

sel the good ones—let them know we appreciate their efforts—and cause them to want to stay on the Army Team.

In fact, performance counselling is something we owe to all our soldiers—on-the-spot corrections while they are performing a task and critiques immediately afterward. When a soldier fails to perform to standard (whether it is in personal appearance, on a firing range, or during a field training exercise), he usually knows he is wrong and will respect his leaders more if they correct him. When he performs to standard and receives recognition for his efforts, he will feel like a winner.

When counselling our soldiers we should remember the words of Command Sergeant Major Ted G. Arthurs (who during his 13 years as a first sergeant gave many lieutenants their postgraduate education in soldiering):

*Don't destroy a soldier's self respect. Always leave a man you have counselled with the feeling that although he has done wrong, you really think he is a good man at heart and has the potential to do much better. If you make him seem like a complete dud, that is what he will become.*

We should also take General

Bruce C. Clarke's advice:

*The first step in motivating soldiers is to tell them the reason why. All your men want to do what you want done. When they do not, you have failed to instruct and motivate them. Awards that motivate only the top men are of little value in raising the ability of a unit. A unit is measured by the ability of the lower third personnel in it to carry their part of the load.*

Two good ways for leaders to communicate what they want done is to involve their NCOs in the weekly platoon, company, and battalion level training meetings and to publish company training schedules several weeks in advance. Company commanders and platoon leaders should address their units daily. And the best possible way for leaders to assess the training and motivation of their units is to inspect personally.

**Pride.** We must nurture within our infantry soldiers a pride in their units and in the jobs they do. The infantryman has more different types of equipment and systems to master than soldiers in any other arm, and he has the additional responsibility for correctly integrating his own systems with those of the rest of the combined arms team. Cleanliness, neatness, and orderli-

ness within vehicles and motor pools are evidence of individual and unit pride, and proud units are good units.

We must also pass on to our soldiers the traditions and the history of our units and our profession. Infantrymen have borne the brunt of our Nation's battles. They have suffered greater extremes of discomfort and fatigue than the other arms, and their casualties were heavier. The other arms and services have done their part, of course, but our infantry soldiers are special, and we've got to make them believe it!

Former Army Chief of Staff Edward Meyer once said, "Commanders must be able to juggle a lot of balls, but four of them are glass balls: maintenance, training, war plans, and people." The linch-pin of this big four is people. When our soldiers are confident, cohesive, motivated, and proud, they maintain their equipment, train hard, and are always ready to carry out the war plan.

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# Reporting

## Ground Order of Battle Information

MASTER SERGEANT DAVID A. PILS

The missions of the Army's new long-range surveillance units (LRSUs) are similar to those of their predecessors, the long-range

reconnaissance patrol (LRRP) units. Their operational techniques in any war will be different, however, according to the demands of their

operational environments in terms of METT-T (mission, enemy, terrain, troops, and time available).

The LRRP units that operated in

|  |                 |     |
|--|-----------------|-----|
| SAV SUP Series   | MESSAGE FORMATS | 118 |
| Ground OB Report (WESAW)   |                 |     |
| a. General.—The Ground OB Report will be used to transmit ground order of battle information between the outstations and the Base. |                 |     |
| b. Format:   |                 |     |
| Proword: WESAW   |                 |     |
| Paragraph:   |                 |     |
| A. Date/time group (when).   |                 |     |
| B. Location (where).   |                 |     |
| C. Activity (what).  |                 |     |
| D. Nationality (who).  |                 |     |
| E. Medium tanks.   |                 |     |
| F. Light tanks.  |                 |     |
| MESSAGE FORMATS  | 156 of 158      | 118 |

|                                |                 |     |
|--------------------------------|-----------------|-----|
| SAV SUP Series                 | MESSAGE FORMATS | 118 |
| G. Tracked ACV/AICV/APC/ACRVs. |                 |     |
| H. Wheeled ACV/APCs.           |                 |     |
| I. SSM Launchers.              |                 |     |
| J. Artillery.                  |                 |     |
| K. AAA/SAM Launchers.          |                 |     |
| L. Bridging/Ferries            |                 |     |
| M. Additional Information.     |                 |     |
| c. Example: (WESAW)            |                 |     |
| Message number 12              |                 |     |
| Paragraph:                     |                 |     |
| AAA 162400Z AUG                |                 |     |
| BBB BRAVO TANGO 763814         |                 |     |
| CCC MOVING SOUTHWEST           |                 |     |
| DDD SOVIET                     |                 |     |
| EEE 40 EMBER                   |                 |     |
| MESSAGE FORMATS                | 157 of 158      | 118 |

