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DEPARTMENT OF THE ARMY FIELD MANUAL

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ORDER OF BATTLE INTELLIGENCE

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HEADQUARTERS, DEPARTMENT OF THE ARMY
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HEADQUARTERS,
DEPARTMENT OF THE ARMY
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ORDER OF BATTLE INTELLIGENCE

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CHAPTER 1

INTRODUCTION

Section I. GENERAL

1. Purpose and Scope

a. This manual is a guide for order of battle personnel. It presents their functions and duties and sets forth the principles and techniques applicable to the development and dissemination of order of battle intelligence. The principles outlined herein may be profitably employed by intelligence officers at all levels.

b. The material presented in this manual is applicable without modification to both nuclear and nonnuclear warfare.

2. Definition of Order of Battle

Order of battle is defined as the manner in which military forces are organized, disposed, maneuvered, and supplied.

3. Order of Battle Intelligence

a. Order of battle intelligence consists of accepted data regarding the *composition, disposition, strength, training, tactics, logistics, combat efficiency, and miscellaneous data* applicable to an enemy military force. The eight terms listed above as components of order of battle intelligence are designated as the *factors of order of battle* and are described in detail in chapter 2.

b. Order of battle intelligence is mandatory for commanders and staffs at all echelons in the preparation of accurate estimates of the situation and effective plans of action. It is an integral part of combat intelligence. It must be considered, together with other intelligence pertaining to the enemy, to the terrain, and to the weather; in determining enemy capabilities and probable courses of action.

c. The complexities of order of battle intelligence have increased immeasurably in recent years. The original connotation of order of battle was little more than the organization and disposition of military forces. However, the determination of enemy combat efficiency and capabilities depends on much more than organization and disposition. In order to accomplish his mission, the order of battle analyst has to consider and develop intelligence concerning many of the features of foreign military forces. In general, order

of battle is responsible for all combat arms type information concerning foreign military forces. Consideration of the order of battle factors clearly depicts their interdependency and necessity.

d. Intelligence within the military intelligence community is developed and produced in many fields outside the scope of order of battle but all are ultimately related to order of battle. For example, ordnance technical intelligence produces intelligence as to the capabilities and characteristics of a weapon. However, until the order of battle analyst determines how the weapon's capabilities and characteristics will affect tactics, combat efficiency and organization, the military intelligence mission is not complete. Again, enemy military intelligence organizations are of primary interest to counterintelligence, but as a part of a military organization they are also of interest to order of battle because they concern enemy organization, strength and personalities. Therefore, the importance of coordination between order of battle and other military agencies cannot be overemphasized.

Section II. PERSONNEL

4. Order of Battle Analysts

a. *Mission.* The mission of the order of battle analyst is to develop and produce current, basic and staff intelligence concerning the eight order of battle factors. As part of the G2 section, his efforts are primarily in support of the intelligence officer in order to help him determine enemy capabilities and probable courses of action. In time of peace he may have the additional missions of uncovering indications of the imminence of hostilities, and the compilation of basic "know your enemy" type intelligence discussed in chapter 4.

b. *Operational Functions.* Requisite to the accomplishment of this mission are numerous related functions such as the maintenance of situation maps, files, and the writing of various reports and studies concerning order of battle in the staff, current, and basic intelligence fields.

c. *Qualifications.* Personnel selected for training in order of battle techniques should have experience in other military intelligence functions, operations, or some other type of analytical work. They should know the general principles of military organization and operations, preferably by having served in tactical units. Linguistic aptitude is advantageous. Meticulous accuracy and the common sense type of perspective are indispensable intellectual qualities.

5. Training of Order of Battle Analysts

a. The training of order of battle analysts is accomplished by instruction in service schools and by training programs established by active duty and reserve units. As in other fields of military training, order of battle personnel should be trained in the principles and techniques of order of battle prior to the performance of this duty in peace or war. Although it is possible to provide order of battle personnel with on-the-job training, this means should be employed only as a last resort. Training of order of battle analysts differs from the training of the majority of other military personnel in that analysts are trained to deal with foreign military forces over which we have no control whatever. Their job is primarily that of analysis. The order of battle analyst in dealing with unknowns concerning foreign armies, does not have easy access to the desired answers. The answer to a specific question, although not readily available, may often be found in related factors, and the order of battle analyst must be trained to find his answer therein.

b. Order of battle work differs in peace and war with national armies and type units; with type of sources and information; with geographical commands, commanders, and echelons of command. For these reasons, and because no two individuals can be taught to reason exactly alike, order of battle work cannot be accomplished by any set of standardized procedures. Likewise, the training of analysts can only be accomplished by teaching theories and techniques to be used in conjunction with order of battle factors. The worksheets, working files, and map symbols, contained herein can *at best serve as examples of systems only*. During training, analysts should be instructed that modification of systems, procedures, and working tools to cope with local situations is normal throughout the intelligence community.

c. The techniques of developing order of battle intelligence can be taught effectively using the current field manuals on the Aggressor Forces. These manuals are sufficiently detailed to construct any type of order of battle problem. In addition to training in principles and techniques these manuals will also familiarize the student with many of the attributes found in the study of foreign armies; e.g., organization, equipment, and tactics.

6. Assignment of Order of Battle Analysts

The assignment of order of battle analysts to a specific echelon has no bearing on the mission to be accomplished, as they basically perform the same type of tasks in developing and disseminating order of battle intelligence at all levels. Order of battle analysts

at Theater Army and Army Group are assigned in accordance with TOE 30-600. Order of battle analysts within the field army are assigned to the military intelligence battalion, field army (TOE 30-15), and are attached to the headquarters of divisions and corps.

CHAPTER 2

FACTORS OF ORDER OF BATTLE INTELLIGENCE

Section I. GENERAL

7. Introduction

Order of battle intelligence is primarily developed from intelligence and information pertaining to the eight order of battle factors. The relative importance of these factors is variable. In a combat situation the strength and disposition may be most important. In time of peace the disposition of units may be purely administrative and is not nearly as important as combat efficiency, training, or composition. Thus, no one factor or group of factors can be singled out to be most important under all circumstances.

8. Inter-Relationship of Order of Battle Factors

The inter-relationship of these factors is such that it is difficult to place a priority on one over another. At the same time, similar difficulty is encountered in defining one factor without reference or dependence upon another. Therefore it becomes quite apparent that a combination of all data pertaining to all factors is required for the order of battle analyst to arrive at his end product.

Section II. COMPOSITION

9. General

The factor of composition includes the identification and organization of units. It applies to specific units or commands as opposed to type units.

10. Composition Chart

A chart depicting composition of a unit identifies the unit, its subordinate elements, and its parent organization. The general organization is also revealed. While unit identification and organization are the basic elements of composition as such, additional data, such as locations of subordinate elements, unit history and key personalities, is usually included on composition charts to present a more comprehensive picture of the unit. Figure 1 is an example of a composition chart.

(CLASSIFICATION)

Unit 51 Rifle Division

Subordination 28 Rifle Corps

Unit	Location		Commander	Date Last Info
	City	Instl		
Headquarters	Centerville	1	Gen of Brig Verville	0458
101 Rifle Regt	Centerville	2&3	Col Tawa	0658
102 Rifle Regt	Prior Lake	1		1257
103 Rifle Regt	Nisswa	2		0258
51 Med Tank & SP Regt	Centerville	4	Col Pazzoni	0858
25 Arty Regt	Benton *			1157
8 AT Arty Regt	Prior Lake *	3		0458
51 AAA Regt	Centerville	2		0258
151 Recon Bn	Nisswa			0258
151 Eng Bn	Centerville	3		0258
151 Sig Bn	Centerville	1		0258
115 Med Bn	Centerville	1		0258
UI Trans Bn	Centerville	3	Maj Dumas	0258

*8 AT Regt may be in Benton and 25 Arty Regt in Prior Lake

HISTORY: Organized 1944 as 10 Centerville Militia. Reorganized as 51 Rifle Div 1949. Participated Florida Campaign 1952. Relocated Centerville 1953.

(CLASSIFICATION)

Figure 1. Example of a composition chart.

11. Unit Identification

a. As used in order of battle intelligence, unit identification consists of the complete designation of a specific unit. The usual unit designation consists of a number, a branch of service designator, and a specified echelon such as regiment or division. Examples of this type of unit identification are: 7th Field Artillery Battalion, 2d Infantry Division, 14th Mechanized Division, etc.

b. There are several departures from the usual method of designation. Some units, such as the *SS Division "CHARLEMAGNE"*

of the German Army of World War II, lack numerical and branch of service elements in the official designation, having instead a special *name* designation. Other units lack numerical, branch of service, and echelon designation but are identified by the commander's name or a geographical name. Unit identification is not standardized in the armies of the world; for that reason, it is extremely important that the order of battle specialist be familiar with the peculiarities of foreign army unit designation systems.

12. Importance of Unit Identifications

Unit identification is often called the key to order of battle intelligence because it leads to many of the answers to questions concerning the enemy forces. It indicates to the order of battle analyst *which* unit, *what kind* of unit, and the *relative size* or *strength* of that unit. For example, if an enemy unit were in contact with friendly forces but the identification of that enemy unit was not known, in effect (for friendly intelligence purposes) it would merely be a mass of troops—lacking organization. However, identification of these troops as, for instance, the 40th Rifle Division, establishes the branch of service, echelon, and particular unit. From organizational charts, the analyst may further determine the basic strength in personnel, the amount and type of supporting arms, and the manner in which this type of unit is organized. Thus, from one piece of information—an identification—the order of battle analyst is able to develop almost immediately a basic picture of the previously unidentified enemy unit.

13. Organization

a. Organization includes the types of units in an army at all echelons (up to and including the National Defense Department or Ministry) and the relationship of the various echelons within the structure of command.

b. Types of units refer to the several branches of service or arms, such as infantry, artillery, engineer, medical, etc. The order of battle specialist must learn how units of each type are organized—how tank units are organized, how infantry units are organized, etc. From this intelligence, organizational charts can be produced. An organizational chart for a type infantry division may, for example, show the number and type of subordinate units (which make up that division) and their personnel strength.

14. Importance of Knowledge of Organization

A knowledge of the organization of a military force is necessary in order to be able to develop accurate intelligence concerning

strength, tactics, training, logistics, and combat efficiency. The capabilities of an enemy can not be accurately assessed without a knowledge of organization. The organizations of all armies are constantly changing. Thus organization is an element of order of battle to which the analyst must devote continuing attention.

15. Concept of the Basic, Self-Sufficient, Tactical Unit

The basic, self-sufficient, tactical unit, as defined in order of battle intelligence, is the highest tactical echelon(s) having a fixed TOE. In the U. S. Army this term would apply to the division (infantry, airborne, or armor) while in some countries the field army is the basic, self-sufficient, tactical unit. Other countries employ independent brigades in addition to divisions, either of which may be the basic, self-sufficient tactical unit. The importance of this concept lies in the term *self-sufficient*. Organic units, although capable of independent action, cannot sustain themselves over a prolonged period of time. They are dependent upon higher headquarters or that unit which by design is self-sufficient. For this reason, subordinate units are seldom employed independently or separately from the basic, self-sufficient, tactical unit. The following example will clearly show the importance of this concept. An order of battle analyst receives confirmed reports of a new Aggressor rifle *regiment* in his sector. Knowing that the rifle *division* is the basic, self-sufficient, tactical unit and therefore that its three rifle regiments are seldom employed independently, he tentatively accepts the presence, not of one new rifle regiment, but of an entire new rifle division. When one of these regiments is located, it may be reasonably assumed that the remaining elements of that division are also somewhere close by.

Section III. DISPOSITION

16. General

Disposition, in order of battle terminology, consists of the location of enemy units and the manner in which these units are *tactically (or administratively in time of peace) deployed*. In addition, disposition includes the *recent, current, and proposed (or probable) movements* of enemy units. In time of war, these movements may be into or out of the enemy battle area or entirely within the battle area itself. In time of peace, they may be to and from maneuver areas or to attack or alert positions.

17. Location

Location refers to a geographical location or position identified with any unit or units. It is primarily important because it

answers the commander's question: "Where is the enemy?" Without this information the commander and his staff would be incapable of effective operational planning and would be unable to make estimates of the situation and to arrive at sound decisions for the employment of friendly troops. It is readily apparent that if the commander knows the strength and the location of an enemy force, he is better equipped to determine the capabilities of this enemy force or to determine the magnitude of his objective or target. In time of peace, intelligence collection guidance is seriously hampered without knowledge of location of foreign military forces.

18. Deployment

a. Tactical deployment is the relative position of units with respect to one another or to the terrain. Such formations or terms as "Two up and one back," "units in column," and "units massed or assembled" describe tactical deployment. Tactical formations are designed for executing the various tactical maneuvers, and, if this deployment can be predetermined, it may lead to an accurate appraisal of probable enemy courses of action. The knowledge of how enemy units are echeloned indicates (if the enemy assumes the offensive) which units may be used in the initial attack and which units may be employed as support or reserve.

b. Tactical deployment with respect to terrain is also important, for a study of dispositions coupled with an analysis of the area of operations gives rise to logical conclusions concerning enemy capabilities and probable courses of action. For example, military units in the attack or defense are positioned in such a manner that they are able to make the fullest tactical or strategic use of the surrounding terrain. Groupings of units at or near routes of approach or deployment of forces on critical terrain features will often give indications as to the location, direction and nature of forthcoming enemy actions.

19. Movement

a. Another major element of disposition is the movement of enemy units. Movement is the physical relocation of a unit from one geographical point to another, i.e., a change in location. A military unit always moves with a purpose, the determination of what this purpose was, is, or will be, is the concern of the order of battle analyst.

b. Movement is significant because it automatically changes the tactical deployment of the opposing forces and, quite properly, may be referred to as *enemy redeployment activities*. Movement,

or redeployment, is also important for other reasons. When an enemy unit is known to have moved, be moving, or will possibly move in the near future, it becomes capable of a number of actions which affect the order of battle situation. Such a unit could be moving to an attack (in peace as well as war—this can be a most important indication of imminence of hostilities), to reinforce another unit, to replace another unit, or to perform other missions unknown to friendly forces. In view of these possibilities, a unit in movement becomes highly important, and must be tracked as closely as possible.

c. Movements in peacetime are also very important since they may be indicative of preparation for war and may also shed light on plans for attack or defense. In addition, they may reveal status of training and level and type of exercises. A purely administrative movement may reveal valuable information concerning amounts of heavy equipment and personnel strength of a particular type unit.

Section IV. STRENGTH

20. Methods of Expressing Strength

The factor of strength is concerned with the total number of— personnel, type units, and supporting weapons in a given enemy force. Basically, there are two methods of expressing strength.

a. The first method of expressing strength of personnel and supporting weapons is numerically, that is, by stating the number of personnel or weapons in the enemy force or unit. For example, "The 4th Aggressor Rifle Division has a Table of Organization and Equipment (TOE) strength of 11,500 personnel" or, "The 4th Aggressor Rifle Division has an actual strength of about 10,500 troops." Numerical strength figures amplify or give meaning to strength expressed in type units. Statements of strength in terms of numbers of type units give way to a broad interpretation of their true meaning. For example, the TOE of a rifle battalion of one nation may include only 400 personnel, whereas in another, it may exceed 1,200 personnel. Likewise, the organization of the rifle battalion may vary to the same extent—one nation's battalions being organized around three rifle companies and a heavy weapons company while another may have four rifle companies and two heavy weapons companies.

b. The second method of expressing strength is by stating the number of type units organic and attached to an enemy force: "The 4th Aggressor Rifle Division consists of nine rifle battalions of about 500 personnel each; one medium tank and self-propelled gun regiment with four tank companies (15 tanks each) and two

self-propelled gun companies (11 SP guns each); one artillery regiment of five battalions with fifty-six pieces, etc.:" or, "The 4th Aggressor Rifle Division is at 75 percent TOE and consists of nine rifle battalions, five artillery battalions, etc."

c. The statement of personnel, units, and material may be further broken down more specifically to show types, such as mechanized infantry, light, medium, and heavy tanks, and types and calibers of artillery weapons such as heavy mortars, light howitzers, etc.

d. When presenting TOE of known enemy strength of heavy weapons units it is more important to present strength in numbers of weapons, as in the example above, rather than the strength in personnel; the commander is interested more in the number of tanks in an enemy armored unit than in the exact number of personnel in that unit.

e. Expressing strength in terms of numbers or type units within an enemy force is stressed because it is a simple, reliable and readily understood method of computing enemy strength. Yet, at the same time, the order of battle specialist cannot ignore individual unit strength computations. This is particularly important in arriving at a true picture of the enemy's strength in comparison to friendly forces. The enemy may have 8 battalions of infantry in a given area, and only 5 friendly battalions may be located in the same area. However, because of differences in organization the total friendly strength may exceed that of the enemy force. Although enemy casualties may, or may not, have an effect upon the immediate capabilities of a unit, a heavy loss rate beyond the enemy's replacement capability will certainly bring about a marked decrease in combat efficiency. A determination of the critical percentage of losses which will reflect a marked difference in the performance of an enemy force can only be gained through experience. For these reasons, the order of battle specialist must maintain an accounting of enemy losses and replacements.

f. At the higher levels of command the factor of strength involves consideration of the manpower potential of a nation since it affects the current armed strength, conscription quotas, and mobilization capacity. Strength computations at these levels are based on numbers of trained reserves and physically fit males of military age.

21. Importance of Determining Enemy Strength

The factor of strength not only indicates the total numbers of enemy personnel, weapons, and units to the commander but it gives him a strong indication of enemy capabilities and assists him

in determining the capabilities and probable courses of action of the enemy force. A lack of strength or a preponderance of strength would have the effect of lowering or raising the estimate of the capabilities of an enemy force. Likewise, a marked concentration or buildup of units in an area gives the commander certain indications of enemy objectives and probable courses of action. In time of peace, changes in the strength of a potential enemy are most important as factors indicating his intention to wage war. Mobilization capacity is a most important consideration in determining capabilities.

Section V. TACTICS

22. General

Under the general heading of *tactics*, the order of battle specialist groups both tactical doctrine and tactics employed by specific units. Tactical doctrine, as used here, refers to the enemy's accepted principles of organization for and the conduct of operations. Tactics, on the other hand, describe the manner in which the enemy conducts an operation in accordance with tactical doctrine. Tactical doctrine is considered to be something general in nature, whereas tactics are specific. In considering the factor of tactics the order of battle specialist attempts to establish the following:

- a. The tactical doctrine of the enemy forces for all type units engaged in land warfare.
- b. The tactical doctrine which enemy units employ in special operations, such as amphibious warfare, airborne assaults, river crossings, etc.
- c. Tactics employed by specific units, when these tactics characterize these units or indicate possible future actions.

23. Importance of Knowledge of Tactical Doctrine and Tactics

a. Knowledge of enemy tactical doctrine is extremely important for the use of appropriate personnel in command and staff positions within the friendly force. Various types of enemy units can logically be expected to perform according to certain patterns within the framework of tactical doctrine. There are established principles and patterns for the employment of infantry, armor, and artillery in both the defense and offense. Any predetermination on the part of the order of battle specialist of probable patterns of employment and enemy action or reaction is extremely important not only in the planning phases of an operation but in its execution as well.

- b. From a knowledge of tactical doctrine, the order of battle

analyst knows how the enemy may be expected to employ his forces under various conditions or in certain types of situations. Although determination of enemy probable courses of action is not primarily an order of battle mission, a knowledge of tactics is very helpful for this purpose. Prior to launching an attack, for example, certain preparations are necessary. Forward movement of artillery, assembly of armor, reduction of obstacles, and increased patrol activity are part of the preparation tactics which may be employed by the enemy. Careful analysis of these preparations in the light of enemy capabilities will often yield indications of the enemy's probable courses of action.

