

## NOTE

As a guide in the **preparation** of this pamphlet, the following questions, among others, were submitted to the entire faculty and student officers of the Staff College.

1. What should be the scope of the revised Field Service Regulations, using the **present** edition as a means of comparison?

2. Should forms of orders be included in these regulations, and if so, how many?

Replies from forty-one **officers** were received. These replies can be briefly classified as follows:

*To the first question:*

Forty officers are of the opinion that the scope of the revised Field Service Regulations should be substantially the same as that of the present edition. One officer did not answer. Changes are recommended here and there, but the consensus of opinion demands a practical "**working book**" for the field.

*To the second question:*

Thirty-eight officers are of the opinion that forms of orders should be given in the Field Service Regulations; two are of the contrary opinion, and one recommends a separate pamphlet. The majority favors the number given in this pamphlet.

The fact is recognized that the proper drafting of field orders **is** of great importance, and that the subject is still new to the service.

It has been claimed that if any forms are to be included in the Field Service Regulations, those contained in this pamphlet are not enough. This point is not conceded. It is believed that these forms will meet practically every military situation that may arise, the necessary changes being made.

The question of whether a commander should be **designated** for the *main* body in march orders, or a camp **commander named** in halt orders, is left to the judgment of the supreme commander. A second in command is named unless that **officer** is well known. Forty of the forty-one officers agreed upon this point.

Lettered sub-heads in paragraph 3, and in the "distribution of **troops**" when there is one, tend to certainty and clearness.

On this point forty of the forty-one officers referred to above, were in favor of retaining the lettered sub-heads, three conditionally.

In designating fractions of organizations, the fraction may be expressed by naming the exact portion of the organization present, or by using the word less; for example, Hq. & 1st & 3d Bns. 6th Inf., or 6th Inf. (less 2d Bn.). Each form has advantages in certain cases, and the commander should be permitted to use the most convenient.'

The word "headquarters" in the title of an order is omitted, as it adds nothing to the clearness and is not included in the definition of the title.'

A definition of the word "detachment?" is retained to settle controversies liable to arise in mixed commands.

Conforming to the idea that the Field Service Regulations should be a practical working book for the field, the Article on the Service of Information has been made broad enough to give a general idea of the use of independent and divisional cavalry, and of the important subject of reconnaissance. In the present Field Service Regulations the duties of patrols are discussed both in the Article on the Service of Information and in that on the Service of Security; in the proposed edition these duties are all included in the Service of Information.

Provision is made for the organization of an *information* division in the field-not provided for in the present regulations. Rules are also given to secure uniformity in the making of maps and in the transmission of messages. The message blank is particularly well adapted to the purposes for which it is intended, and greatly simplifies the subject of the Transmission of Information. Requiring the blank to be issued by the Signal Corps insures an abundant supply being always on hand. An orderly delivering messages does not have to carry a receipt book, the receipt being made on the envelope which is then returned to the messenger.

Suggestions looking to the improvement of the subject-matter of this pamphlet are requested from officers, to the end that our Field Service Regulations may be as perfect as they can be made.

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June 12, 1908.

ARTICLE II  
THE SERVICE OF INFORMATION  
GENERAL PRINCIPLES

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1. **Military Information.**-Military information may be considered under two general heads, namely, (1) that collected by the General Staff in time of peace; (2) that obtained by troops in the field after the outbreak of hostilities. The **former** relates to the geography, resource&, and military strength of the various nations, and enables the War Department, when hostilities are imminent, to decide upon the size of an army or expedition, the proportion of the different arms, character of clothing, equipment, etc., necessary to accomplish the object sought. The **latter** relates to the theater of operations and to the position, strength, intentions, etc., of the enemy in the field, and is absolutely essential to enable a commander properly to estimate the situation and guard against surprise.

2. **Information in the field** is obtained from various sources-higher commanders, adjoining troops, inhabitants, newspapers, letters, telegraph files, prisoners, deserters, spies, maps and reconnaissances. Knowledge of the terrain, always essential to a correct understanding of the situation, is obtained from a careful study of available maps, supplemented by thoro reconnaissance.