|   |                 |     |
|---|-----------------|-----|
| SAV SUP Series                                | MESSAGE FORMATS | 118 |
| FFF Omitted                                   |                 |     |
| GGG 121 GRUNT 13 GIZMO                        |                 |     |
| HHH 10 HORDE                                  |                 |     |
| III OMITTED                                   |                 |     |
| JJJ 18 JOKER                                  |                 |     |
| KKK 4 KINGS 4 KLUTZ                           |                 |     |
| LLL 5 LAKER                                   |                 |     |
| MMM GUARDS                                    |                 |     |
| Message Prepared for Encryption:              |                 |     |
| ONE TWO WESAW XX AAA ONE SIX TWO FOUR ZERO    |                 |     |
| ZERO ZULU AUGUST BBB BRAVO TANGO SEVE SIX     |                 |     |
| THREE EIGHT ONE FOUR CCC MOVING SOUTHWEST DDD |                 |     |
| SOVIET EEE FOUR ZERO EMBER GGG ONE TWO ONE    |                 |     |
| GRUNT ONE THREE GIZMO HHH ONE ZERO HORDE JJJ  |                 |     |
| ONE EIGHT JOKER KKK FOUR KINGS FOUR KLUTZ LLL |                 |     |
| FIVE LAKER MMM GUARDS                         |                 |     |
| MESSAGE FORMATS                               | 158 of 158      | 118 |

Figure 1. Ground Order of Battle Report (WESAW)

Vietnam, for example, did so against an enemy composed primarily of tactically dispersed dismounted infantry units. The enemy's organization was simple, and for the most part LRRP units reported intelligence—for example, "A company-size element. . ."

By contrast, LRSUs are designed to operate in mid- and high-intensity conflict environments against technologically sophisticated enemies. It would therefore be a formidable task to train LRSU soldiers to recognize the TOE patterns of their potential enemies. These TOE patterns might not always be discernible to LRSUs in any case because of the lateral dispersion of mechanized formations. LRSUs, therefore, should be prepared to transmit order of battle information instead of intelligence.

This does not mean, of course, that to report order of battle information

LRSU soldiers must learn to recognize all of an enemy's vehicles. Not all of the many vehicles that equip a Soviet tank division, for example, are significant indicators of that division's nationality, composition, disposition, and strength, but a selection of items can be targeted for recognition. To reduce vulnerability to analytic error and deliberate deception, this selection should focus primarily on items that represent the combat strength of major units, and secondarily on items by which major units can be differentiated.

The Ground OB (Order of Battle) Report (WESAW) is a message format that has been designed to facilitate the transmission of ground order of battle information. This format, ideal for use by LRSUs and patterned after the Special Forces CEOI Supplemental Instructions (SAV SER SUP 3), is

shown in Figure 1:

Paragraph AAA, Date-Time Group, can indicate either the time of an observation or the completion of a fixed observation period—24 hours, for example.

Paragraph BBB, Location, can be identified either by map coordinates or by code name.

Paragraph CCC, Activity, can reflect either an activity, such as laagering, or a direction of travel.

Paragraph DDD, Nationality, is used to identify the nationality of the items observed when items of more than one nationality are likely to be observed—for example, those of the German Democratic Republic and the Soviet Union. This paragraph can be omitted by convention, however, when the nationality is understood.

Paragraphs EEE to LLL indicate the number of qualifying items observed in each category. A unit re-

|  |                        |     |
|--|------------------------|-----|
| SAV SUP Series   | BREVITY CODES          | 119 |
| k. Ground OB List and Brevity Codes.—This Code will be used to supplement the Ground OB Report (WESAW), and lists items to be reported in paragraphs EEE to LLL. |                        |     |
| Code Word  | Item                   |     |
| ELBOW  | Med Tank, T-54/55/62   |     |
| EMBER  | Med Tank, T-64/72/80   |     |
| FLOOD  | Lt Amphib Tank, PT-76  |     |
| FLUKE  | SP Assault Gun, ASU-85 |     |
| GIZMO  | ACV/APC, BTR-50/OT-62  |     |
| GIZMO  | ACV/APC, MT-LB         |     |
| GIZMO  | ACRV, M1974            |     |
| BREVITY CODES  | 32 of 34               | 119 |

|                |                             |     |
|----------------|-----------------------------|-----|
| SAV SUP Series | BREVITY CODES               | 119 |
| Code Word      | Item                        |     |
| GRUNT          | ACV/ACRV/AICV, BMP/BMP-1    |     |
| GOOSE          | ACV/AICV, BMD/BMD-1979      |     |
| HORDE          | ACV/APC, BTR-60/70/80       |     |
| HYDRA          | ACV/APC, OT-64              |     |
| IDIOT          | SSM Lehr, FROG-3/5/7        |     |
| INGOT          | SSM Lehr, SS-21             |     |
| IRISH          | SSM Lehr, SS-1c (SCUD-B)    |     |
| JACKS          | Towed How/Gun, D30/D20/M46  |     |
| JOKER          | SP How, 2S1/2S3             |     |
| JUICE          | Towed Gun, M1976/SP Gun 2S5 |     |
| JUMBO          | MRLS, BH-21/BM-27/RM-70     |     |
| BREVITY CODES  | 33 of 34                    | 119 |

