Jeeps"), precede the advance party (-) by a specified time interval (commonly, two minutes) 39

: move by bounds (continuous or alternating), as prescribed or as appropriate. 40

: when authorized and appropriate, reconnoiter by fire when approaching or traversing danger areas; otherwise, as appropriate, dismount and check out these areas 41

: at halts, for rest or dismounted reconnaissance, or to develop the situation, move vehicles off the road to available near-by concealment and establish necessary local dismounted security. 42

: except as noted above and for changes necessitated by the fact of being mounted, operate as mounted point in generally the same manner as when dismounted. 43

4. THE IRSL WILL PLAN AND DIRECT HIS SQUAD'S ACTIONS AS REAR POINT OF THE REAR PARTY OF THE REAR GUARD OF AN INFANTRY BATTALION CONDUCTING OR PARTICIPATING IN TACTICAL MOVEMENT.

He will : know and ensure that his men know that, when assigned as rear point, the squad's mission is to prevent, or help prevent, enemy interference with the battalion's movement. 44

: to accomplish this mission, organize and operate in the same general manner as when point of the advance party, but with orientation to the rear, and, within capability: 45

a. Stop or delay enemy attack from the rear.

b. Prevent enemy direct and ground-observed indirect fire on the battalion from the rear.

: if possible, accomplish this mission by maximum use of artillery or air support, rather than by committing the squad to direct action. 46

He must : when attacked by a force beyond the squad's capability to defeat: 47

a. Conduct a delaying action until directed otherwise or until threatened with overrun. (See the paper Retrograde Operations.)

b. If overrun becomes imminent, withdraw under cover of the rear party, moving around a flank or along a route that does not mask the fire of the rear party.

5. THE IRSL WILL PLAN AND DIRECT HIS SQUAD'S ACTIONS AS ADVANCE PARTY OF THE ADVANCE GUARD OF A RIFLE COMPANY CONDUCTING TACTICAL MOVEMENT.

He will : know and ensure that his men know that, when assigned as advance party of the advance guard, the squad's mission is to prevent delay in the advance guard's movement. 48

: know and ensure that his men know that the squad's mission includes the essential tasks of: 49

a. Protecting the advance guard from surprise attack from the front.

b. So far as possible, denying the enemy ground observation of the advance guard from the front.

c. Covering the advance guard's deployment if it is committed to action.

- He must : establish a point (two or more men--up to one fire team) and assign it the mission of preventing delay in the movement of the advance party (i.e., the remainder of the squad). 50
- : direct the point's operation, and the operation of squad (-), in the same general manner, but on a reduced scale, as when the entire squad serves as point of the advance party. 51
6. THE IRSL WILL PLAN AND DIRECT HIS SQUAD'S ACTIONS AS RIGHT OR LEFT FLANK GUARD OF A RIFLE COMPANY CONDUCTING TACTICAL MOVEMENT
- He will : know that a rifle company conducting tactical movement (i.e., moving independently) normally positions a rifle squad to either flank to provide security for the company main body. 52
- : know and ensure that his men know that, as a flank guard, the squad's mission is to protect the main body from ground observation and surprise ground attack from that flank. 53
- He must : in case of attack from the flank, attack, defend, or delay, as required to provide the main body time to react appropriately, e.g.: 54
- a. Pass from the area
 - b. Deploy and maneuver against the attacker
 - c. Take up defensive positions
 - d. Initiate withdrawal action