3. **Information Division.**-At the outset of a campaign the commander of an army or of a separate command in the field, organizes an *information division* where all information of the enemy and of the theater of operations is sent without delay. This division classifies the information brought in, and prepares the necessary field maps.

When the enemy adopts guerilla warfare, the search for information acquires special importance. In this case an efficient secret service is organized as soon as practicable.

The employment of spies, and the examination of prisoners, deserters, and inhabitants must not be neglected.

In hostile territory, influential persons, especially those supposed to be active in the enemy's cause, may be seized and their persons and houses searched. Letters and news-

papers in postoffices, and files in telegraph offices are carefully examined and anything of importance sent to higher authority. Matter not of importance is replaced if time permits; if not, the whole is sent to headquarters. Local maps of recent date may be of great value..

When reliable information of the enemy can not be obtained, it is assumed that, he 'will act with good judgment.

4. Information received by any person in the military service, and the action taken thereon; must be promptly reported to the proper military service..

5. Unless instructions have been given to spread false information, all persons connected with the military 'service are forbidden to discuss the military situation, plans, move-'ments, etc., with, or in the presence of, civilians of any age, sex or nationality.

6. Military information is given to newspaper correspondents, etc., only by officers designated by the supreme commander.

#### RECONNAISSANCE

7. *Reconnaissance* is the military term used. to designate the work of troops or individuals when gathering information in the field. It is primarily, especially when at a distance, a function of the independent cavalry, or of troops and individuals (divisional cavalry or infantry) specially detailed; but troops on the service of security (advance guards, etc.) conduct a *limited reconnaissance* sufficient to insure the safety of the command.

#### *By, Independent Cavalry\**

8. Reconnaissance to *find the enemy* is usually made by cavalry, varying in strength according to the situation, but in large commands appearing, generally, as *independent brigades* or divisions with horse artillery attached. On such duty cavalry not only gathers information, but also screens the main command by keeping the enemy at a distance.

9. Independent cavalry on reconnoitering duty pushes boldly out one or two marches in advance. *Its first duty is to find the enemy's main body*, and then to *preserve contact*, at the same time screening the command in rear,

To find the enemy's main body, it is generally necessary first to *defeat his cavalry!* and for this purpose the commander

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\* Independent cavalry is defined as that cavalry which, operating under the direction of the supreme commander of an army or separate command, is detached on some special mission, generally of reconnaissance. Its commander, within the scope of his instructions, acts on his own initiative, and is responsible to the supreme commander only.

keeps the bulk of his forces well in hand—maintains a *central mass*—ready to strike the enemy's cavalry whenever the latter is encountered. From this central mass small detachments are sent out; these detachments, by means of scouts and small groups of men called patrols, gather information.

When for any reason, such as the nature of the country, activity of the enemy; etc., it is inadvisable to send out small detachments, larger ones are detailed to operate along parallel roads or in specially designated sections of the country. These detachments cover themselves with scouts or patrols and keep constantly in touch with the *central mass*.

The march of the central mass depends upon the information brought in; it moves uninterruptedly, or, from position to position, according to circumstances.

As a rule only general instructions are given to a commander of independent cavalry. It is usually sufficient to indicate the country to be reconnoitered, invite attention to specially important localities, and point out the extent of the daily advance. He is generally in telegraphic communication with the supreme commander, and keeps him constantly informed of the situation at the front. In the absence of telegraphic facilities, he reports according to the circumstances, sending his messages by the divisional cavalry when practicable.

Commanders of independent cavalry must solve the difficult problems confronting them without expecting aid from other troops. The horse artillery in column is usually near the head of the cavalry main body. In a mounted attack against the enemy's cavalry; the command is so maneuvered, if possible, that on contact it will be screened from the enemy's artillery fire by the enemy's cavalry itself.