|                |                                 |     |
|----------------|---------------------------------|-----|
| SAV SUP Series | BREVITY CODES                   | 119 |
| Code Word      | Item                            |     |
| KAZOO          | Towed AA Gun, 2U-23-2           |     |
| KINGS          | SP AA Gun, 2U-23-4              |     |
| KIOSK          | Towed AA Gun, S-60              |     |
| KLUTZ          | SAM Lehr, SA-9 GASKIN/13 GOPHER |     |
| KNAVE          | SAM Lehr, SA-8 GECKO            |     |
| KORAN          | SAM Lehr, SA-6 GAINFUL          |     |
| KRYPT          | SAM Lehr, SA-4 GANEP            |     |
| LAKER          | Bridge, MTU/TMM                 |     |
| LIBRA          | Bridge, PMP                     |     |
| LOUSE          | Ferry, GSP/K-61/PTS-H           |     |
| BREVITY CODES  | 34 of 34                        | 119 |

Figure 2. Ground Order of Battle List and Brevity Codes.

fers to a supplementary document, Ground OB List and Brevity Codes, for a listing of qualifying items to be targeted for observation and reporting. (The list used in preparing the message in Figure 1 is shown in Figure 2.) Brevity code words can be used in conjunction with paragraphs EEE to LLL to report in detail which qualifying items have been observed. If qualifying items of any category have not been observed, the corresponding paragraph is omitted.

Paragraph KKK, Additional Information, might be used to report distinctive markings observed—Soviet Guards insignia, for instance.

Each LRSU's parent Military Intelligence unit would develop a Ground OB List and Brevity Code document to reflect its specific priority information requirements (PIRs) and the enemy's ground order of battle. If a LRSU's surveillance area is in North Africa, for example, items of U.S., British, French, Italian, and Brazilian manufacture, as well as items of Soviet and Czech manufacture, might be listed.

A significant advantage of this system is that it makes training and employment easier: To use it, LRSU personnel do not have to be trained to recognize TOE patterns or to distinguish between items that appear similar. They only have to be able to report the total items observed by category, which is a realistic day or night task.

Brevity code words can be used in

conjunction with this format to report totals of specific types of items whenever they can be visually differentiated. Detailed reporting of enemy air defense weapon systems, for example, are of significant value to friendly close air support units. The differentiation of specific items or equipment also helps to identify enemy units.

Another advantage of this system is that it is particularly efficient in regard to the amount of information conveyed in each message transmission. If necessary, the passage of an entire army can be accurately reported using this system without exceeding the transmit-message capacity of the digital message device group (DMDG).

The ground order of battle information collected can then be analyzed by the LRSUs' parent Military Intelligence units. In such an analysis, the information reported by multiple surveillance teams is templated on a stacked bar chart with the eight equipment categories along the x-axis. When this data is compared to known, templated order of battle intelligence, the totals can be expressed in three ways:

- By total items per equipment category. For example, the total number of medium tanks (EEE) observed by four surveillance teams.

- By percentage observed of total items in the category. For example, the total number of medium tanks (EEE) observed by four surveillance teams represents 65 percent of the total number of medium tanks in

the TOE of the enemy unit engaged.

- By units. For example, the total number of medium tanks (EEE) observed by four surveillance teams represents a certain number of medium tank battalions.

When ground order of battle information is analyzed on a strategic scale, multiple-regression, an elaborate mathematical process, can be employed to suggest the specific types of units that have been observed. For example, the total number of medium tanks (EEE), tracked ACV/AICV/APC/ACRVs (GGG), and wheeled ACV/APCs (HHH) observed can be compared with the total number of such items in BTR regiments (MRD), BMP regiments (MRD/TD), tank regiments (MRD), and tank regiments (TD). The resulting possible combinations of units are then compared to the order of battle intelligence to determine which combination is most probably correct. This becomes possible only on a strategic scale when a large data base is available.

Effective, highly efficient message formats such as the Ground OB Report (WESAW) make brief radio transmissions easier, thereby increasing a LRSU's survivability and mission accomplishment.

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# Exercise Celtic Cross IV

*EDITOR'S NOTE: This article was prepared by various offices within the Infantry School.*

A part of the conversion to the Army of Excellence Tables of Or-

ganization and Equipment (TOEs) has been the creation of five divisions (four Active Army and one Reserve Component) under the Infantry Division Light—ID(L)—organization. These base-L divisions

differ radically in concept and design from the H-series TOE units that preceded them.

To ensure that the new doctrine, equipment, and organization would work as envisioned, the Army, be-