Section VI. TRAINING

24. General

Training is a factor very closely related to combat efficiency in peace or war. In time of peace much current order of battle intelligence published concerns the training of foreign military forces. Some of the more important subjects in the field of training include—

- a. Individual and unit training at all levels.
- b. Specialist, NCO, officer candidate, and officer training.
- c. Political training.
- d. Reserve, preservice, and paramilitary training.
- e. Training in special operations (airborne, amphibious, arctic, desert, mountain, night, river crossing, etc.).
- f. Maneuvers and combined arms exercises.
- g. Training areas, cycles, programs, and schedules.

25. Importance of Training

a. Accurate analysis of the training of foreign military forces provides excellent indications of their combat efficiency and capabilities. The study of training also reveals intelligence relating to other order of battle factors such as composition, disposition, tactics, logistics, and miscellaneous data.

b. Each type or phase of training analyzed contributes to the overall picture of the potential (or actual) enemy. Units usually engage in maneuvers and combined arms exercises during the latter part of the training cycle. Thus the combat efficiency and capabilities of units at the peak of proficiency may be appraised. Similarly, the thoroughness, degree, and quality of specialist, NCO, and officer training determine, in large part, the overall efficiency of the armed force.

Section VII. LOGISTICS

26. General

a. Logistics is a factor very closely related to combat efficiency and the ultimate determination of capabilities. At higher levels of command strategic intelligence teams may be assigned to make comprehensive studies of the logistical capabilities of a foreign military force. The order of battle analyst should establish a close working relationship with these teams because of the relation of logistics to the factors of strength, tactics, training, and combat efficiency.

b. Types of logistical information of interest to order of battle include:

- (1) Ammunition and POL supply.
- (2) Logistical installations.
- (3) Vehicle and weapons maintenance.
- (4) Individual clothing and equipment.
- (5) Food service.
- (6) Billets.
- (7) Functioning of the supply system under both garrison and field conditions.

27. Importance of Logistics

Modern armies are dependent on logistical support. The adoption of a course of action is influenced by the ability of the logistical system to support it. Knowledge of the enemy's logistics enables the order of battle analyst to more accurately evaluate enemy capabilities as well as strength, combat efficiency, and disposition.

Section VIII. COMBAT EFFICIENCY

28. General

Combat efficiency is a term used to describe the effectiveness and fighting quality of an enemy unit, or national army as a whole. Combat efficiency has a direct bearing on the capabilities of a unit or army. How well a unit will perform in combat is predicted by analyzing factors such as—

- a. Strength in personnel.
- b. Amounts and condition of weapons and equipment.
- c. Status of training.
- d. Efficiency of the officer and NCO corps.
- e. In combat, the length of time that a unit has been committed.
- f. Traditions and past performance.
- g. Personality traits of a unit's commander.
- h. Geographical area in which committed.

- i.* Morale, discipline, and political reliability (or belief in the cause for which they fight).
- j.* Status of a unit's technical and logistical support.
- k.* Adequacy of military schooling at all levels.
- l.* National characteristics of the people.

The foregoing list is not all inclusive—other factors may also have a bearing on the combat efficiency of a unit or army. For example—an army committed against a traditional enemy may well be expected to fight more effectively than against forces for whom no real enmity exists.

29. Importance of Knowledge of Combat Efficiency

A knowledge of the overall combat efficiency of an enemy or potential enemy national army is of particular importance to the higher level friendly commanders. Successful operational planning requires intelligence of the strengths and weaknesses of enemy units. A well trained unit will offer more resistance than one that is poorly trained. An enemy unit with high morale may be comparable in efficiency to two or more similar units whose morale is low.

Section IX. MISCELLANEOUS DATA

30. General

Miscellaneous data is considered a factor of order of battle intelligence since it concerns various types of supporting information which is needed by an analyst in order to contribute to the development of the other factors. In general it includes "know your enemy type" basic intelligence data and is of value for reference purposes. It includes data pertaining to foreign military personalities, unit history, unit, postal, and vehicle code name and numbering systems, personnel administration, paramilitary forces, etc.

31. Personalities

a. The term personalities refers to individual members of an enemy military force and to certain characteristics and attributes which describe such individuals. Data pertaining to key command and staff personnel are normally of the greatest interest to the order of battle analyst. On recommendations from the order of battle officer, the G2 will designate the categories of enemy personnel on whom information will be reported and recorded.

b. A knowledge of personalities is important as an aid to unit identification. In many foreign armies the average soldier may not know the identity of his unit, but usually he will know the name of his commander. Thus a properly organized personality file can

be a valuable aid to unit identification. Personality data is also valuable because the tactics and combat efficiency of particular units are closely related to key individuals.

32. Unit History

a. Military units, like individuals, have the tendency to develop certain outstanding characteristics (or deficiencies) which make them unique from other units. Just as he considers the various assignments of an enemy military personality, the order of battle specialist must also consider the changes in a military unit. Special qualifications and training are as applicable to a unit as they are to a personality.

b. Unit history may be defined as the record of past performances of a specific enemy unit. The development of unit history is important because it contributes toward the determination of the capabilities and limitations of a unit, and *how* it is likely to conduct itself in combat can, to a certain degree, be estimated. Unit history information is also valuable in time of peace. Knowledge of a unit's actions in past wars might well shed light on an honorific name and lead to a unit identification. It might also explain peculiarities in uniforms, be a clue to morale, discipline, and combat efficiency.

c. The evolution of a unit over a period of years should be followed as closely as possible. Major reorganizations, campaigns participated in, achievements, failures, are typical items of unit history interest. Unit history data is usually collated in unit files and carried on composition charts in order to present a comprehensive picture of the unit and to facilitate collation.

33. Weapons and Equipment

Although development of intelligence concerning foreign weapons and equipment is a responsibility of technical intelligence, the order of battle analyst must be familiar with weapons and equipment. This includes all types of weapons ranging from small arms to nuclear devices, as well as engineer, signal, ordnance, quartermaster, and chemical equipment. The analyst must be able to recognize them and know their capabilities and limitations. With his knowledge of materiel the analyst is better equipped to analyze reports which involve weapons and equipment and their effects on organization, disposition, tactics, and combat efficiency.

34. Uniforms and Insignia

a. Data on uniforms and insignia are an important part of "know your enemy" type intelligence. They assist in the establishment of unit identifications and organization and shed light on morale and esprit de corps.

b. The order of battle analyst should be familiar with foreign army, air, naval, and paramilitary uniforms and insignia. Thus he will avoid being confused by reports concerning observations of heretofore unreported uniforms. He will also be able to provide collection agencies with useful and accurate information for identification purposes.

35. Unit, Postal and Vehicle Code Number Systems

Some foreign armies use systems of code numbers (and names) to conceal the true designation (or affiliation) of units, field post offices, and vehicles. These code number systems should be familiar to the analyst. When properly analyzed these systems are valuable sources of data related to composition and disposition.

36. Personnel Administration

Personnel administration includes subjects of the "know your enemy" category. Generally, intelligence concerning these items will be developed at the higher levels of command, but the analyst at the lower levels must recognize them as information of value and pass them on. This type of information is also valuable as an aid in evaluation of both sources and information. Personnel administration includes: administrative procedures, rates of pay, promotions and demotions, enforcement of discipline, clubs, messes, post exchanges, transfers, assignments, retirement, relief from active duty, conscription, enlistments, personnel classification, leaves, passes, and efficiency reports.

37. Paramilitary and Quasi-Military Forces

Some foreign nations maintain considerable numbers of these forces. They include military type organizations used for security purposes such as frontier guards and overt interior police units, covert police units, military youth organizations, military athletic organizations, and militia (other than reserve units or personnel). These forces are usually uniformed, armed, militarily trained, and constitute a reserve military manpower pool which must be taken into consideration in appraising combat efficiency, strength, and mobilization potential. In time of peace their activity may provide indications of the imminence of hostilities. Analysts should be familiar with the missions, composition, disposition, training, uniforms, weapons, and equipment of these forces.

38. Miscellaneous Data

The topics discussed under Miscellaneous Data by no means exhaust the information and intelligence which is of interest and importance to the order of battle analyst. All data which pertains

to order of battle but does not logically belong in the categories of composition, disposition, strength, tactics, training, logistics, or combat efficiency is developed and produced as miscellaneous data.

CHAPTER 3

ORDER OF BATTLE REFERENCES AND RECORDS

Section I. GENERAL

39. Introduction

The intelligence and information received and processed by an order of battle section normally becomes voluminous in a short period of time. It is necessary that an order of battle analyst be able to locate specific items of intelligence or information on short notice, and incorporate them into comprehensive reports or analyses for the intelligence officer or for dissemination. Such a requirement necessitates a high degree of efficiency in the organization and processing of data received. In organizing this data, order of battle personnel maintain extensive and systematic filing and collation systems.

40. Data Organization

a. Data is organized by means of collation in order of battle workbooks, unit identification cards, organizational charts, personality cards, postal and vehicle number files etc.; it is posted on situation maps, and filed in basic intelligence data files. Any single report may contain items of information which are incorporated in several different files. This is illustrated by the action which might be taken with the following prisoner (POW) information:

"POW is from the 1st Co., 478 Rifle Regiment of the 98 Rifle Division. Regimental identification number is 24109. Company commander is Capt. Raslokobs, a boisterous individual with a reputation for leading night patrols. 1st Co. consists of 3 rifle platoons and a machine gun platoon. 2d and 3d companies are organized like 1st company."

This report would require collation in the unit workbook, on an organizational chart, on a personality card, and the unit identification number would be extracted for a card file maintained for that purpose. Thus four things are done with this one short report.

b. All the records and references maintained by the order of battle analyst serve to catalog intelligence and information under related headings to produce basic order of battle intelligence and to provide a basis for contrast and comparison in producing current and staff intelligence.

c. In this manual, no specific filing system is advocated. The command echelon, situation, and personnel available will determine whether files are maintained in a simple looseleaf notebook, extensive cross-indexed card files, intelligence reference data files,

or a combination of the three. Five basic types of order of battle files are normally maintained by the order of battle section. They are—

- (1) Unit files (or workbooks).
- (2) Personalities files.
- (3) Basic intelligence data files.
- (4) Code and vehicle number files.
- (5) Installation files.

d. Other files may be maintained to accommodate special situations or to assist generally in the accomplishment of the task assigned to an order of battle section. Order of battle files are discussed in section III.

Section II. ORDER OF BATTLE REFERENCES

41. Order of Battle Handbook

a. An order of battle handbook (often known as "Handbook of Military Forces") is a reference publication containing background data including descriptions of a foreign nation's political structure, certain aspects of the organization of that nation's military establishment, the tactical doctrine applicable to various types of military units, and other topics of a more technical nature, such as the logistical system and the characteristics of weapons and equipment.

b. The order of battle handbook provides much valuable reference data for the analyst. For example, in attempting to appraise morale the analyst must be hesitant to accept the word of a deserter. The very fact that an individual is a deserter attests to the fact his morale is unusually low and his opinion will undoubtedly be biased. Thus, appraisal of morale should be deduced from factors such as rates and types of pay, leaves and passes, food service, enforcement of discipline, political indoctrination, officer and NCO privileges, promotions, and retirement benefits. The ideal handbook contains such data.

42. Order of Battle Books

An order of battle book is a compilation of current intelligence which shows the composition and disposition of the military establishment of a foreign nation. The order of battle is normally published by headquarters of higher commands or the Department of Army and, unlike the order of battle *handbook*, contains established intelligence data of major identified units, their organization, subordinate elements, etc. It may also contain personality data, a list of logistical installations, unit history data, and other order of battle data.

43. Installation Handbooks

Ideally these books contain complete information concerning every military installation in every city in the country or area of interest. They are useful, particularly during peacetime, for establishing disposition. Sources of information may be a few and far between and collection agencies are frequently limited to observation of military installation from a distance. Installation handbooks therefore provide a common language for collector and analyst.

44. Miscellaneous References

Other publications and periodicals prepared at departmental and area command levels are of value to the order of battle specialist. These may deal specifically with order of battle or with any and all phases of combat and strategic intelligence. Civilian organizations under contract to the Department of the Army make special studies on various subjects concerning foreign and enemy military forces. These studies are usually detailed and technical in nature but provide the order of battle specialist with a wealth of special information not otherwise available.

45. Order of Battle Situation Maps

a. An order of battle situation map is a graphic portrayal of the enemy order of battle situation showing the identification and disposition of a military force. Order of battle situation maps are generally of two types—work maps or briefing maps. At times one map may serve both purposes. However, it is desirable to maintain two separate maps whenever possible.

b. Briefing maps are those which are found in a war room (or other special briefing room), in the office of an order of battle section chief, or the G2 situation map. Work maps are those which are designed specifically for the use of the analyst. On the work map, he uses the signs and symbols which best aid him in analysis. In order to provide a basis for contrast and comparison the analyst may often use symbols of varying sizes and colors. The briefing maps, on the other hand, must maintain some semblance of uniformity. They are primarily used to orient personnel who are not thoroughly familiar with order of battle details, or are not interested in analytical processes, and a system of varied sizes and colored symbols would detract from, more than they add to, clarity.

Section III. ORDER OF BATTLE FILES

46. The Order of Battle Workbook

a. An order of battle workbook is a form designed for systematically recording order of battle data so as to facilitate the

processing of that data. An order of battle workbook is, in effect, an organized scratch pad. It may take many forms for different purposes. In a combat situation it is desirable to have a workbook arranged in sections which correspond to the arrangement of the order of battle annex to the periodic intelligence report (PERINTREP).

b. A second type of order of battle workbook, the *unit* workbook is arranged according to the order of battle of the army being monitored. Such a collation medium may be a looseleaf book, a card file system, an already compiled and published order of battle handbook, or punched cards used with electronic data processing machines. Regardless of its form, it is one of the analyst's most important analytical tools.

c. Order of battle workbooks contribute to the development of order of battle intelligence in that they provide a means for organizing large quantities of diversified data under appropriate topic headings. Grouping related data together in a specified portion of the order of battle workbook comprises the first step in bringing organization to a mixed and disorganized mass of material. It is from these books that the analyst ultimately publishes much of his finished intelligence.

47. Basic Intelligence Data Files

The maintenance of these files varies depending on the mission and situation. Separate files, such as a strength file, may be maintained for any or all of the order of battle factors and their components. In addition, files containing other background data may be maintained. Such files might include varied items as an alphabetical listing of historical or honorific names (for unit identification purposes), or a listing of foreign military publications (for collection guidance purposes). Extensive basic intelligence data files are usually maintained only by order of battle sections at higher echelons of command. However, any analyst may be required to maintain any or all of these files depending on the mission assigned him. Basic intelligence data files are usually best organized in a manila folder system.

48. Personality File

The large number of personalities about whom data is accumulated in the normal operation of an order of battle section, warrants the maintenance of a separate file on personalities. The personality file provides the order of battle analyst with reference material which is used advantageously in the development of other order of battle intelligence, particularly in the establishment of unit identification, tactics, and combat efficiency. Personality files are best maintained by a card file system.

49. Unit, Postal and Vehicle Code Number Files

The large volume of data accumulated on foreign code number systems is maintained in separate files. Unit, postal, and vehicle code number files are ideally maintained by electronic data processing machines. Card files are an effective substitute.

50. Military Installation Files

a. The installation handbooks mentioned in section II are indispensable peacetime analytical aids for the purpose of determining dispositions. When complete installation handbooks are available to the analyst they constitute the file in themselves. Upon receipt of new information the analyst amends the handbook.

b. When installation handbooks are not available the analyst must improvise a substitute set of files. Ordinarily a manila folder system arranged alphabetically by city will serve the purpose.

51. Development of Order of Battle Files

a. The files heretofore discussed are only some of the more typical files in common use. Other systems of files may be developed locally to assist the order of battle analyst to cope with special situations.

b. The development of file data and the maintenance of order of battle files is discussed in chapter 4.

CHAPTER 4

DEVELOPMENT OF ORDER OF BATTLE INTELLIGENCE

Section I. INTRODUCTION

52. General

The development of order of battle intelligence essentially involves two steps which are referred to as the *processing* and *production stages*. The production step is primarily a mental function whereas processing (or filing) is a mechanical function. In the production of intelligence the analyst must be thorough, pay attention to detail, and arrive at conclusions by careful analysis of facts and indications.

53. Development

It is in the development of information into intelligence that the gravest errors can be made by an order of battle analyst, or conversely, that the greatest achievements can be effected for the intelligence effort. Since the development of order of battle intelligence includes mental considerations, this phase of the order of battle analyst's work is always susceptible to human error. The degree to which this human error can be reduced depends on the ability of the order of battle personnel to evaluate and interpret correctly the information received. This chapter explains the techniques which should be used by the order of battle personnel in the development of order of battle intelligence.

Section II. COLLECTION OF ORDER OF BATTLE INFORMATION

54. General

Although the order of battle specialist does not have a direct hand in the collection of intelligence information, he may be required to draft collection memorandums for the guidance of collection agencies. He is also interested in collection from the standpoint of report and source evaluation. He must, therefore, know which agencies are available to supply order of battle information and what the capabilities are of each of these agencies.

55. Collection Agencies

Some of the more important collection agencies which procure information useful to the order of battle analyst are—

- a. Friendly troops in contact with the enemy.
- b. Intelligence agencies of subordinate units including artillery, armor, and engineer units.

- c. Interrogators of prisoners of war and military defectors.
- d. Imagery interpretation personnel.
- e. Document translator personnel.
- f. Counter Intelligence Corps units.
- g. Field Operations Intelligence units.
- h. Electronic (ELINT) and communications (COMINT) intelligence personnel.
- i. Technical services.

56. Sources

Some of the more important sources of order of battle information are—

- a. Prisoners of war and military defectors.
- b. Captured enemy documents.
- c. Aerial photographs.
- d. Intercepted enemy signal communications.
- e. Civilian refugees and line crossers.

57. Methods of Collection

From various sources, collection agencies gather information which they report to the headquarters under whose direction they operate. The G2 section receives information from its collection agencies. Since the interests of the G2 section are broader than the eight factors of order of battle, only a portion of the information received by the G2 section pertains to the order of battle situation. The information is screened and that portion which is related to order of battle subjects is sent to the order of battle section for detailed processing.

58. Collection Directives

a. The staff supervision by the G2 section of the collection of information is implemented by the use of long and short range collection directives. The long-range directive is issued periodically and outlines the subjects and scope of interest in general terms and establishes intelligence collecting priorities and reporting formats. The short range directive is published for the purpose of obtaining a specific item of intelligence information on a one-time basis.

b. The long-range directive is intended to serve as a guide to collectors in any one major field of interest (e.g. collection of order of battle information on a particular national army). In time of peace it might be used at any level of command. In time of war, because of the constantly changing situation, it probably would be utilized as a collection medium only by higher levels of command and would be replaced by short range directives at lower

levels. Short range directives and personal liaison supplement the general guidance of the long-range directive.

59. Liaison Visits

Liaison visits with collection agencies afford the analyst an opportunity to better explain his needs and so guide the collector. They enable him to gain a better understanding of the capabilities and limitations of the collection agencies and result in the improvement of future collection directives and consequent improvement of the effort as a whole. The basic principles, purposes, and value of liaison and coordination are self evident in all facets of the military. They are probably more important in the intelligence field than anywhere else, for it is here that unknowns are dealt with, and the unknowns can only become knowns through close cooperation.

60. Technical Intelligence

A lucrative area for procurement of important data is provided by technical and logistical intelligence support units. For example, signal, quartermaster, ordnance, chemical, and engineer personnel are specialists in their field; they are the best qualified to provide order of battle personnel with processed data on enemy materiel. The results of such efforts by certain specialists should be used to advantage when made available to order of battle sections.

61. Photo Interpreters

The importance of close coordination between the photo interpreter and the order of battle analyst cannot be over emphasized. Photo interpretation personnel can furnish the order of battle analyst valuable information concerning enemy disposition, strength, organization, and (sometimes) tactics and training. On the other hand, order of battle can furnish the photo interpreter extensive guidance concerning the enemy situation.

Section III. PROCESSING OF ORDER OF BATTLE INTELLIGENCE

62. General

Most of the data received by an order of battle specialist is not intelligence but information. Regardless of the form in which it is received, i.e., messages or written reports, this data must always undergo *processing*. The processing of data is *the act of determining the actual or potential significance of a piece of information, properly recording or filing it, and analyzing it in comparison to existing intelligence for purposes of intelligence production.*

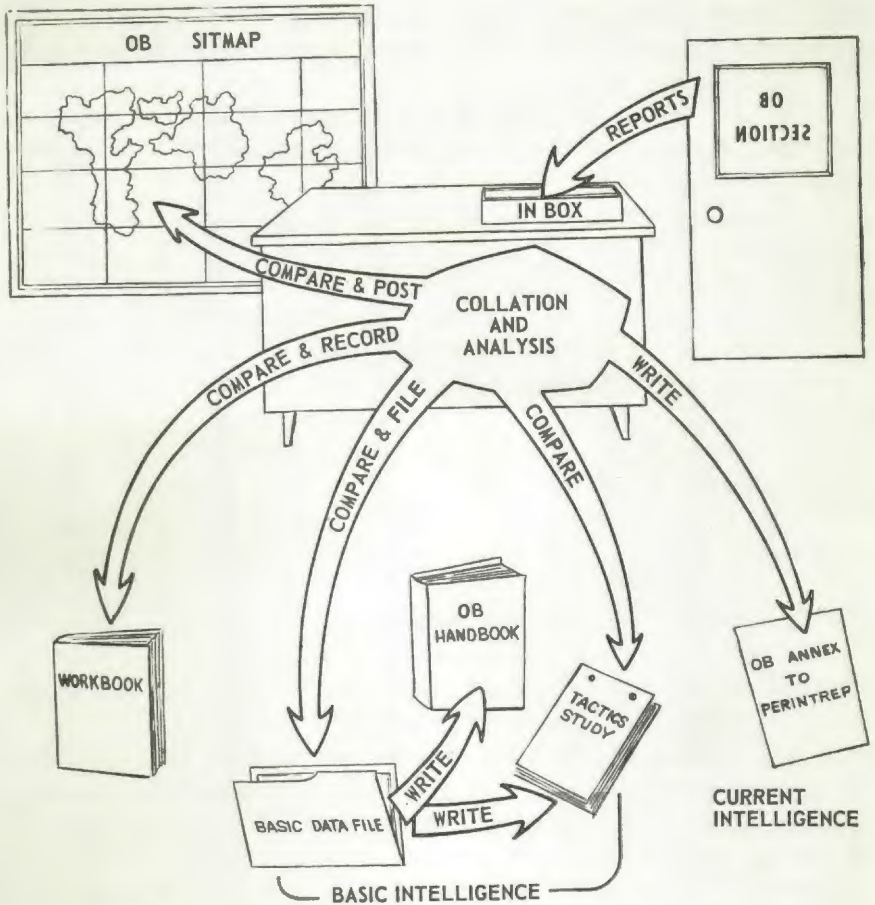


Figure 2. Processing of order of battle intelligence.

63. Principles of Processing

In processing raw information the analyst should keep the following principles in mind:

a. Provided that proper collection guidance has been furnished, almost all information collected has some value. If nothing else, the raw report furnishes a later confirmation of information already available. When the analyst finds he frequently evaluates information as "of no value," it is time to examine the guidance he has furnished both by collection directives and personal liaison.

b. The analyst must achieve the "happy medium" between processing (collation) and intelligence production. An analyst may easily and unknowingly become so "bogged down" in collation that he forgets and neglects his primary mission of intelligence production. This situation not only results from excess collation

alone, but also from such projects as devising new forms for col-
lation of a different type of information. Initially, the analyst may
feel that the new form will serve as an aid, but he may subse-
quently find that utilization of the remarks section of another
form may have served the same purpose and saved much valuable
time.

c. Coordination and cooperation are of utmost importance in
order of battle work. This applies to relations with collection
agencies as well as with other order of battle analysts who are
monitoring other national armies. For example, armies related
by treaty may follow the same trends during reorganizations. A
new trend or pattern in one such army may shed light on develop-
ments in a related army. The analyst responsible for such an
army must therefore work in close coordination with the analyst
responsible for the related army.

d. The analyst must proceed from the premise that *anything
is possible*. A bit of information may not be probable, but neither
is it doubtful merely because the analyst has heard about it for
the first time. To rate information doubtful requires the pos-
session of information to the contrary. This is not to say that the
evaluation "cannot be judged" should not be used, but too often
analysts will lean on this evaluation as the "easy way out."

e. The analyst should never present his superior with raw in-
formation instead of a well thought out bit of finished intelligence.
That is, he should not present a raw report without being able to
state the significance of that report. If nothing else, he should be
able to say "This is new to me, but I believe it may be true because
..... etc." Or, on the other hand, "I want to
show you this because it is certainly significant if true, but I don't
believe it for this reason etc."

64. Methods of Processing

a. Upon receipt of an intelligence report, the analyst first screens
it to determine whether or not it contains information pertaining
to order of battle. The analyst must then determine the signif-
icance of the report as it pertains to the order of battle factors and
his workbooks, files, etc. To begin with, he may "log in" the report
in his own convenience log for control purposes. The next step or
steps involves recording and filing. If the report contains unit
identification information for example, pertinent extracts are
recorded in the order of battle workbook and the unit workbook
(par. 46).

b. While recording new information the analyst compares it
with that already available and asks the following questions: Is it

new, or does it confirm or refute previous information? If new, is it logical and what is its significance in regard to the enemy's combat potential? Is it newsworthy (for publication in intelligence periodicals) or is it information which contributes to the order of battle picture without being of particular significance in itself?

c. The answers of these questions constitute the basis for intelligence production. If new information is newsworthy, it will be used for production; if not, it is filed for future reference. During processing, the analyst must determine whether the information is of interest to other branches of G2 (e.g., G2 Air, Counterintelligence, etc.) or Technical Service Intelligence. If it is, he takes action to see that they get it. If the information is of interest to other sections, they can probably offer the order of battle analyst an interpretation of the report that may be of value to him. Thus coordination here is very important.

d. Very seldom can an analyst state with certainty that a report is false or contributes nothing to the order of battle picture. Generally speaking, all information pertaining to order of battle is recorded or filed to prevent loss of material which may subsequently prove to be important.

65. Development Techniques

a. The techniques used in the development of order of battle information vary with the level of operations, specific situation, and nature of the forces being studied. However, certain development techniques are generally applicable.

b. The following sections describe techniques, associated devices (workbooks, maps, charts, files, etc.) and considerations in the development of data related to the factors of order of battle intelligence.

Section IV. DEVELOPMENT OF COMPOSITION

66. General

a. Establishing the composition of a unit requires that the numerical (or name) designations of its subordinate components be ascertained. It is also desirable to show the subordination of the entire unit. For example, in establishing the composition of the Aggressor 12th Rifle Division, the designations of its organic rifle regiments and support units must be determined, as well as the designation of the corps to which the division is presently subordinate.

b. The analysis of composition is accomplished with the use of unit workbook worksheets and organization charts. The composition charts found in an order of battle book are developed from

these worksheets. Essentially the unit workbook and the composition section of the order of battle book are the same. They differ only in that one is an analytical tool and the other a finished intelligence product from which analytical notes have been excluded.

67. Unit Workbooks

a. Unit workbooks may take many forms depending on the mission of the analyst or section, the nature of the army being monitored, the type and volume of information, etc. Some examples are: A looseleaf system, a card file system, an already compiled and published handbook, and occasionally, electronic processing machines. The unit files may either constitute or supplement this workbook. An example of the arrangement of the unit workbook is shown in figure 3.

b. The format of the unit workbook depends entirely on the structure of the army being monitored. Typically, the unit workbook consists of a collection of (unit) worksheets arranged by type division or in numerical order. If the analyst has an order of battle book in finished form at his disposal he may use it as a unit workbook by inserting additional pages as new information is received.

68. Worksheets

a. An example worksheet for the unit workbook is depicted in figure 4. Generally, the parent unit listed on the worksheet will be a division or larger unit. Subordinate elements of the division are listed in the left-hand column. The space between units in this column depends entirely on the volume of information received. If it becomes necessary to show subdivisions of major units (listed in the left-hand column) they should be indented below their parent units.

b. Personalities are listed on the worksheet as a ready reference for the personalities of any one unit (personalities are also carried on separate cards in a personality file, however, such a file is maintained alphabetically and not by unit; the larger a personality file becomes, the more difficult it is to pick out the personalities belonging to any one unit).

c. Unit, postal, and vehicle code numbers are noted on the worksheet and used by the analyst in determining order of battle changes or establishing confirmation of current data. Such numbers are also carried in a separate file by numerical sequence. The same principles of collation and filing apply to these numbers as to personalities.

d. The remarks column is probably the most important column

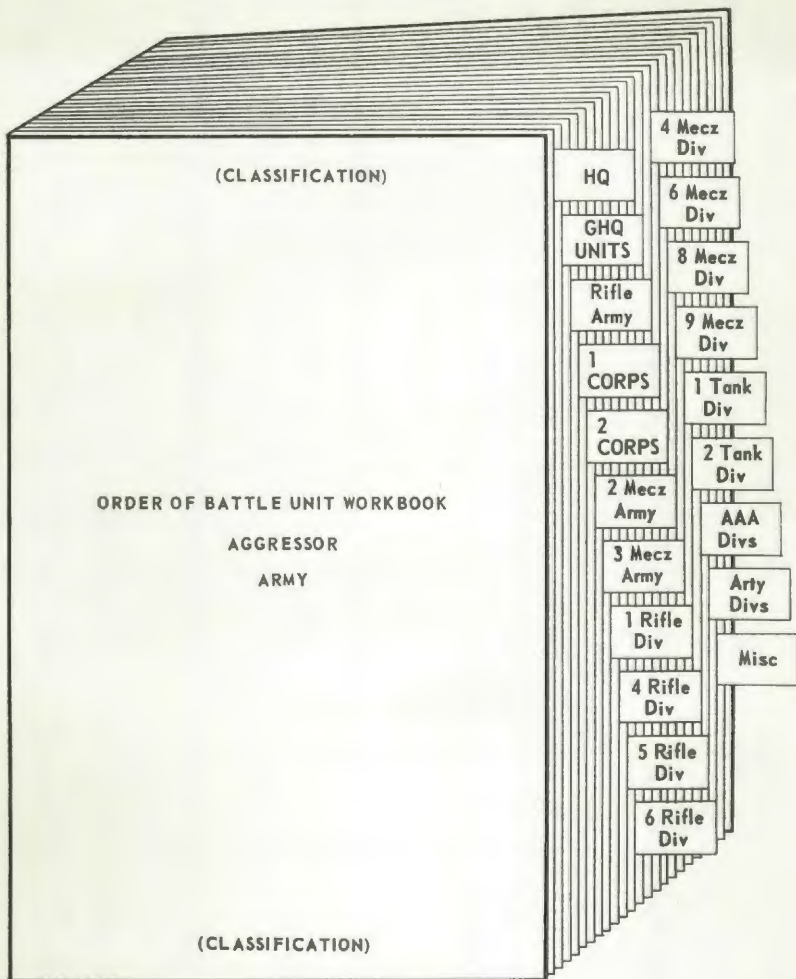


Figure 3. Example of a unit workbook.

on the sheet. It is in this column that the analyst notes details which may shed light on any facet of the unit's order of battle. Such items as reports of branch insignias, number and type of weapons, statements of local residents, etc. are all entered in this column in abbreviated form. For each entry it is of particular importance to enter the date and the source of information.

69. Unit Files

a. Unit files are sometimes used in lieu of or to supplement workbooks. They may take many forms. The worksheets for the unit workbook may make a unit file in themselves. Many analysts prefer to use a card file or manila folder file system for keeping unit files. The basic purpose of this file is to maintain accurate

PARENT UNIT 239 Rifle Division

SUBORDINATE UNITS	CITY	COORDINATES	INSTL	PERSONALITIES	ID OR CODE NOS	REMARKS
Div Hq	Stein	PV818147	1&3	CG Gen of Div MENDEZ, R.	16430	Theater OB Book
462 Rifle Regt	Delitsch	PU781934	4	C. O. Col WURTZ, P. J.	16435	DA Obsum 0358
523 Rifle Regt (-)	Eilenburg	PU852961	2			
3 Bn	Gladbach	PV891024	1			0458, Gladbach residents say Bn subordinate to Hq in Eilenburg
439 Engineer Bn	Limburg	PV863106	3		16444	1058, Equipped with metal pontons.
439 Signal Bn	Lehrte	PV825158	1	C. O. Maj ZILLICH		

Figure 4. Example of a worksheet (unit workbook).

and complete data on any one unit including its identification, subordinate units, parent unit, location, personalities, history, etc. A card file and manila folder system might also be used. The card file contains all the pertinent data required for the ordinary order of battle situation. However, items such as all officer personalities assigned to a particular unit cannot be listed on a single card, nor will they be grouped by unit in the personality file. The manila folder is therefore the means of retaining such information intact. It serves not only as a file for detailed information, but background material as well.

b. Unit history data should be recorded on the back of the unit identification card or worksheet. The following type data should be recorded:

- (1) Historical and honorific names (grouped with pertinent explanatory data).
- (2) A concise combat record of the unit.
- (3) Major reorganizations, redesignations, etc. (sufficient information to present a clear picture for an evaluation of the unit).
- (4) Outstanding personalities connected with the unit.
- (5) Special qualifications and training. (Airborne, amphibious, jungle, desert, or other special operations.)
- (6) Peculiarities of a unit which set it apart from other units. This might include organizational differences, or reputation in training or combat.

c. In time of war the tactics, achievements, and failings of a unit should be closely followed, and recorded. Such activities or occurrences may not be important in themselves, but taken as a group and considered in the light of their chronology, they provide indications of possible future action on the part of the enemy force. For example, the time and places involved in all changes of disposition by individual units within the enemy force should be recorded. A single move by a single unit may have no apparent meaning in itself, but if this move is considered in the light of a sequence of moves by that unit, it might well be significant; or if this move is considered together with the pattern of movement by other units of the enemy force, it may reveal indications of probable enemy courses of action.

70. Sources of Unit History Information

Prisoners of war or military defectors are the principal sources of unit history information. Books, periodicals, captured enemy documents, uniforms, insignia, installation names, and unit colors are all potential sources of such information.

71. Sources of Organizational Information

a. Prisoners of war or military defectors are usually the best sources of information concerning the organization of an enemy force. Other fruitful sources include aerial photographs, enemy documents, and equipment counts on trains, in road convoys, and in military installations. Equipment counts are of particular importance in peacetime when other sources are unavailable.

b. Frequently, organizational patterns common to several armies may be apparent. This is sometimes true of armies bound by mutual defense treaties or military assistance programs. Lacking information on a specific type unit, the analyst may proceed from the premise that the specific unit may be organized similar to the same type unit in the related army. This, of course, cannot be taken for granted, and cannot even be assumed if there is no concrete evidence of an organizational pattern common to the two armies. However, it behooves the analyst to familiarize himself with the organization of related armies in order that he may detect such patterns.

72. Methods of Showing Organization

a. *The Organizational Chart.* An organizational chart is an efficient and convenient method of showing types of units within the enemy armed forces. Types of units and TOE should be shown on a line and block chart as in figure 5. The order of battle analyst usually maintains a file of these charts in a looseleaf notebook; however, they may also be drawn on heavy poster board for briefing purposes or placed on file cards if more convenient. There is no set form used in the preparation of the organizational chart but the following guides will be of help in maintaining uniformity:

- (1) Organizational charts are normally made for "type" or TOE units only. Corps and army organization usually tends to be provisional in nature. However, if several corps or armies tend to follow a similar pattern of organization, it would be correct to maintain a single, composite chart incorporating the features of the several corps or armies.
- (2) Organizational charts must always show a title and a security classification.
- (3) If possible, an organizational chart should be drawn on a single sheet of paper and show the complete breakdown of all units from the highest type headquarters to the lowest unit. However, this can seldom be done conveniently. Not only does this method require charts of unusual dimensions but to be of use they would require

ORGANIZATIONAL CHART
TYPE RIFLE DIVISION, AGGRESSOR

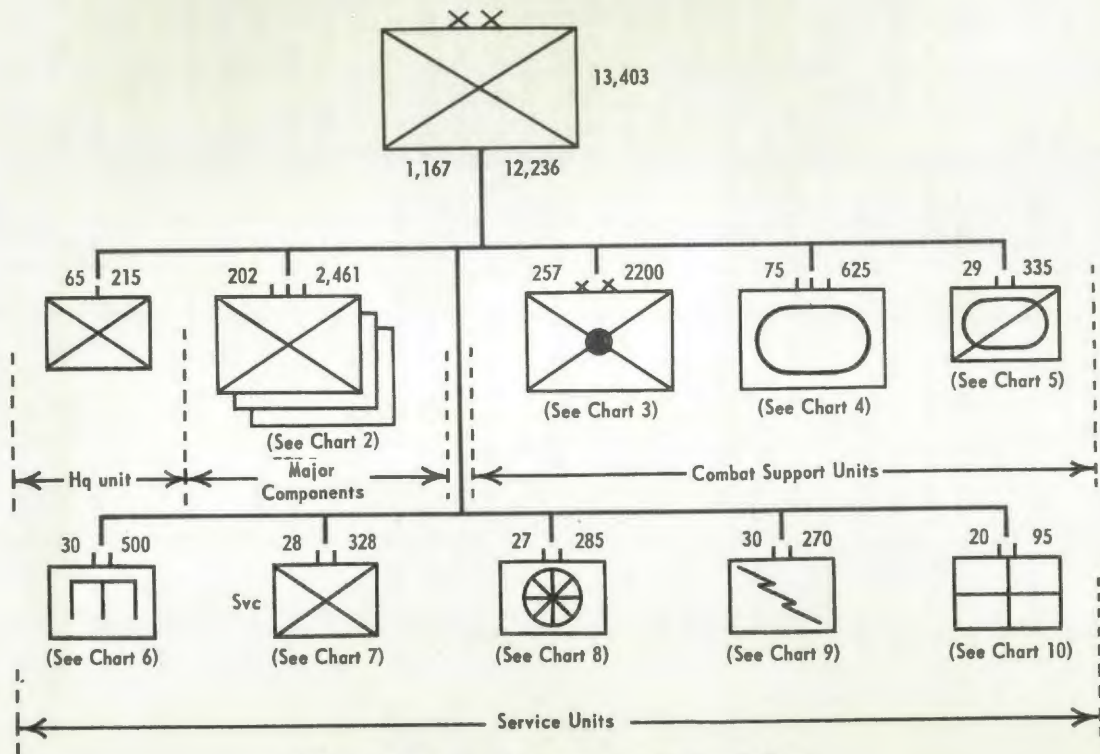


Figure 5. Example of an organizational chart.

proportionately large areas for display. Therefore, the order of battle analyst prepares one chart showing the general organization of the type unit (fig. 5) and then individual charts for each type of subordinate unit (fig. 6). Subordinate units may be broken down to the smallest components desired. For example, in depicting the organization of a rifle division, individual charts are made for the type regiment, battalion and perhaps even the company and platoon.

- (4) It is desirable to show TOE strength in personnel and major weapons on each chart. Where detailed weapons and equipment data is to be shown, a chart similar to that shown in figure 7 should be used.
- (5) In making organizational charts, units are arranged in four separate groups as shown in figure 5. These groups include: Headquarters units; the major components (in the case of a rifle division, the major components are the rifle regiments. In the case of an artillery division, the major components are the artillery brigades, etc.); the combat support units, and lastly, the service units. Within each group the unit symbols are arranged according to unit size—decreasing from left to right. Note also that the size of the unit symbols are in proportion to the size or echelon of the respective units. Here, the symbol for the rifle regiment is smaller than the division unit symbol and the engineer battalion symbol is smaller than both the regimental and divisional symbols.
- (6) Principal weapons and equipment charts supplement the organizational charts and may be made as a separate item or placed on the reverse side of the organizational charts. Figure 7 shows a form for the principal weapons and equipment charts. These charts provide the order of battle specialist with a ready reference to enemy TOE strength in weapons and equipment. They may be either general or detailed in content depending upon the needs of the command and time available for their preparation.

b. Organizational Chart of Identified Units. This type of chart is similar to the organizational chart (fig. 5) with the exception that a notation of unit identification appears beside each unit symbol. An organizational chart of identified units is primarily of use when the order of battle specialist is attempting to determine the organization of higher level type units with flexible structures.

c. The Order of Battle Situation Map (OBSITMAP.) This map

ORGANIZATIONAL CHART
 Type Rifle Battalion, Rifle
 Regiment, Aggressor.

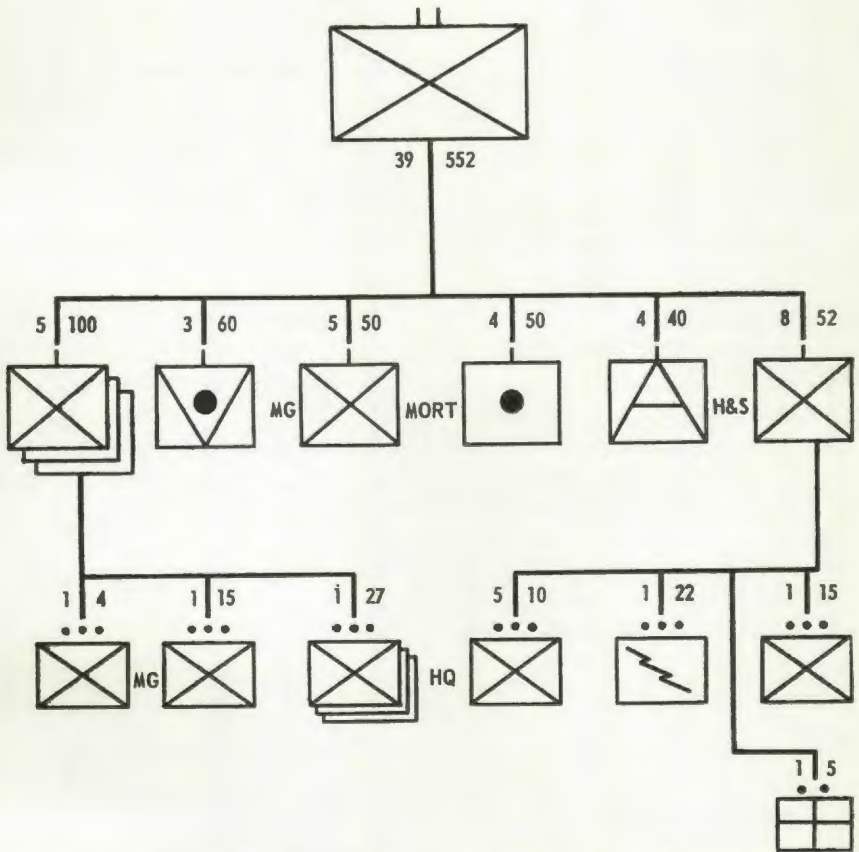


Figure 6. Example of an organizational chart showing subordinate units.

is primarily designed to show current enemy unit dispositions. Concurrently, it indirectly depicts some facets of the organization of specific enemy units.

d. Reports. Another method used by order of battle analysts to show organization is the preparation of special reports on this topic. These reports may be in the form of descriptive paragraphs alone, or they may combine descriptive paragraphs with organizational charts. These reports are usually special studies pertaining to either the type units in an enemy force or to the composition of a specific force or unit.

PRINCIPAL WEAPONS
& EQUIPMENT CHART,
RIFLE BATTALION,
RIFLE REGIMENT

Unit	Small Arms					Mort	AA		AT			Armd Veh	Trans	
	Rifles	Pistols	SMC	LMG (8-mm)	HMG (15-mm)	81-mm	15-mm MC (dual)	15-mm MG (Quad)	80-mm Launcher (Squad)	55-mm Gun	80-mm Recoilless Rifle	Armored Carrier (AC 1)	Motorcycles	Trucks
Rifle Co (3)	227	25	36	27	9				27			12		
AAMG Co	30	8	6				6	2						6
MG Co	24	10	15	6	3									6
Mort Co	36	8	10			6								7
AT Co	40	10	13						4	6				7
H & S Co	44	16										1	1	8
TOTAL	401	77	80	33	12	6	6	2	27	4	6	13	1	34

Figure 7. Example of principal weapons and equipment chart.

Section V. DEVELOPMENT OF DISPOSITION

73. General

The disposition of units in both peace and war is depicted and analyzed with the aid of the order of battle situation map. Installation handbooks, and the composition charts and indexes of locations in order of battle books (ch. 5) are also used in developing disposition. Generally, however, the actual analysis of disposition is accomplished with the help of the situation map. The handbooks, charts, and indexes are used for recording the results of the analysis. The following paragraphs outline considerations in establishing disposition and the use of the order of battle situation map.

74. Importance of Order of Battle Situation Maps

Order of battle situation maps are important in the planning and combat phases of a military operation. They serve vitally important functions in both phases since they are repositories for intelligence data pertaining to composition and disposition of enemy units. Effective planning, prior to or during combat, is accomplished only as a result of proper consideration of these order of battle factors.

75. Preparation of an Order of Battle Situation Map

Details of the preparation of an order of battle situation map are as follows:

- a.* A map sheet(s) of an appropriate scale showing the area with which the analyst is concerned is selected.
- b.* The map sheet(s) should be mounted on some type of substantial backboard in order to protect the map and to provide a solid base to facilitate plotting and posting.
- c.* The map sheet(s) should be covered with some type of transparency, preferably acetate, so that notations can be easily put on or removed.
- d.* At least two register marks are plotted on the transparency in order to establish reference points for readjusting the transparent overlay. These register marks are drawn directly over the grid line intersections. For best control, they should be in diagonally opposite corners of the map with the grid coordinates for the horizontal and vertical lines annotated with the correct numbers shown on the edges of the map.
- e.* The security classification is annotated in red both at the top and bottom of the map.

76. Use of Military Symbols

a. *Standard Symbols.* The standard symbols set forth in FM 21-30 are used on the order of battle situation map whenever possible.

b. *Improvised Symbols.* The symbols contained in FM 21-30 were not designed to represent foreign army units but nevertheless are applicable in most cases. Where foreign army units have no counterpart in the United States Army organization, order of battle personnel improvise symbols to represent these units. Such symbols must be simple and logical modifications or variations of standard symbols. For example, FM 21-30 contains no symbol to represent a heavy tank/assault gun unit. Since some foreign armies have this type of unit as an organic component of some of their divisions, a symbol must be improvised to show such a unit on an order of battle situation map. Figure 8 shows an example of an improvised symbol for an unidentified heavy tank/assault gun regiment.

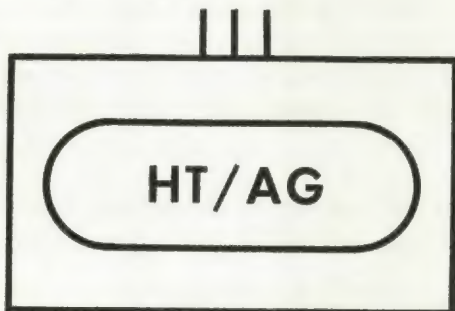


Figure 8. Example of an improvised symbol.

c. *Size of Symbols Plotted.* The dimensions of the symbols to be plotted on a situation map should be chosen according to the map scale. The symbols are rectangular in shape and of sufficient size so that they can be easily recognized. The proportion recommended is 8 x 5 (8 units in width and 5 units in height). A technique used by order of battle personnel which permits easy recognition of unit size is plotting units by means of proportionately scaled symbols similar to that described in paragraph 72a(5). An enemy division symbol would appear larger on the order of battle situation map than would a regimental symbol, which, in turn, would be larger than a battalion symbol, etc. By plotting units in this manner, the user of the map can immediately recognize the relative size of any specific unit.

77. Data Plotted

a. *General.* Before plotting any enemy unit on the situation map, the order of battle analyst must be certain that plotting is

necessary and will add to the portrayal of the enemy order of battle situation. Situation maps crowded with unnecessary details are difficult to read and will result in confusion. The situation map must be simple, neat, and easy to interpret. It should present only those details for which it is designed. However, this is not to the exclusion of any entries which serve as an aid to analysis.

b. Enemy Forces. The order of battle analyst is concerned primarily with the identification, disposition, and strength of the enemy's *tactical* ground units, but the enemy's logistical, air, and naval units should also be plotted if they are within the commander's area of responsibility and if they are capable of influencing his course of action. A separate map or overlay for each category may be maintained.

c. Scope. The order of battle situation map of a specific command will normally depict those enemy units which are in contact, in support, or in reserve, within the area of responsibility of the command. At higher levels this may well include entire nations and their armed forces. Enemy units adjoining the boundaries of responsibility are also included on the situation map.

d. G2 Sitmap. The order of battle Sitmap differs from the G2 Sitmap in that the G2 Sitmap contains detailed information such as command posts, weapons dispositions, minefields, obstacles and barrier positions, and other details which directly affect the operations of the combat units. Such information is included on the order of battle map only when it may shed light on any of the order of battle factors.

e. Friendly Forces. The order of battle analyst must know some of the details of friendly unit dispositions and missions in order to appreciate, to the fullest extent, the enemy's deployment and movements. For example, a movement of enemy forces may be merely a shifting of units to counteract a previous movement of friendly forces. In such a case, the reason for the shift is explained and may also indicate a pronounced weakness in friendly counterintelligence, i.e., physical security and camouflage. Ordinarily, an order of battle situation map contains a minimum of entries concerning friendly forces. At division level it shows only the boundaries of major friendly units, forward edges of battle areas (FEBA), and battle groups or their organic components.

78. Enemy Units Plotted

a. The primary interest of the order of battle analyst in the maintenance of the situation map is the plotting of major enemy ground units. For example, the order of battle analyst always

plots the infantry, armor, and artillery components of an enemy rifle division but the division service battalions are not combat units and therefore may, or may not, be plotted. If the disposition of these service battalions may shed light on any of the order of battle factors, they should then be plotted. No general rule can be established for this—the analyst on the spot must make the determination.

b. In a combat situation the decision to plot enemy air defense artillery units is influenced by their capability to directly affect the friendly mission. Units with this capability should be plotted in detail because of the possible long range and atomic capability of their weapons systems as well as their threat to friendly tactical air support and light aviation operations.

c. As a general rule, the order of battle analyst plots opposing enemy units down to and including two echelons below his own level of command. Higher units should be plotted to the extent practicable. For example, at division level he would plot enemy regiments and battalions; the analyst at corps level plots enemy divisions and regiments, etc. It must be stressed that in determining the echelon to be plotted, the foregoing information is only a guide. Analysts at theater level who are responsible for publication of order of battle books may well plot separate battalions. Peculiarities of enemy organization, the tactical situation, time, and personnel available will dictate more precisely which units will be plotted and which will be omitted from the order of battle situation map.

79. Colors

a. Red is the standard color used in plotting enemy units on the order of battle situation map. However, in situations similar to that which existed in Korea, where military forces of two enemy nations are involved, an additional color would be used to readily determine the nationality of forces. One opposing force may be plotted in red and the other in some contrasting color such as black.

b. For briefing or analytical purposes the order of battle specialist sometimes plots enemy units by using a different color for each branch of service (e.g., infantry units in red, armor units in green, artillery in brown, etc.). This technique, if properly employed, is effective in displaying enemy strength of support-type units as well as emphasizing enemy deployment. In addition, it can be valuable to show contrast and comparison for analytical purposes.

80. Methods of Showing Disposition

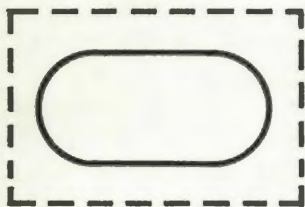
a. Any information pertaining to disposition of the enemy, processed and accepted by the order of battle specialist, is plotted on the situation map as explained above. However, insufficient information may require the order of battle specialist to vary the procedure.

b. In a given situation, the order of battle analyst may know that the opposing enemy rifle division has an organic tank battalion but thus far there have been no reports of enemy tanks sighted in the battle area. Subsequently, he receives a reliable report of seven enemy tanks located in the enemy division area. The question arises: "Are these seven tanks plotted on the situation map, and, if so, how?" Since this is the first report of enemy tanks, he plots it on his situation map as a broken line symbol for a tank unit (1, fig. 9). Assuming that confirmation of the existence of tanks in this area is later received, a (solid line) tank unit symbol (2, fig. 9) would be correct.

c. An *unconfirmed* unidentified tank unit is represented in 1, figure 9. A confirmed unidentified tank unit is indicated in 2, figure 9. Contrast these symbols with the method used in plotting these seven tanks on the G2 situation map where the symbol for an individual tank would be placed on the overlay with the number of tanks reported plotted underneath.

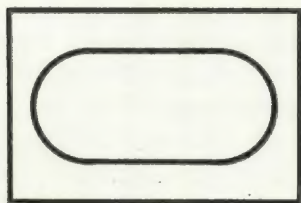
d. Assume in this situation that the organizational chart shows ten tanks organic to each company of the enemy tank battalion. The seven reported tanks (b above) are sufficient evidence of the presence of a tank company. Seldom will reports of numbers of weapons or vehicles equal 100 percent of TOE because the remaining weapons or vehicles are not visible or they are not with the unit. The acceptance of a tank company in this case may therefore be considered valid.

e. Since the organizational chart indicates that there is a tank battalion organic to each enemy rifle division, the order of battle analyst can, on the basis of the seven reported tanks, credit the opposing division with an organic tank battalion. For illustrative purposes this battalion is arbitrarily numbered the 14th. If available information indicates that no more than a company of tanks exists in this immediate area, the symbol for a tank company with the arabic numeral 14 on the right may be plotted (3, fig. 9) indicating that the tanks at this location are a company of the 14th Tank Battalion. Since the company is unidentified, for clarity, the analyst may use the letters UI (unidentified) on the left of the symbol. On the other hand, if the possibility exists that there is more than a tank company present but just has not been observed,



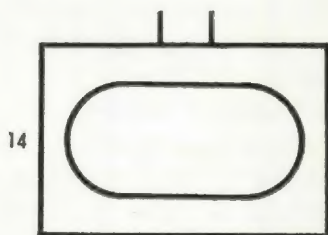
①

Unconfirmed (unidentified)
Tank Unit



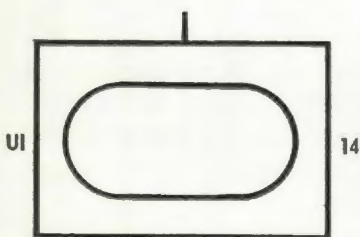
②

Confirmed (unidentified)
Tank Unit



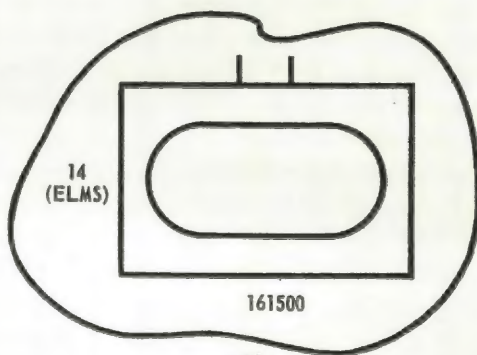
④

14 Tank Battalion, sub-
ordination unknown



③

Unidentified Tank Company,
14 Tank Battalion



⑤

Elements, 14 Tank Battalion
in general area bounded by
irregular line.

Figure 9. Methods of plotting units.

the analyst would be justified in plotting the symbol for a tank battalion with the arabic numeral 14 on the left (4, fig. 9) indicating the 14th Tank Battalion (subordination unknown) is in the area.

f. When enemy armor is scattered to the extent that accurate dispositions and identifications are impossible to determine, but tanks have been reported in numbers less than a battalion but more than a company in a general area, the analyst would plot the symbol for the 14th Tank Battalion and inclose the general area in which the tanks are scattered with an irregular line (5, fig. 9). Since the actual organization of the tanks is in doubt, the abbreviation of the word "elements" is included under the identification number.

g. Two additional notations in the plotting of enemy units is also introduced in 5, figure 9. The first is the Date-Time Group (DTG). This should appear under all enemy units plotted on the order of battle situation map. Without this information, it is not possible to determine whether the data is current or outdated without referring to the G2 Journal. The time plotted under the symbol should always indicate *the time of the sighting*—not the time the report was received, nor the time the symbol was plotted. The second notation is the irregular oval drawn around the tank unit symbol. This assembly area symbol indicates that elements of this unit are located somewhere within the area bounded by the oval.

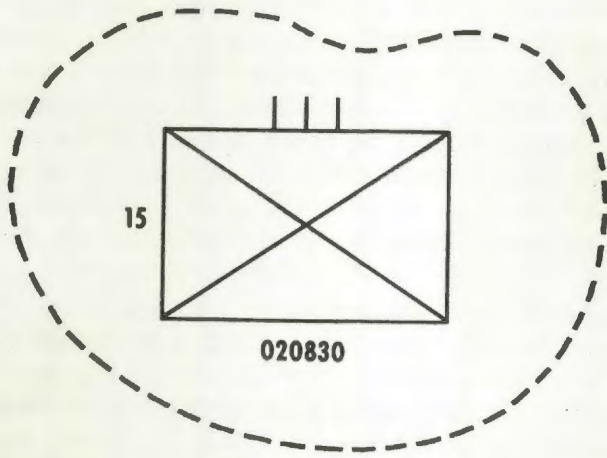
h. On large scale situation maps unit symbols are plotted in the center of the area occupied. If it is desired to pinpoint unit locations or to avoid obscuring particular areas with symbols (particularly on small scale maps), the "Flagstaff" system (headquarters symbols) of plotting may be used.

i. These methods of plotting disposition are equally applicable to reports of other than armor units. The same principles would apply if the report had been 700 personnel or 7 artillery pieces. The methods of plotting the order of battle analyst will use depend upon his judgment and the actual situation.

81. Unconfirmed Reports

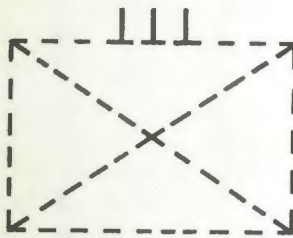
Much of the data in reports received by the order of battle analyst is unconfirmed or there may be doubt as to its validity. Very often these reports are confirmed later. Meanwhile, appropriate symbols and notations should be kept on the order of battle sitmap.

a. The example in 1, figure 10 indicates that the unit plotted within the broken line assembly area symbol is believed to be



①

**15 Rifle Regiment,
Location unconfirmed**



191200

②

Unconfirmed Rifle Regiment

Figure 10. Methods of plotting unconfirmed information.

somewhere in this area. A situation of this sort may develop when an enemy unit is known to have moved but its new location is not confirmed.

b. The example in 2, figure 10 indicates that a new unit has been reported in a certain location but the report has not been confirmed. Such a report is important and it is necessary to call attention to the fact that this unit may possibly exist and be in this location. Care must be exercised in plotting unconfirmed reports. Otherwise, the purpose of the order of battle sitmap—to present a clear picture of enemy identification, disposition and strength—may be defeated by superfluous plottings.

c. If there is doubt as to the designation of a unit, its location, or its type, a system of question marks or the letters UI (unidentified) may be used. Generally, a question mark should be used to indicate reported, but unconfirmed information. Ordinarily, the fact that an element of a symbol is not depicted suffices to indicate that it is unknown. However, if preferable, the letters UI may be used instead.

82. Caption Boxes

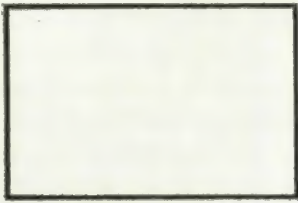
a. A caption box on the order of battle situation map is a map annotation containing information which helps to explain the order of battle situation and map. Although any number of caption boxes may be used, the order of battle specialist normally uses three types—the *strength*, *unlocated units*, and *legend* caption boxes.

b. A caption box showing current computations of enemy strength is an essential part of an order of battle map. Because strength figures frequently change, the caption box serves not only as a collation facility but also as a ready reference for briefings.

c. The entries in a strength caption box usually consist of a digest of strength computations in personnel, type units, and weapons. The amount of detail to be shown results from three considerations—

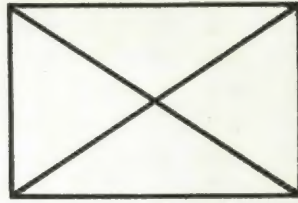
- (1) Amount of intelligence available on enemy strength.
- (2) Degree of simplicity or complexity of the organization of enemy units against which friendly forces are committed.
- (3) Degree of detail concerning enemy strength required by friendly forces to plan and execute their mission effectively.

d. An example of a strength caption box is shown in figure 12. The first entry in this caption box is the total computed (or TOE)



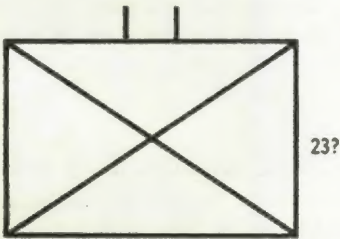
Unidentified
Military Unit

①



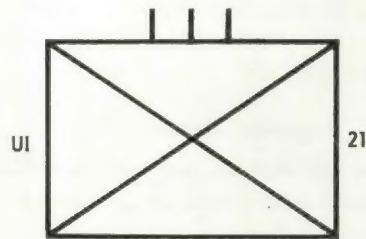
Unidentified
Infantry Unit

②



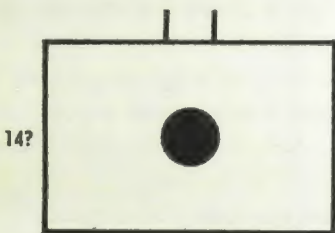
Unidentified Rifle Battalion
Reported (unconfirmed) subordinate to
23 Rifle Regt

③



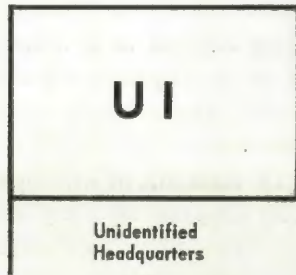
Unidentified Rifle
Regiment of the 21 Div

④



14 (unconfirmed) FA Battalion
subordination Unknown

⑤



Unidentified
Headquarters

⑥

Figure 11. Use of question mark and UI for unknowns concerning units.

STRENGTH	
Personnel	5,500
Infantry	5 Bns
Artillery	3 Bns (34)
Armor	1 Bn (19)
Reserves of Higher Echelons	
73 Inf Div	9,500
Infantry	9 Bns
Artillery	4 Bns (48)
Armor	1 Bn (22)

Figure 12. Example of a strength caption box.

personnel strength of the enemy force opposing the friendly force. The strength caption box on an order of battle Sitmap maintained at division level shows the total personnel strength of enemy units *opposing* that division, whether they are physically committed, in reserve, attached, or in support.

e. The personnel strength entry does not reflect the total personnel strength of all enemy units plotted on the situation map, but only of those units known or suspected (i.e., unlocated) to have the capability of affecting the mission of the friendly division. It does not matter whether these personnel are organized into one division, elements of two or more divisions, support type units attached or in direct support, or units in contact or locally available, so long as these units appear to have the immediate mission of combating our units.

f. In the example of an order of battle situation map (fig. 13), the units considered to be opposing the 5th Infantry Division are those which have the capability of affecting that division's mission. The other enemy units oppose the 3d and 9th Infantry Divisions. The strength of the units committed against other friendly forces is never counted in the personnel strength entry in the strength caption box, nor are the reserves of higher echelons.

g. Following the personnel strength entry, the number of battalions of infantry, artillery, and armor are listed. The figures in parentheses following the battalion totals for artillery and armor

(CLASSIFICATION)

OB SITMAP

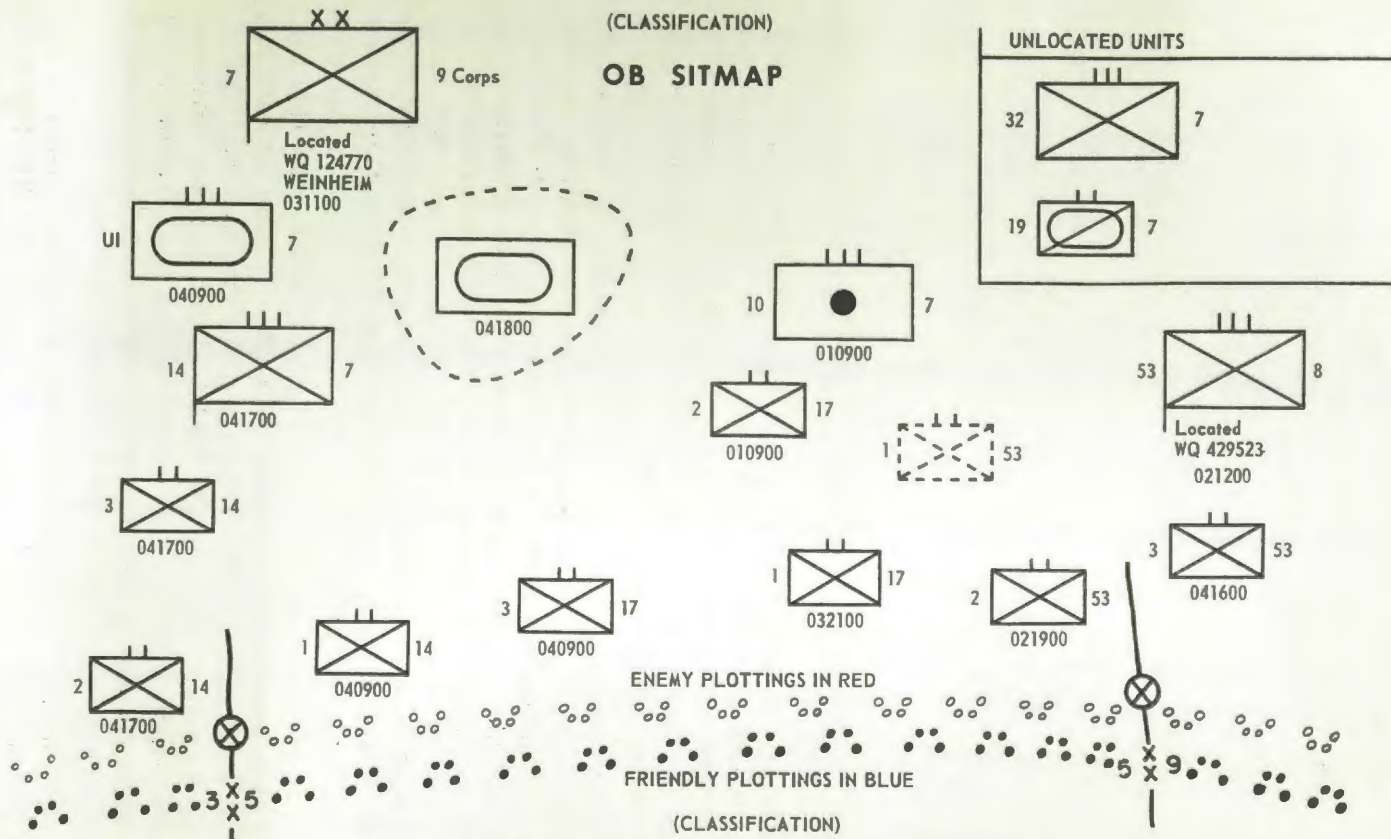


Figure 13. Example of an order of battle situation map.

indicate the number of artillery pieces or armored vehicles in these units.


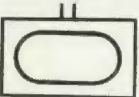
h. The total number of weapons in the support battalions does not necessarily represent the actual total of artillery or armor weapons in the opposing force. For example, in many foreign armies, the rifle regiments have organic artillery equivalent in numbers to a battery or more. Thus the division's total tube count would amount to more than the total TOE tube count of the support battalions. This factor must be taken into consideration when reading the strength caption box.

i. Often the presence of units which should exist in accordance with the organization chart has not been confirmed. Other units may be confirmed but unlocated. It is important that all such units be included in the totals when computing opposing enemy strength. This includes the reserves of the opposing unit of the same echelon.

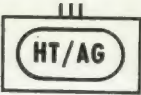

j. The last entry in the strength caption box shows the availability of reserves of higher echelon. These reserves are those which would be employed by the enemy commander of the next higher echelon of the unit opposing a specific friendly unit. For example, if an enemy division opposes a friendly division, the reserves of higher echelon would not be found in the opposing enemy division, but among those units which make up the enemy corps reserve. This corps reserve may consist of another division and support units such as artillery, armor, etc. The reserves of higher echelons are considered to be reinforcements. The purpose of the last portion of the strength caption box is to show additional enemy units which are available as reinforcements for the enemy echelon committed against a specified friendly force.

83. Unlocated Units

It is also important that the order of battle analyst be aware of that which is *not* known about the enemy. This is accomplished, in part, by the use of the unlocated units caption box which calls attention to existing units which remain unlocated. It provides a concise list of enemy units on which information must be collected to complete the order of battle situation. In addition, it serves as a reminder to the order of battle analyst that maximum effort must be directed toward establishing the dispositions of units plotted therein. It also calls attention to the fact that even though these units are not plotted as part of the order of battle situation, they remain a threat to the accomplishment of the friendly mission. An example of an unlocated unit's caption box is shown in 1, figure 14.

UNLOCATED UNITS	
UNIT	REMARKS
16  111	10 AGGRESSOR Rifle Corps Reserve
6  14	Reported as a training battalion

①

LEGEND	
	HEAVY TANK ASSAULT GUN REGIMENT
	COASTAL DEFENSE REGIMENT

②

Figure 14. Example of unlocated units and legend caption boxes.

84. Legend

When it becomes necessary for the order of battle analyst to improvise symbols for enemy units, a legend caption box is prepared and fastened to the situation map. Within the legend caption box, each improvised symbol is shown, together with an explanation as to the exact meaning of the symbol. An example of a legend caption box is shown in 2, figure 14.

85. Remotely Located Units

It is often necessary for the order of battle analyst to plot enemy units whose location is in an area beyond the coverage of the map sheet(s) used. Appropriate symbols are plotted near the edge of the overlay lying in the general direction of the location of the unit. Beneath the unit symbol are entered the word "located," the map coordinates, the name of the area in which this unit is located, and the date-time of sighting. An example of plotting units "off the map" is shown in figure 13. In this example the headquarters of the 7th Division and 53d Regiment are both off the map.

86. Movement of Units

a. When an enemy unit is reported in movement, the order of battle analyst must show both the direction and the progress of that movement on the situation map. Note the method shown in figure 15.

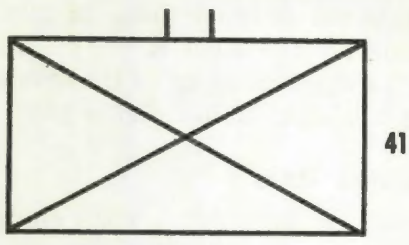
b. In this example the unit symbol has an arrow attached to it (the head of the arrow pointing in the direction of the movement). The point of the arrow extends to the last observed position of the lead elements of the main body. Width of the arrow depends on the deployment of the unit in movement. The date-time group indicates the time the unit was last observed.

Section VI. DEVELOPMENT OF STRENGTH

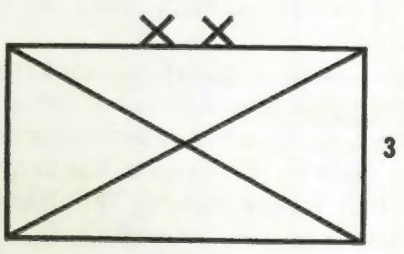
87. Basic Considerations in Strength Computation

a. Enemy strength is seldom constant in combat. It undergoes continuous fluctuations through battle and nonbattle casualties and subsequent augmentation through replacements. This, then, establishes the basic premise in strength computation—*strength figures of any military force not under our control can only be approximations.*

b. The bulk of battle casualties within any unit will come in the combat arms, e.g., riflemen in an infantry unit. When combat units suffer heavy casualties replacements will sometimes come from the service units of the command. In such a case, or if the



081110



081110



Figure 15. Methods of plotting movement of units.

replacements otherwise consist of inexperienced troops, the unit's combat efficiency can be expected to be adversely affected, at least temporarily. Despite the fact that the numerical strength has not changed significantly.

c. Dispersion on the nuclear battlefield restricts observation which in turn reduces the capability of obtaining accurate reports of known enemy casualties through this means. Therefore, computations of enemy strength derived from observation alone cannot be accepted as a true picture of enemy strength.

d. Combat experience factors prove that TOE strength is a goal seldom achieved, and even then, there is but one course which unit strength will usually take; that is—downward. This is especially true in the field under combat conditions where all combat units are frequently considered to be of some percentage less than TOE. Insufficient personnel and equipment replacements and the effectiveness of field maintenance are factors which affect strength deficiencies.

e. Unless accurate enemy personnel strength figures (such as known casualties and replacements) are available, the order of battle analyst computes enemy strength in terms of numbers of types of units. Lacking other information, overall strength of the enemy force may be expressed on the basis of TOE. This is particularly true at higher echelons. At army group level enemy strength might well be stated as "Ninth U.S. Army is opposed by three rifle and three mechanized divisions. Two of the rifle divisions have suffered heavy losses and are estimated to be at 50 percent strength."

88. Strength Computations and Techniques

a. The mechanics of strength computation are more easily described than carried out. No satisfactory method yet exists to give the order of battle analyst an accurate accounting of enemy nonbattle casualties and battle casualties. Similarly, casualties brought about by artillery fire and air bombardment are seldom known because of the lack of adequate observation and confirmation. Although formulae for estimating casualties of this nature have been used from time to time, there is no factual evidence to sustain their accuracy under all circumstances.

b. The order of battle analyst at lower levels (division and corps) should rely upon, and be content with, *only* those figures which are precise and accurate beyond question; *only counted enemy KIA (or known destroyed equipment) and prisoners of war (POW) (or captured material) are considered in the determination of enemy unit strength.* These figures may possibly be

further revised from information received from POW, aerial photographs, and from captured enemy documents. Enemy casualties are normally reported in the order of battle summary (OBSUM) by echelons having order of battle analysts and in the Intelligence Summary (ISUM) by the Intelligence Officer in accordance with local intelligence standing operating procedures.

c. It was previously stated that immediate replacements for combat units were sometimes obtained from organic service units thus temporarily off-setting any advantage gained by a high enemy casualty rate. Moreover, because of the difficulty of accurately assessing casualties and the fact that a badly depleted unit will ordinarily be replaced or reinforced, the order of battle analyst must prorate the loss to the entire parent unit. For example, if one regiment of a division (composed of three regiments) suffered approximately 30 percent casualties, the order of battle analyst must prorate this loss of 30 percent to the entire division. The division would then be assessed for 10 percent casualties.

d. The rate of replacement of casualties in an enemy force is even more difficult to determine. For all practical purposes, corps and division order of battle personnel cannot compute enemy replacement rates. Higher headquarters develop appropriate methods to determine the average rate of enemy replacement over a protracted period.

e. The replacement rate developed at the higher headquarters is disseminated to lower echelons. It may be expressed in a variety of ways, such as the *rate of recovery*—"During the past thirty days, the enemy has been able to bring all echelons up to 85 percent of TOE within 10 days of any major loss;" or as a *rate of replacement*: "The average replacement rate for each enemy division in the battle area is 1,000 personnel per week." Lacking any such information, order of battle personnel at all echelons must consider readjusting enemy strength as appropriate since the enemy will recover their personnel and equipment losses within some reasonable period of time—usually not to exceed two weeks.

f. In time of peace, strength of a potential enemy force is best calculated by type units. Unit strength is primarily determined by reports from deserters and estimates of strengths of units within installations. When the strength of a type unit has been revealed by a deserter, or arrived at by an accurate strength estimate, it can generally be presumed that all other units of this type have the same strength. Such a presumption is valid, of course, *only* if evidence to the contrary does not exist.

g. When monitoring the forces of nations employing conscription, careful attention should be paid to the ratio of cadre (regular

establishment—officer and enlisted) to conscript strength. This is an important factor in determining overall strength. In time of peace, strength can generally be computed by the following formula: “annual induction quota, multiplied by term of conscript service, plus cadre.” The ratio of cadre to conscript personnel will vary with different branches or arms. Generally, speaking, the more technical the service the higher the percentage of cadre. Cadre figures include not only both officer and enlisted members of the regular establishment, but reserve officers and men on extended active duty. Over a period of time a fairly accurate cadre-conscript ratio can be deduced.

h. If annual induction figures are unknown it may be necessary to proceed from the basis of the conscription laws and available manpower. Studies prepared by government agencies (such as the Department of Commerce) will often reveal the needed available manpower figures. Using these figures as a basis, the analyst can usually arrive at a “not over” strength figure. From this, more accurate figures can be arrived at with the receipt of further information.

i. Terms of conscript service may also vary with different branches or arms. This must be taken into consideration when figuring annual induction quotas for each branch or arm. The analyst must be careful here to distinguish between differences in terms of service which permanently affect the strength, as opposed to temporary retention of members of a particular alert or security force. It may be the case that conscripts due for discharge in such a force would be retained for security purposes during the period that their replacements receive basic training, etc. This results in a temporary strength increase only and must be recognized as such.

Section VII. DEVELOPMENT OF TACTICS

89. Sources

a. The study of the tactics of foreign armies is based on information developed from—

- (1) Foreign military periodicals.
- (2) Organizational changes.
- (3) Weapons characteristics.
- (4) Observation of training exercises and maneuvers.
- (5) Military history data of performance during (recent) combat.

b. During wartime other sources of tactical information such as prisoners of war and observation by units in direct contact with the enemy are developed.

90. Analysis

a. Most of the analysis of tactics of foreign armies is conducted at Theater and Department of Army level. The results are disseminated in special reports and Department of Army pamphlets.

b. The order of battle analyst within the field army analyzes the tactics of specific enemy units to identify these units with patterns of tactical employment. This analysis consists of comparison of recent activity with known tactical doctrine of the enemy and arriving at logical explanations for deviations. Given sufficient information of recent activity the analyst is able to establish the tactics of particular units or to detect major changes in enemy tactical doctrine.

Section VIII. DEVELOPMENT OF TRAINING

91. General

Since armies spend most of their time in training there is usually a considerable amount of information available through participants and observers. Study of training data enables the analyst to make appraisals of the status of training.

92. Training Status

a. Accurate appraisals of the status of training of both particular units and entire armies are valuable aids in determining capabilities. Appraisals are based on the level (echelon), quality, timing, and emphasis of training as well as comparisons of training in different units or at different times.

b. Quality of training is measured in terms of thoroughness, realism and enthusiasm, and accomplishment of training goals. In the analysis of training, current activity is compared with the normal training program, cycle, or goal. The emphasis given particular training subjects generally indicates strength in these subjects.

Section IX. DEVELOPMENT OF LOGISTICS

93. General

Studies are made at Department of Army or Theater level on the general logistical systems of foreign armies. The order of battle analyst modifies these studies with logistical data developed locally and applicable to particular units.

94. Logistical Systems

a. Development of a clear picture of the logistical system in specific units or areas is facilitated by skillful collation of pertinent

information. Specialized logistical situation maps supplemented by logistical installation lists and indexes of locations (ch. 5) are used to show the disposition of physical facilities (depots, tank farms, repair shops, warehouses, pipelines, etc.). Information on logistical procedures (supply levels, control and allocation methods, maintenance, etc.) is filed by unit, area and subject.

b. With the logistical situation map data, the data files, and the aid of the Department of the Army Theater studies, the analyst is able to synthesize—combine the parts into a whole—a picture of the logistical system of the unit or area under study.

Section X. DEVELOPMENT OF COMBAT EFFICIENCY

95. General

The combat efficiency of particular units is developed from information concerning most of the other order of battle factors e.g., training, logistics, strength, etc. This information is collated in the unit workbook and appropriate intelligence data files.

96. Appraisal of Combat Efficiency

a. Combat efficiency of a unit is a relative quality. It is best measured by comparing the unit with a similar, known (friendly or enemy) unit.

b. In appraising unit combat efficiency the analyst assembles pertinent data (par. 28) from the unit workbook and the intelligence data file. He then compares the characteristics of the unit being appraised with those of the known unit.

c. The appraisal is frequently expressed as a comparison coupled with an explanation. The following is an example of a method of expressing the combat efficiency of a unit:

40th Aggressor Rifle Division—Combat Efficiency. Poor in comparison with the 40th Fusilier Rifle Division. The 40th Rifle Division has been engaged with US forces for the past 76 days. According to prisoner of war interrogation reports, one regiment suffered ninety percent casualties from nuclear artillery. Troop morale is very low. Desertion rates are high (214, past two days). The commanding general is noted for his indecisiveness.

Thus, in the above example, a comparative statement is first made; then, pertinent factors such as morale and commander's traits are discussed to explain the comparison.

Section XI. DEVELOPMENT OF MISCELLANEOUS DATA

97. General

a. The category of miscellaneous data (pars. 30–38) includes all order of battle data not part of the other factors. Several of the better known types of data are: personalities, military installations, and unit, postal, and vehicle code number systems. Data on these topics is maintained in separate (manila folder) files.

b. All data pertaining to this factor and the other order of battle factors not carried in unit, personality, code number, military installation, or other separate files or workbooks is maintained in the *basic intelligence data file*. Each item in this file includes a source reference and date of information. Extensive cross-references are employed in this file.

c. Development of intelligence from the basic data file is relatively simple. All file entries concerning a particular topic are compared, evaluated, and interpreted and a determination is made as to what is permanent, accurate, and significant. Development of personality, military installation, and code number intelligence is more detailed and merits discussion separately.

98. Personality Data

Personality data on designated categories of individuals is recorded in a personality card (fig. 16) file. The file is usually kept in alphabetical order. In maintaining file cards—

a. Changeable entries (rank or current assignment) are entered in pencil.

b. Source and date of information are recorded with each entry.

c. Entries in the “remarks” section may include—

- (1) Personal data such as date and place of birth, civil education, political affiliations, nicknames, physical peculiarities, etc.
- (2) Schools and qualifications.
- (3) Awards and decorations.
- (4) Chronology of assignments.
- (5) Campaigns, engagements and important activities participated in.
- (6) Character traits (morals, reputation, appearance, mannerisms, etc.).

99. Military Installation Data

Military installation files are maintained to facilitate publication of installation handbooks (ch. 5). Separate collation sheets similar (but more detailed) to installation handbook explanatory sheets

NAME	ZILlich,	LUJO	RANK	MAJOR	CURRENT ASSIGNMENT
	(Last)	(First)			C. O. 439 Signal Bn
		(MI)			
REMARKS	0958 (Date of information), (C-3) (Evaluation), 6732 (Source reference), DOB 20, DOR 55,				
	C. O. 439 Sig Bn since 1157; Lectured on "Deception Operations and Radio Communications" to battalion				
	officers, 0758.				

Figure 16. Example of a personality card.

(fig. 21) are prepared for each installation. Additional data on the collation sheet includes the source, and uniforms, insignia, and equipment related to the installation. Installation collation sheets are kept in a folder for each city. The entire file is arranged, by city, in alphabetical order.

100. Analysis of Code Number Systems

a. Successful analysis of unit, postal, and vehicle code number systems results in valuable intelligence on composition and disposition. Analysis procedures consist of comparing numbers with locations, insignia and symbols, activities, types of vehicles, etc., which bear some relation or connection to the number. Numbers are also analyzed for: the number of digits (and/or letters), changes in particular digits (and/or letters), relationships between numbers, and the possible existence of particular blocks of numbers.

b. Vehicle code number systems are usually more difficult to analyze than unit code number systems since vehicles normally outnumber units and are frequently observed at some distance from their parent unit. In addition, unit code numbers are frequently reported in connection with an installation or a unit identification while vehicle code number reports may have little, if any, related data.

Section XII. ORDER OF BATTLE WORKBOOK

101. Use

a. This workbook is used as the basis for writing the order of battle annex to the periodic intelligence report (PERINTREP) issued at corps and higher headquarters and as a reference in the preparation of the order of battle summary (OBSUM) issued at division level. The OB workbook enables the analyst to present in a condensed and organized fashion all the pertinent data concerning the factors of order of battle received during the preceding reporting period. The workbook provides a running account of the day to day order of battle situation.

b. Workbook entries that have been used in the preparation of an order of battle annex or OBSUM are indicated by a colored "cut off" line below the last entry published. The number of the PERINTREP in which the entries were used is recorded on the line. Note (par. 103e) how the example entries used herein are cut off. Old or valueless information is eliminated from the book when the analyst is sure it has no further intelligence value.

c. Items of information from unconfirmed reports as well as items of intelligence (processed and accepted information from

other intelligence agencies) are recorded in the order of battle workbook. It is not necessary for the order of battle specialist to record all information and intelligence in the workbook, but only that data which is of importance to the immediate tactical situation. Most data having a potential value but not of immediate importance are recorded in the basic intelligence data file. Analysts may often be in doubt as to whether an item is of immediate value or not. In such a case it should be entered in the workbook.

102. Form

The order of battle workbook normally consists of an indexed pad or looseleaf notebook. The edge of the workbook is indexed with tabs listing the order of battle factors as they appear in the order of battle annex to the PERINTREP. Figure 17 shows the method of tabbing the workbook and the form for the cover sheet.

103. Entries

a. Entries in the order of battle workbook may consist of a complete report as it was received, or, in cases where the original report is lengthy, a digest of this report and a reference indicating where the data or report may be found. All entries should contain a journal reference to include the journal date and number. Reference to a journal number, rather than a report number and reporting agency, facilitates finding the report if it becomes necessary. It is often desirable to make reference to the source. This furnishes the analyst a clue to the reliability of the information contained in the entry and precludes having to refer to the report itself.

b. There are two types of entries made in the workbook. The first, a tabular entry, consists of such items as a daily listing of prisoners of war, reports on enemy casualties and equipment losses, etc. These entries are factual and the figures, per se, require no confirmation. The second type of entry is referred to as a comparative entry and involves those reports which require some degree of order of battle analysis, i.e., comparison with other intelligence data in order to arrive at their true meaning.

c. Following each comparative entry the order of battle analyst allows room for a comment concerning the entry such as is shown in *e* below. These comments consist of amplifying the report by reference to another related report, or by a statement concerning its possible significance, etc. (Such comments are important to other users of the workbook and also serve to refresh the memory of the analyst as to the significance he attached to this item at the time of receipt. It should be kept in mind that the comments are a

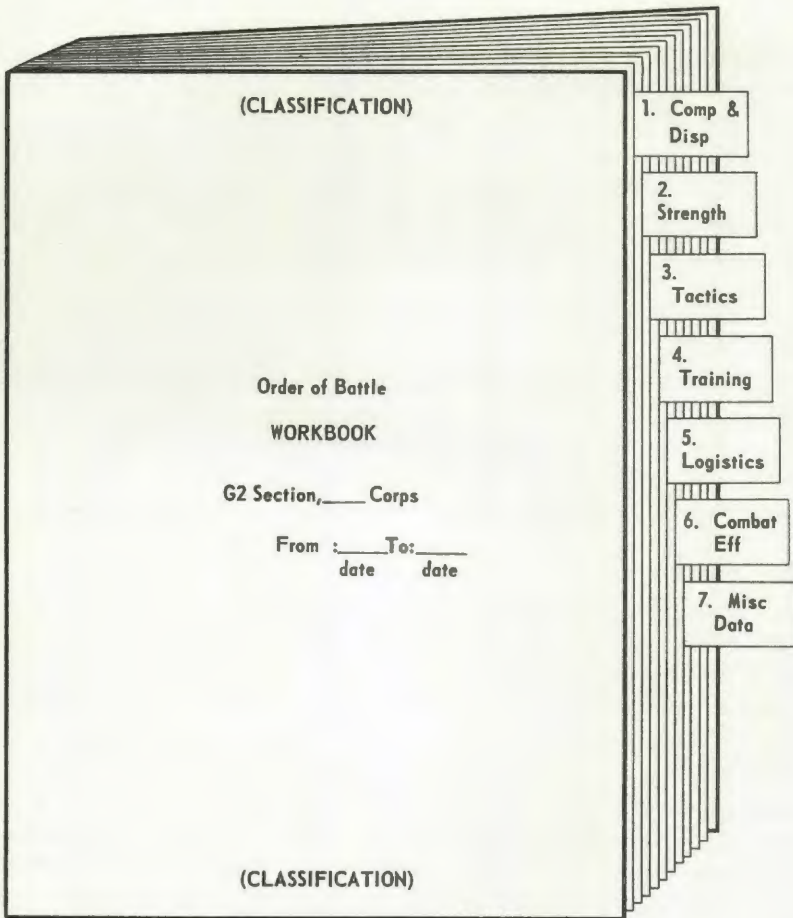


Figure 17. Example of an order of battle workbook.

working tool rather than finished intelligence, and the analyst should not hesitate, therefore, to make any entries which may assist him in analysis.) Such comments will subsequently assist the order of battle analyst to determine the significance or effect that the information contained in the report has on the order of battle situation.

d. The process of entering reports in the workbook and the addition of comments are the basic steps in the development of order of battle intelligence. Very often the order of battle specialist does not have sufficient additional data to allow him to make a comment concerning each of the reports or, he may find it necessary to withhold his comments until he receives further data.

e. There is no prescribed form for workbook entries, however, the following selected examples of tabular and comparative entries are typical of the form which may be followed:

(EXAMPLE ENTRIES IN THE ORDER OF BATTLE
WORKBOOK)

1. COMPOSITION AND DISPOSITION.

POW Recapitulation

10 US Corps Sector :

<i>Enemy Unit</i>	<i>POW & Status</i>	<i>Captured Unit & Date</i>	<i>Journal References</i>
36 Rifle Div	9 captured, 3 deserters	43 US Inf Div 18 June	J-11
91 Rifle Div	5 captured	43 US Inf Div 19 June	J-73
13 Mecz Div	2 deserters	43 US Inf Div 18 June	J-24
60 Rifle Div	74 captured, 1 deserter	20 US Inf Div 19 June	J-76

19 US Corps Sector :

10 Fus Rifle Div	41 captured	31 US Inf Div 19 June	J-92
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COMMENT: Foregoing POW reports confirm presence of
respective Aggressor Units in sectors indicated.

Commitment of 11 Arty Corps: Fwd obs of 39 Arty Div
joined company of 119 Rifle Regt, 60 Rifle Div, on 15 June
(source POW, J-4, 20 Jun).

COMMENT: Tends to confirm info recd from officer POW,
10 Fus Rifle Div, that 11 Arty Corps would be committed.
(See J-16, 14 Jun.)

Organization :

40 heavy tanks of S-17 type and 22x145mm SP guns loaded
flat cars AGHEILA RR sta, 12 June (conf source, field eval B,
J-13, 20 Jun).

COMMENT: May indicate reorg of Tank Div HTSP Regt.
Only known unit to have 40 Hv Tks of S-17 type and 22 SP's
(120's). May indicate 120mm SP's being replaced by
145mm's. See also J-10, 6 June, Notebook of POW from 19
HTSP Regt, 10 Tk Div, containing notes concerning differ-
ences between new 145 and old 120.

(EXAMPLE ENTRIES IN THE ORDER OF BATTLE WORK-BOOK—Continued)

2. STRENGTH.

Recap enemy losses reported during period to : (See J-9, 21, 27, and 32, Jun.)

<i>Sector</i>	<i>POW</i>	<i>KIA</i>	<i>ARTY</i>	<i>ARMOR</i>	<i>VEH</i>
10 US Corps	850	2,100	20	30	120
19 US Corps	1,650	4,250	35	55	275
24 US Corps	425	1,450	15	20	80
TOTAL	2,925	7,800	70	105	475
9 US Army Sector					

Units of Aggressor 4 MECZ Army currently carried 85% TOE. Replacement effected within 6-day period (source CENTAG Study of 18 June, J-19, 20 Jun).

Replacement depot in BEL-ABBES target of nuclear weapons on 15 Jun, Effect on repl rate unknown (source G2 Air—J-14, 16 Jun).

COMMENT: Aggressor 4 MECZ Army draws repl from this depot. (See J-9, 2 Jun.)

* * * * *

6. COMBAT EFFICIENCY. 91 Rifle Division to be re-designated 91 *Fusilier* Rifle Division for superior combat record (source Agg Propaganda Radio of 17 Jun, J-19, 17 Jun.)

COMMENT: Since commitment this division, on 29 May, G2, 10 Corps has rated its combat efficiency as excellent to outstanding in comparison other AGGRESSOR divisions same sector. Casualties 91 Rifle Div have been relatively few, no deserters have been apprehended and its operations have been executed with determination.

7. MISCELLANEOUS DATA. HOKA, L.L. Colonel, assumed command Aggressor 31 Rifle Regt, 15 June (source: POW, telephone switchboard opr, J-18, 20 Jun).

COMMENT: Tends to confirm fact key personnel, 7 Agg Rifle Div, being replaced in preparation for counterattack on "Rodenstein Ridge." (See J-4, 16 Jun.) HOKA listed OB

(EXAMPLE ENTRIES IN THE ORDER OF BATTLE WORK-BOOK—Continued)

book, DOB 1916. Has acquired nickname "The Tiger" in previous combat.

PERINTREP 28, 20 June

("cutoff" line)

f. Note that in the comments following each comparative entry, data relating to respective reports is included. Note in the miscellaneous data section that the source is identified by his duty. Telephone operators are usually above average sources as regards knowledeability, and in this case the analyst recorded the type of source as a reminder. The purpose of this workbook is to provide a usable means of recording pertinent data for possible dissemination in the order of battle annex to the PERINTREP or the OBSUM. For this reason, the order of battle analyst must bear in mind that the format of his workbook should correspond to that of the order of battle annex. All entries should be concise, eliminating not only unnecessary information, but the verbiage as well. An analyst can easily become submerged in collation to the extent that he consequently neglects analysis and production.

Section XIII.

PRODUCTION OF ORDER OF BATTLE INTELLIGENCE

104. General

The division between processing and producing order of battle intelligence is difficult to determine. One usually overlaps the other but, in general, the production of order of battle intelligence may be referred to as the conversion of raw information into finished intelligence for publication and dissemination. In producing finished intelligence the following basic principles prevail:

a. Information is only finished intelligence when its significance is explained in terms of its effect on the enemy's combat potential.

b. Finished intelligence does not necessarily represent confirmed data. Indeed, an intelligence estimate is an estimate only.

c. Information not disseminated is valueless. Newsworthy information should not, therefore, be withheld by the analyst for fear his deductions may later prove to be incorrect. A deduction arrived at through competent analysis is seldom later proved completely false. Information collated or filed today must be analyzed, condensed, and disseminated as soon as possible or it, too, is valueless.

105. Intelligence Production

a. Produced intelligence takes many forms. Some of the more important include—

- (1) Intelligence estimates.
- (2) Periodic peacetime intelligence publications (weekly summary cables, monthly intelligence digests, etc.).
- (3) Special studies published as part of an intelligence digest or for submission to an intelligence conference, etc.
- (4) Order of battle handbooks and installation books.
- (5) PERINTREPS, ISUMS, OBSUMS,

Order of battle analysts can be expected to write or contribute to any of the foregoing. Production consists of—analyzing information with respect to its value for production purposes; comparing it to other available data to determine its validity; and detecting related information (for both background and elaboration). The final analytical step is the determination of the significance with regard to enemy combat potential. An item written with the foregoing significance in mind constitutes the finished product.

b. A raw report might simply state that a certain number of tanks were observed in an installation known to house a tank battalion. On checking his organizational charts, the analyst discovers that the reported number is in excess of accepted TOE. He also notes that he previously entered a note on the chart to the effect that an excess number of tanks were also reported in another tank battalion installation. He might then write a short item for a periodic report simply stating the facts and commenting that this may indicate the TOE of the tank battalion has been increased by a certain number of tanks, and if true, this increases the striking power of that unit. Thus, he has produced a piece of finished intelligence. This is an example of the most simple type of finished intelligence. Tactical studies or detailed order of battle handbooks constitute the other extreme.

c. It is essential that the order of battle analyst appreciates the intelligence officer's responsibility for producing sound estimates of enemy capabilities, and probable courses of action. Since he is the intelligence officer's expert on the enemy, the order of battle analyst is the logical person to provide the intelligence officer with the currently interpreted enemy situation. The order of battle analyst should so channel his efforts as to be able to assist the intelligence officer to determine enemy combat potential at any time.

CHAPTER 5

DISSEMINATION OF ORDER OF BATTLE INTELLIGENCE

Section I. INTRODUCTION

106. General

a. Dissemination is defined as the timely transmission of information and intelligence in appropriate form to interested units or agencies. Order of battle intelligence is produced so that it can be dispatched to the personnel who need it to carry out their duties properly.

b. Dissemination of intelligence and information to other headquarters is the staff responsibility of the G2 at all echelons. It is the duty of the order of battle officer to supply the G2 with order of battle intelligence and information in finished form for dissemination.

107. Publications

a. Intelligence publications can generally be divided into three categories—current, basic, and staff. Current intelligence publications are those which are disseminated periodically to inform interested units or agencies of the current activities of foreign military forces. Basic publications are those which furnish interested units or agencies with background or reference data, and are usually published in study form. Staff intelligence publications are those prepared by any department or agency through the correlation and interpretation of all intelligence materials available to it in order to meet its specific requirements and responsibilities.

b. Publications designed for dissemination of intelligence during wartime are fairly standardized (FM 30-5). This standardization is dictated by the concentration of interest on particular armies, the availability of prisoners of war for exploitation, and the increased need for expeditious dissemination of intelligence.

c. In time of peace, intelligence publications vary because of the differing degrees of interest in Foreign Armies, the nature of these armies, the amount of intelligence information available, and the requirements of different commands. Thus publications such as the Intelligence Summary (ISUM) may have a different connota-

tion in peacetime. Some commands publish a Monthly Intelligence Summary (MISUM). Department of the Army publishes its daily briefings as a "Daily Intelligence Bulletin." All such documents are published in accordance with the varying peacetime needs of different commands and will often be disseminated by slower methods than would prevail in time of war. Because of the lack of peacetime standardization, such publications are covered only briefly herein. The following are some examples of peacetime dissemination vehicles:

- (1) Intelligence Estimate.
- (2) Daily and weekly intelligence summary cables.
- (3) Periodic intelligence summaries in pamphlet form.
- (4) Order of battle conferences.
- (5) Special studies and reference data (Order of Battle Books, Handbooks, and Installation Handbooks).

Section II. ORDER OF BATTLE DISSEMINATION (PEACETIME)

108. Intelligence Estimate

The Intelligence Estimate is generally the ultimate document in the dissemination of intelligence. All other publications can generally be considered as supplemental to the Estimate or as purely reference data. The order of battle analyst is usually responsible for most of paragraph 3 (Enemy Situation) of the Estimate. Subparagraphs *a*, Disposition; *b*, Composition; and *c*, Strength, are primarily his business. Subparagraphs *d*, Recent and Present Significant Activities and *e*, Peculiarities and Weaknesses, usually involve the order of battle analyst also, but combat intelligence personnel, strategic intelligence research and analysis teams, and others may also contribute to these paragraphs.

109. Cables

Daily and weekly intelligence summary cables are a common dissemination vehicle for peacetime current intelligence. The most common is the weekly cable. The daily cable is usually used in time of crisis only. The order of battle analyst working in a headquarters which publishes such cables is required to contribute significant items of current interest. These items are derived from either single reports or combinations of reports which are usually quoted in the cable. Comments which evaluate the reports (and occasionally the source), elaborate on the subject, and state the significance in terms of the effect on the potential enemy's combat posture, are added to the quoted reports.

110. Periodic Intelligence Summaries

Periodic Intelligence Summaries in pamphlet form generally serve the purpose of combining and elaborating on weekly cable items. They are finished intelligence projects which present a clear picture of current activities, and serve as a basis for compilation of the Recent and Present Significant Activities portion (par. 3d) of the Estimate. These publications often contain pictures, maps, and other illustrations for purposes of elaboration. In addition, they may contain special studies such as those described in paragraph 112.

111. Order of Battle Conferences

Order of Battle Conference concerning various foreign armies are frequently held at higher levels of command and are participated in by many interested units and agencies. Not only are the routine order of battle factors of composition, disposition, etc. discussed, but studies concerning major items of interest are also accomplished by participants and submitted to the conference for discussion. The studies themselves and the results of the discussions are subsequently included in the minutes for dissemination. The minutes of these conferences are valuable reference data because they reflect the latest thinking of the most knowledgeable persons and agencies concerned with the particular foreign army.

112. Special Studies and Reference Data

a. Basic Intelligence. Special studies and reference data are processed basic intelligence. Although they may describe current doctrine, techniques or organization of a foreign army, they are not current intelligence in that they deal with information of general interest, and of a more or less permanent or static nature. For example, a current intelligence item concerning training would describe the training activities currently underway while a special or basic intelligence article concerning training would describe normal training rather than current training activities.

b. Special Studies and Reference Data. These publications broaden the knowledge of interested persons and also serve as basic reference material for analysts. Typical studies include: Intelligence Research Projects prepared by Department of Army, National Intelligence Surveys coordinated by CIA, and Order of Battle Books, Handbooks, Installation Handbooks, and special studies published by major oversea headquarters. Basic intelligence may also be published as special reports in a manner and form dictated by the situation.

c. Order of Battle Handbooks. These publications (par. 41) parallel, with modification, handbooks on the Aggressor military forces (FM 30-101 and FM 30-102). They are valuable sources of reference data on foreign military forces for use by both analysts and collection agencies. For the collector, they are aids used in evaluating sources and accuracy of information. They also provide useful references for report preparation. For example, if an interrogator has a handbook with a section on military schooling to refer to while interrogating a student from a military technical academy, he may facilitate report preparation by referring to the appropriate section. The interrogation report might read "Source confirms information contained in paragraph 35, but states that nuclear physics is also part of this curriculum." Thus what ordinarily would have been a lengthy report may be reduced to several pages—a definite benefit to both collector and analyst.

d. Order of Battle Books. These books (par. 42) are arranged similarly to FM 30-103, Aggressor Order of Battle. Modifications may be necessary and may include—

- (1) Consolidated listing of all divisions rather than separate listings by type. If there are few divisions, a numerical designation sequence of listing may be more appropriate.
- (2) Arrangement, by geographic location, of data pertinent to military units and facilities. This is accomplished by compilation of Indexes of Locations, Logistical Installations Lists, and Installation Handbooks.

e. Unconfirmed Information. Ideally the Order of Battle Handbook and the Order of Battle Book contain only confirmed information, but this can be accomplished only by the elimination of much valuable information. Unconfirmed information may be entered in these books with a notation that confirmation is lacking and a listing of alternate possibilities that may exist. This notation is helpful to other interested agencies and the analyst may ultimately benefit if confirmation is furnished by one of these agencies. The analyst should keep in mind that processed intelligence is not necessarily confirmed information.

113. Index of Locations

a. The index of locations is included in order of battle books to complement the installation handbook. Very often sufficient reports are received to confirm the fact that a certain unit is located in a particular city, but the analyst is unable to determine just which installation or installations it occupies. The converse is also true. Many installations are reported in a city, and al-

though the "type" troops occupying these installations may be reported, a unit identification is not readily obtainable. This is particularly true in large cities with many installations where a typical regiment may occupy three or four installations. Thus, to present a complete picture concerning any one city, the installation book is necessary to list the installations themselves, and the index of locations is necessary to present everything of a military nature in particular cities.

b. The index of locations includes all types of units, para- and quasi-military organizations, security troops, military schools, supply installations, etc. Frequently, the analyst will receive reports simply stating that an unidentified installation is located at a specific coordinate. The reports are frequently based on the observance of a military type uniform. They may well refer to a military school, supply installation, quasi-military facility, etc. Such installations or facilities should therefore be carried in either (or both) the installation handbook and/or the index of locations. If they are not, the analyst may unnecessarily or erroneously collate such information.

c. Separate lists of military schools (by branch of service) and logistical installations (by class of supply) make valuable additions to the index of locations.

d. Note the following in the example of an index of locations (fig. 18) :

- (1) Cities are listed alphabetically.
- (2) Four digit coordinates are used for the town only.
- (3) Military schools, supply facilities, militia units, etc. are all listed.
- (4) Question marks may be used to designate an unconfirmed entry. Such entries may be made based on single reports, or the analyst's conjecture (based on location, known patterns, etc.).
- (5) Units may be listed where the installation is unknown. This is because the unit is known to be in the town, but its installation cannot be determined or has not been discovered.

114. Logistical Installation Lists

a. Logistical installations as in the order of battle books are often tabulated in a separate list. Usually they are best listed alphabetically, by city, within classes or types of supply. In addition, these facilities should be carried in the index of locations following the military units, schools, etc.

b. Note in figure 19 that six digit coordinates are used to

INDEX OF LOCATIONS

CITY	COORD	UNIT	SUBORDINATION	INSTL	REMARKS
Jordan	YQ 1244	2 Mil Dist Hq	GHQ	1&3	
		19 Sig Regt	2 Mil Dist		
		Inf Acad	GHQ	4	
		POL Facility	2 Mil Dist?	6	
Laneburg	UR 8023	10 Corps Hq	8 Army	2	
		UI Engr Bn	10 Corps?		
		Ammo Dump	10 Corps?		
Minneapolis	UQ 7042	397 Rifle Regt	100 Rifle Div	2&3	
		11 Recon Bn	100 Rifle Div	6	
Newtown	XQ 8132	7 Rifle Div Hq	10 Corps	1	
		32 Rifle Regt	7 Rifle Div	4	May also occupy instl 3
St Paul	UQ 9043	17 Rifle Regt	7 Rifle Div	1	
		405 Arty Regt	7 Rifle Div	4	
		UI Eng Bn	7 Rifle Div		
		UI Militia Unit		3	
		Engr NCO School	10 Corps	2	
Savage	YQ 2476	Class 2 & 4		6	
		9 AAA Regt	2 Mil Dist		Deployed around town
		State Security Police Unit		4	
		Ammo Dump		3	

Figure 18. Example of an index of locations.

pinpoint the facilities and estimated capacity is included for each facility. Units of measurement for capacity should be standardized when possible (e.g. do not use short and long tons in the same list, and indicate which is used). Collectors should be requested to report by specific units of measure in order to achieve this goal.

115. Installation Handbooks

a. These books are disseminated as separate publications and should contain complete information concerning every military installation in every city in the country or area of interest. However, under ordinary circumstances, lack of time, personnel, and information preclude publication in such detail. To be of value the installation handbook must be kept as current and complete as possible.

b. The installation handbook is arranged alphabetically by city. For each city, town plan, or map sheet (minimum scale, 1:25,000) depicts the location of each installation. In addition, a sketch of each individual installation with an explanatory legend may be included. When installation sketches are omitted, an explanatory sheet should accompany the town plan. Each installation is given a numerical (or alphabetical) designation which is plotted on the map sheet (town plan).

c. Note the following details in figure 20 (installation handbook map sheet) :

- (1) The map has the town name reprinted in bold lettering in the lower right hand corner for ready reference.
- (2) It was necessary to cut the coordinates off of the right side of the map in order to have the map fit the book. The coordinates were appropriately reprinted.
- (3) Installations are clearly outlined and designated.
- (4) Necessary map data are at the bottom of the page.
- (5) Installation 5 is actually in the town of Metternich, but is carried as a Heimerzheim installation, because of its proximity. This should be explained by an index in the front of the book which refers the reader to the map of Heimerzheim when looking for Metternich.

d. In the installation handbook explanatory sheet the accompanying explanation for each installation should include: exact location by coordinate and street address, a brief description of the easily recognized features (i.e., number and type of buildings, type fence or wall, etc.), use (i.e., headquarters, troop billet, depot,

LOGISTICAL INSTALLATIONS

CLASS III

CITY	COORD	SUBORDINATION	ESTIMATED CAPACITY	REMARKS
Faribault	XQ 425768		15,000 Gals	
Hostings	XY 301242		21,000 Gals	
Jordan	YQ 122444	2 Mil Dist	700 S. Tons	Underground facility
Lakeville	UR 401235	10 Corps		
Minneapolis	UQ 703421	397 Rifle Regt	8000 Gals	
Newtown	XQ 814322	7 Rifle Div	18,000 Gals	
Osage	YQ 223716		4000 Gals	May be temporary location only
St Paul	UQ 901433	17 Rifle Regt	7000 Gals	
Savage	YQ 244761		25,000 Gals	
White Bear	UQ 332608	Possibly 8 Army	1500 S. Tons	
CLASS V				
Baltimore	AL 925477	108 Rifle Div	900 S. Tons	
Bryantown	CD 706424		500 S. Tons	
Cambridge	BC 122463		1000 S. Tons	
Crocheron	CA 111412	2 Army	3000 S. Tons	
Dundalk	AD 941203			Under construction
Frederick	CD 124976	201 Rifle Regt	50 S. Tons	
Glen Burnie	AL 922201	203 Rifle Regt	75 S. Tons	
Hagerstown	ED 776921	Possibly 10 Rifle Div	1200 S. Tons	Located North of Training Area
Jarrettsville	BC 442342	86 Rifle Regt	100 S. Tons	
Lansdowne	AD 701442	9 Corps	2000 S. Tons	

Figure 19. Example of a logistical installation list.

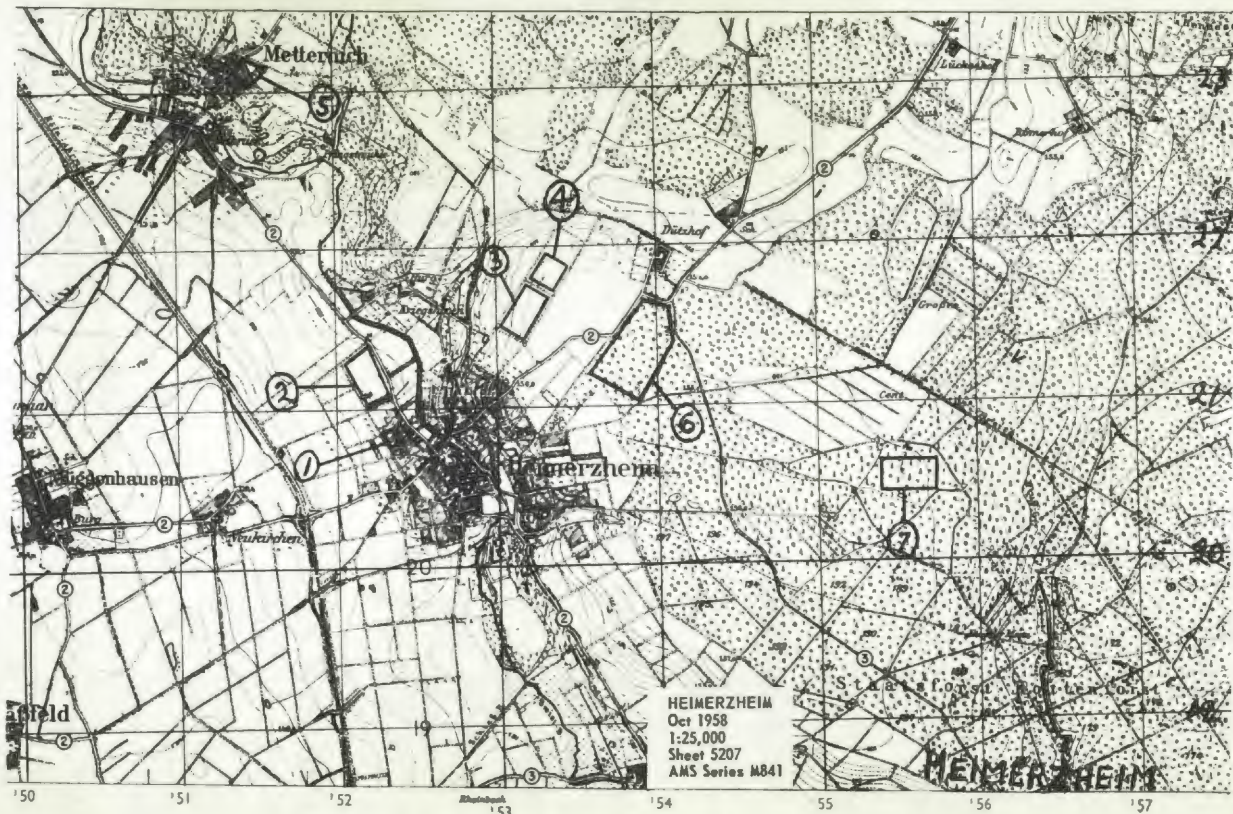


Figure 20. Example of an installation handbook map sheet.

school, etc.), capacity (personnel, tons of supplies, etc.), current strength, type troops or unit, latest date of information, evaluation of information (this is particularly important when unconfirmed information is published for purposes of collection guidance), and a remarks section for miscellaneous entries.

e. Note the following details in figure 21 (installation handbook explanatory sheet) :

- (1) The heading of the explanatory page includes the town name and *full* grid zone designation.
- (2) Some entries are followed by question marks which indicate that they are possibilities only, but represent the best information available.
- (3) Motor pools, gun parks, training areas, depots, etc., are all included.
- (4) Remarks explain and elaborate on entries.
- (5) Entries are not necessarily confirmed information. (this may be noted from the evaluation column).

Section III. ORDER OF BATTLE DISSEMINATION (WARTIME)

116. General

The most important wartime vehicles of dissemination are—

- a. The Order of Battle Annex to the Periodic Intelligence Report.
- b. The Order of Battle Summary.
- c. The Order of Battle Briefing.
- d. The Order of Battle Overlay.

These are fairly standardized and are discussed in detail herein.

117 Order of Battle Annex

The order of battle annex is a document containing order of battle intelligence and information to be disseminated with the Periodic Intelligence Report. This annex contains the intelligence and information developed during a specified period of time, ordinarily in the period covered by the Report.

118. Importance of Order of Battle Annex

a. In time of war the order of battle annex is the most important and most widely used means of dissemination available to the order of battle sections of corps and higher headquarters. The order of battle sections at division level may find it desirable to issue a weekly order of battle summary (in annex format) of the order of battle events for the preceding week. This will insure

TOWN HEIMERZHEIMCOORD 33ULB 5220

INSTL	LOCATION	DESCRIPTION	USE	CAPACITY	STRENGTH	UNIT	DATE LAST INFO	EVAL	REMARKS
1	523208 (201-4th St)	5 story red brick bldg Flagpole extends from 5th story window	UI Hq	400	Unk	Unk	0758	B-2	Many high ranking officers and official sedans observed
2	522211 (Hwy 2 be- tween K & L Sts)	4x2 story wood bks bldgs surrounded by 8' board fence	Trps	500	350?	Engr?	0758	C-2	Sentry observed wearing engineer insignia
3	531215	6x4 story red brick bks with 2 story Hq bldg	Trps	1000	850	UI Army	0458	B-2	Sentry observed wearing arty insignia. Known to local residents as "Kaiser Bks"
4	533218 (N of Instl 3)	8x1 story garage type Bldgs	Mtr Pool & gun park	---	---	---	0458	B-2	Probably belongs to unit in Instl 3. 9x160 mm guns observed.
5	514231	2x3 story stucco bldgs	Trps	Bn	Bn	1st Bn 19 Rifle Regt	1257	A-1	
6	535211	Local tng area, obs course in NW corner	---	---	---	---	0458	B-2	Believed used by trps from both Instl 2 and 3
7	554205	Several underground bunkers enclosed by 8' barbed wire fence. Guard towers located on each corner	Ammo dump	10 tons (estimated)	---	---	1257	F-6	

Figure 21. Example of an installation handbook explanatory sheet.

that subordinate S2s are kept informed of the current enemy situation as interpreted at division headquarters. By means of the order of battle annex to the PERINTREP, the latest data pertaining to the order of battle factors are transmitted to higher, lower, and adjacent headquarters.

b. Many personnel need to know the contents of the order of battle annexes as produced within each G2 section; however, because of their detailed contents, these annexes are specifically of interest and value to order of battle personnel at other headquarters. Order of battle personnel at each headquarters must be cognizant of the order of battle situation on a broader scale than that afforded by developments within their particular sector. By means of order of battle annexes order of battle personnel at all echelons learn of developments in the order of battle situation as viewed by higher, lower, or adjacent headquarters.

c. There are other personnel, in addition to order of battle analysts, to whom the contents of order of battle annexes are important. Commanders and staff personnel use intelligence pertaining to composition, disposition, and strength of enemy units. Other intelligence, such as data on organization and unit history, is of less importance generally; whereas, some of the intelligence normally contained in an annex, such as data pertaining to various types of code representations, is of no importance at all to commanders and staff personnel unless its significance is such that it affects the order of battle situation to some greater degree.

119. Order of Battle Annex Format

a. Since an order of battle annex is a means of disseminating newly developed order of battle intelligence, the entire order of battle situation is normally not presented. A method of organizing the data in this annex is shown in *b* through *i* below. It is suggested that order of battle personnel adhere as closely as possible to the form illustrated here so that maximum standardization will exist in the field. However, should this form prove inadequate for specific situations, the manner of presentation can be appropriately modified.

b. Excess verbiage should be eliminated from the annex. Intelligence which has been properly analyzed need not include information concerning analytical processes, as such information is usually of no interest to the user. An evaluation of the source and the information ordinarily need only be stated in terms of the standard letter and number evaluation system (i.e. A through F) for source evaluation and 1 through 6 for information evaluation). If desirable, the type source might be explained following the

letter evaluation (e.g. "C(POW)-2") or the body of the statement might begin with "POW states" etc. References to reports are also superfluous, particularly to adjacent and higher units who do not have access to these reports.

c. Since the annex may be frequently transmitted via electronic facilities, the time and cost involved in such transmission render short messages desirable. Note in the following examples that reports are quoted and comments made which contain only essential verbiage. The heading, which serves the purpose of identifying the annex should be modeled after the following example:

(CLASSIFICATION)

Annex B (OB) to PERINTREP 48, 10 Corps, 091800 Jan 19.....

ORDER OF BATTLE

- (1) The appropriate classification must appear directly above the identifying data. The subject is always ORDER OF BATTLE and is centered on the page directly below the identifying data.
- (2) Entries such as map data and location of the publishing headquarters are not necessary unless the annex is issued separate from the PERINTREP.
- (3) The letter assigned an order of battle annex is prescribed by the G2 or his designated representative. This letter may vary if the PERINTREP has several annexes, or the order of battle annex may always be designated in the local intelligence SOP such as Annex A or Annex B. The letter designation of the order of battle annexes is decided within each G2 section, but it is recommended that the same letter be used consistently as a matter of convenience for those who read the PERINTREP.

d. The body of an order of battle annex consists of paragraphs which generally bear the topic headings of the order of battle factors. These paragraph headings are—

- (1) Composition and Disposition.
- (2) Strength.
- (3) Tactics.
- (4) Training.
- (5) Logistics.
- (6) Combat Efficiency.
- (7) Miscellaneous Data.

e. When the writer of an order of battle annex has no data for inclusion under one of the paragraph headings listed above, that paragraph is deleted from the annex. The number of the succeeding paragraph would then be one number less than it would

ordinarily be. Thus, the annex will contain as many numbered paragraphs as are required to cover the material which is to be disseminated.

f. Paragraph 1 of the annex contains data concerning the composition and disposition of units. The first part of the paragraph consists of identification and disposition. The remainder of the paragraph deals with organization. The identification and disposition of units are most logically presented simultaneously, organizational information follows as a related topic. The remaining paragraphs of the annex correspond to the order of battle factors.

g. The following are order of battle annex example entries—

(CLASSIFICATION)

Annex B (OB) to PERINTREP 47, 10 Corps, 081800 Jan 19

ORDER OF BATTLE

1. COMPOSITION AND DISPOSITION

a. All POW apprehended during period from Aggressor 20 Corps. Unit identifications include 397 Rifle Regiment, 399 Rifle Regiment and 19 Mechanized Regiment (C-1).

Comment: Confirms existence 100 Rifle Division and 15 Mechanized Division of Aggressor 20 Corps this sector.

b. 12x150mm Howitzers identified in position, XQ 123047 (B(air)2).

Comment: Probably location UI Howitzer Regiment of 15 Mechanized Division previously unlocated.

c. Many tanks and trucks being unloaded 071700 Jan 19 WEINHEIM RR station, XP 974932. Accompanying troops appeared clean and in good spirits. One overheard to say "Wait until the 17th gets in there," (F-3).

Comment: Soldier may have meant 17 Rifle Regiment, 26 Rifle Division, previously reported moving to reinforce this area. If true, may indicate relief of 100 Rifle Division is underway.

d. Linecrosser states 12 LAA Bn, 96 Rifle Div, recently received 20 x 40mm guns (halftrack mounted). Battalion to be reorganized including personnel strength increase (C-4).

Comment: First report LAA Bn reorganization. Recent air photos LAA Bns 10 and 16 Rifle Divs show no indications presence such weapons. If included in organization, 40mm guns will increase ground support capability of LAA Bn.

(CLASSIFICATION)

- (1) Notice that a comment terminates each of the entries in the preceding examples. Each entry in the order of battle annex must be followed by a comment even if it is only to the effect that it is the first evidence of this information and can neither be refuted nor substantiated. The purpose of the comment is to amplify the basic report with information previously received and to explain the significance as it affects the enemy's combat posture.
- (2) Entry 1d discussed a report of a general reorganization of the type-division light antiaircraft battalions by the addition of vehicle-mounted 40-mm AA guns. The order of battle analyst had no basis for believing the report, and because of available contrary information and logical analysis, rated the accuracy of the report "4" (doubtful). Note that even though he did not accept the report, he did indicate what the significance of the report would be if the report is true. Moreover, he did not fail to report it because it would be significant if true.

h. Higher headquarters may disagree with any material presented in the annex. Obviously, the scope of the order of battle picture at army level is much broader than at corps level. The corps order of battle specialist often lacks sufficient basis for accepting an item of information. Conversely, a certain item of information may appear to have basis for acceptance at corps level, but when considered in the light of all known intelligence in a broader order of battle situation, such as at army or army group level, the item cannot be accepted. Very often, corps and division order of battle analysts may disagree with the significance of reports from higher headquarters. These units, closer to the actual situation, may have a clearer picture of the details of the operation than their counterparts at a higher headquarters. Therefore, they may have excellent reasons for their disagreement. Whenever there is an indication that a higher headquarters may be in error, the order of battle analyst may call it to the attention of his G2 for resolution. The development of order of battle intelligence is a joint effort among all echelons of the friendly force and a differing viewpoint at a lower echelon is not an affront to higher headquarters but indicates a need for coordination.

i. Thus an item of information may appear to be invalid according to the order of battle situation at one echelon and may appear valid at another. This is the reason that information as well as intelligence is disseminated in an order of battle annex. Data

disseminated as information at division and corps levels may become the key to solving an order of battle problem at higher echelons and vice versa. However, the analyst must *never* transmit raw information when it is possible to make a comment of some sort. Other units and agencies should not be thus deprived of either related information, or the benefit of the analyst's best thought concerning the report. To transmit raw information when some form of comment is possible is to neglect the principal mission of intelligence production.

j. Paragraph 2 of an order of battle annex contains entries pertaining to enemy strength in personnel, weapons, and equipment. This paragraph is organized in the same manner as paragraph 1. A sample paragraph follows:

2. STRENGTH

Enemy losses during period:

	POW	KIA	ARTY	ARMOR	VEH
<i>31 Inf Div Sector</i>	50	350	5	3	10
<i>69 Inf Div Sector</i>	120	550	10	5	25
<i>88 Inf Div Sector</i> Not in contact				
TOTAL 10 CORPS					
SECTOR:	170	900	15	8	35

Comment: Strength changes believed insufficient to have any noticeable effect. AGG 30 Rifle Corps combat efficiency.

k. It is not unusual to receive two distinctly different intelligence items pertaining to the same enemy unit. Two or more reports which pertain to the same unit should not be combined into one entry, but should be presented separately. However, if two agencies report *the same data*, all data and references are recorded as one entry.

l. Entries are made in the remaining paragraphs of the annex in similar manner—statement, evaluation, and comment. Paragraph 7, Miscellaneous Data, may also be used to present information which is not the responsibility of other branches of the G2 section and the order of battle analyst considers newsworthy.

120. Order of Battle Summary

a. General. The order of battle summary (OBSUM) is the principal means of intelligence dissemination used by the order of battle team at division level. The OBSUM is transmitted to higher, lower, and adjacent headquarters at intervals prescribed in the local intelligence standing operating procedures. For example, it may be transmitted as a part of the intelligence summary

(ISUM) normally prepared every six hours, or, disseminated independently, once each day.

b. Form. The OBSUM is prepared in a form suitable for electrical transmission. Therefore, it should be free of data which is not of immediate value. Although there is no actual prescribed form for the OBSUM, the sequence of items reported should follow that of the order of battle annex. When the OBSUM is issued independently of the ISUM it must also include the identity of the reporting unit, the title of the summary (i.e., OBSUM), and a notation of the period covered by the summary. The following is an example of an OBSUM issued independently of the ISUM:

69 INF DIV OBSUM PD 070800 TO 080800. PAR ONE COMP AND DSPO: ELMS AGG 3 R DIV CONT CPP UNITS THIS DIV. 33 R REGT NOW ACPTD AT BT 688511 HAVING MOVED FROM BT 691544 ON 6 JAN. 10 CORPS G2 EXPECTS 33 R REGT TO REL 1 R REGT WI NEXT TWO DAYS. PAR TWO STR: EN LOSSES DURING PD. POW 120, KIA 550, ARTY 10, ARMOR 5, VEH 25. STR 201 MED TK REGT NOW EIGHTEEN MED TKS. EXPECT TWENTY NEW REPL MED TKS FOR THIS REGT AFTER 10 JAN. (Continue subparagraphing as required.)

c. Purpose. The OBSUM supplements the ISUM and therefore should not duplicate information contained in the ISUM. Although the information contained in the OBSUM is designed for higher, lower, and adjacent units, the information and intelligence contained therein is primarily tailored to suit the needs of the subordinate S2. It repeats information and intelligence received from higher and adjacent units for the benefit of the S2. Items of intelligence value received from units organic to the division are also included in the OBSUM, however, if this data is of immediate tactical value to higher and adjacent headquarters, it should be relayed immediately and not wait upon the dissemination of the OBSUM. The order of battle specialist must bear in mind that the OBSUM is, as the name implies, a summary—not a form for the immediate dissemination of intelligence and information.

121. Order of Battle Briefing

a. Definition. An order of battle briefing is an oral or written resume of the current order of battle situation. An analyst must be prepared to give briefings at any time without warning.

b. Importance of an Order of Battle Briefing.

(1) The order of battle briefing is the principal means by

which the order of battle situation is disseminated within the headquarters at all echelons. The complete order of battle situation is not disseminated in an order of battle annex (which primarily contains information and intelligence developed during a specified period); it cannot be adequately disseminated by means of an overlay of the order of battle situation map; it is best disseminated by means of an order of battle briefing.

- (2) The order of battle situation must be disseminated to appropriate personnel, particularly commanders and staff officers. Knowledge of the order of battle situation is essential for commanders and staff officers in both the planning phase and the combat phase of a military operation. In the planning phase, it is necessary that a commander and his staff become thoroughly familiar with the enemy situation within the immediate area of the proposed operation, and to a lesser extent with the situation within the general area. **They must know who the enemy is, where the enemy is, and how strong the enemy is.** This includes a knowledge of the units to the flanks, the logistical and technical support units, the reserves of units in contact, and the reserves of higher echelons.
- (3) Briefings are presented according to a schedule established by the G2, or simply as called for by the G2. A briefing is called for whenever it is needed to facilitate the duties of personnel working during the planning or operational phase. The briefing becomes especially important in a fast-moving situation since changes in the order of battle situation may dictate changes in the friendly plan of action.

c. The Form for an Order of Battle Briefing.

- (1) The form and general content of an order of battle briefing are in accordance with the desires of the commander and the G2 for whom the briefing is prepared. However, in cases where positive direction is lacking in this respect, such as the necessity to brief on short notice, it is recommended that the following format be utilized. This format provides an outline into which the details of the current order of battle situation can be logically fitted:
 - (a) Composition and Disposition.
 - (b) Strength.

- (c) Recent and present significant activities.
 - (d) Logistics.
 - (e) Peculiarities, vulnerabilities, and weaknesses.
- (2) The smoothest and most logical presentation of an oral order of battle briefing is accomplished by discussing the enemy Composition and Disposition simultaneously. Using an order of battle situation map as the background, the briefer states which enemy units are in contact and which are in reserve and support roles. This should include reserves of higher echelon when necessary. As this is done, the disposition of units is indicated on the order of battle situation map.
 - (3) If the enemy force is not in contact, as is often the case in the planning phase of an operation, the briefer simply lists the units within the proposed area of operations and points out their locations on the order of battle situation map. This presentation should be according to an organized pattern, such as progressing from the higher echelons down to the lower echelons in listing units, or by consecutively listing the units as they are plotted laterally or vertically across the order of battle situation map.
 - (4) After describing the composition and disposition of the enemy units, the strength of the enemy force is discussed. The total enemy personnel strength in the area of consideration is stated first, followed by a statement of the number of units of infantry, armor, and artillery which are included in the enemy force. Any significant changes in personnel strength in specific units should be discussed. The status of enemy equipment strength should be presented, to include the number of artillery pieces and the number of armored fighting vehicles in the enemy force.
 - (5) The fourth topic of an order of battle briefing is concerned with recent and present significant activities. Under this topic the briefer indicates developments in the enemy order of battle which may affect the accomplishment of the friendly mission. The choice of material to be presented as recent and significant is a matter of common sense, dependent upon the current situation and the interests of the individuals being briefed. Units which have recently moved may be good subject material for this topic; the concentration of troops within the enemy area is good subject material. Pertinent comments

concerning any or all of the order of battle factors can be presented under the topic of recent and present significant activities. However, the briefer must be certain that the material he presents is significant to those who receive the briefing, not just to the order of battle analyst.

- (6) The fifth topic of an order of battle briefing concerns the status of logistics within the enemy force. Here, the briefer discusses enemy logistical activities and the general supply situation. If data is available concerning the supply situation within specific units of the enemy force, they are presented under this topic.
- (7) The last topic of an order of battle briefing is concerned with the peculiarities, vulnerabilities, and weaknesses which may be noted in the opposing enemy force. Discussion of peculiarities should include both the enemy's departures from his normal manner of operation, and his differences of operations as compared with United States forces manner of operation. Also under this topic, all areas of order of battle intelligence which indicate a vulnerability on the part of the enemy force should be discussed.

d. Written Briefings. The content of the written order of battle briefing is essentially the same as that of an oral briefing. However, in a written briefing the disposition of the units of the enemy force is best shown by means of an overlay of the order of battle situation map. As a general rule, an order of battle specialist prepares comparatively few written briefings. Most of the briefings are oral. There are times, however, when a written briefing is required. For example, a commander might ask for a written briefing to assist him in preparing his estimate of the situation. Rather than having to rely entirely on his memory, he would thus have a written reference.

122. Order of Battle Overlays

a. Order of battle overlays are reproductions of all or any part of an order of battle situation map on some type of transparency. A complete order of battle overlay shows all the entries plotted on, or noted on, an order of battle situation map. A specialized order of battle overlay is one which shows only a designated aspect of the enemy situation, such as the identifications, dispositions, and strengths of artillery units, or the identifications, dispositions, and strengths of armored units.

b. Under normal circumstances, complete order of battle overlays, as such, are not widely disseminated. In most cases where an overlay of the total enemy situation is disseminated, such as in a PERINTREP, an overlay of the G2 situation map is the normal inclosure. However, this overlay usually includes the entire order of battle situation. The G2 situation map overlay is then used by order of battle analysts of the receiving units.

c. Specialized order of battle overlays are prepared with much greater frequency than complete overlays. Such overlays can be helpful to subordinate units since they show the identification and disposition of enemy units within a localized area. With specialized overlays, the enemy situation can be shown in much greater detail than is normally portrayed on the situation map at the initiating headquarters. Specialized order of battle overlays are also widely used as inclosures to special order of battle reports (par. 123).

d. In preparing an order of battle overlay, a caption is added showing the following information—

- (1) Name of the overlay.
- (2) Date overlay was prepared.
- (3) Unit preparing the overlay.
- (4) Map reference data.

123. Special Reports for Subordinate Units

a. Order of battle special reports for subordinate units provide lower echelons with the details of the enemy situation in a localized area. The PERINTREP, which is prepared at corps level, for example, is designed to express intelligence data in the terminology and form required for that corps' use. Enemy strength is expressed by stating the number and type of enemy battalions or regiments which make up the opposing enemy force. The disposition of these units is also shown.

b. At division level, subordinate battle groups require detailed intelligence on company, platoon, and squad size units. Division order of battle personnel should prepare and disseminate, with G2 approval, special reports containing this detailed intelligence data for the battle group S2. Such reports may be in the form of specialized overlays, or descriptive paragraphs, or a combination thereof, according to the nature of the contents of the reports.

124. Spot Reports

A spot report is used for a message of great urgency in peace or war. When any delay in disseminating intelligence could be detrimental to friendly forces, the intelligence is forwarded to the

appropriate headquarters immediately, and by the most expeditious means of communication. Normal channels of dissemination are often too slow for some types of intelligence. By way of illustration, if an order of battle analyst detects a massing of armor in a particular area suitable for an attack on friendly forces, this data must be disseminated by means of a spot report. To hold such intelligence for routine dissemination would not only be erroneous but in certain cases, disastrous. Spot reports on order of battle intelligence are made by, or with the approval of, the G2. Spot reports are equally important in time of peace, especially when they may indicate imminence of hostilities.

APPENDIX REFERENCES

FM 21-5	Military Training
FM 21-6	Techniques of Military Instruction
FM 21-26	Map Reading
FM 21-30	Military Symbols
FM 30-5	Combat Intelligence
FM 30-7	Combat Intelligence—Battle Group, Combat Command, and Smaller Units
FM 30-9	Military Intelligence Battalion, Field Army
FM 30-16	Technical Intelligence (U)
FM 30-101	The Maneuver Enemy
FM 30-102	Handbook on Aggressor Military Forces
FM 30-103	Aggressor Order of Battle
FM 44-1	Antiaircraft Artillery Employment
AR 105-31	Message Preparation
AR 220-60	Battalions, Battle Groups, Squadron; General Provisions
AR 320-5	Dictionary of United States Army Terms
AR 320-50	Authorized Abbreviations and Brevity Code
AR 380-5	Safeguarding Defense Information
DA Pam 108-1	Index of Army Motion Pictures, Filmstrips, Slides, and Phono-Recordings
DA Pam 310-series	Military Publications Indexes (as applicable)
TOE 30-15	Military Intelligence Battalion, Field Army
TOE 30-600	Military Intelligence Organization

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By Order of *Wilber M. Brucker*, Secretary of the Army:

MAXWELL D. TAYLOR,
General, United States Army,
Chief of Staff.

Official:

R. V. LEE,
Major General, United States Army,
The Adjutant General

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For explanation of abbreviations used, see AR 320-50.