The extent of front covered by a body of independent cavalry, should be such that its chief can exercise daily control over all parts of his command. For a brigade of three regiments the limit is assumed as about ten miles.

On very wide fronts an army is generally covered by two or more bodies of independent cavalry; each is informed of the extent of ground it is to cover, and keeps in touch with the neighboring cavalry.

### *By Divisional Cavalry*

Cavalry forming part of a division or attached to smaller infantry units, is called *divisional cavalry*. It usually enters into the composition of advance, flank, rear, and outpost

guards, and when so employed is known as advance guard, flank guard, rear guard, and outpost cavalry, as the case may be, and performs such reconnaissance as the situation demands.

When there is independent cavalry in front, the divisional cavalry maintains connection therewith; when not, it reconnoiters far to the front and gains touch with the enemy if possible, operating in a manner similar to that of independent cavalry.

Its reconnaissance is more restricted than that of the independent cavalry, divisional cavalry goes more into detail and gathers information as to the resources of the country, roads, camping places, etc. As combat becomes imminent and the independent cavalry is drawn off to a flank, the divisional cavalry must be especially active to guard against surprise, gain information of the enemy's movements, and prevent incursions of his patrols. It takes advantage of every opportunity offered by the situation, passing from mounted to dismounted action and the reverse, rapidly and without confusion,

#### *By Infantry*

11. In the absence of cavalry, reconnaissance at a distance is made by infantry or scouts specially detailed for that purpose.

If a command is weak in cavalry, or the country is rough and broken: it may be advisable to use reconnoitering detachments composed of both infantry and cavalry.

On the service of security, infantry makes such reconnaissance as the situation demands.

#### *Patrolling\**

12. Reconnoitering Patrols, — The chief duty of reconnoitering patrols is to gather information. They habitually seek safety in concealment or flight, fighting only when absolutely necessary. The most skillful patrolling is where patrols accomplish their mission and return without being discovered by the enemy,

13. The commanding officer determines the number and strength of patrols, and when they are to be sent out. It is a cardinal principle to send out only such patrols as insure effective reconnaissance. They are habitually small. Small

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\*The term patrol is used to designate small detachments employed for a variety of purposes, the name of the detachment indicating its duty, as: visiting, connecting, covering, exploring, reconnoitering, flanking, harassing, pursuing patrols, etc.

patrols have great mobility, are easily concealed, and do not draw heavily on the fighting strength. In hostile territory, or when resistance is expected, stronger detachments are required. These cover themselves with small patrols of two to four men, the remainder acting as support.

The officer sending out a patrol verifies the detail, designates a second in command and gives *the necessary instructions*. Horses of conspicuous color and those that neigh when alone should not be sent. Precautions are taken to avoid the glitter of weapons and equipments.

14. *The orders or instructions for a patrol, or for any detachment going on reconnaissance, must state clearly what information is desired, what features are of special importance, the general direction to be followed, and where messages are to be sent or the patrol is to report.* Important and comprehensive instructions should be in writing, but precaution against capture of papers must be taken. An officer sending out a patrol must be certain that his orders are understood. Detailed instructions are, as a rule, avoided. When necessary the time of return is stated.

15. **Patrol Leaders.**—Skillful patrolling is the basis of efficient reconnaissance. *Patrol leaders* are selected with care, officers being detailed for important missions. Patrol leaders should combine the qualities of good health, vigorous physique, keen eyesight, presence of mind, and courage, with good judgment, military training and experience. They should be able to read maps, make sketches, and send clear and concise messages. Officers on such duty often find themselves in positions where the situation must be viewed from the standpoint of a higher commander, and should be able to reason accordingly.

In special cases officers of the General Staff, or of other branches of the service, may be sent out with patrols.

To study the country with a view of obtaining information for their own arm, artillery officers or scouts may accompany patrols.

The men also are carefully selected, The knack of quickly finding one's way in a strange country, a knowledge of woodcraft, presence of mind and shrewdness, are desirable qualities.

The leader of a patrol should have a map, watch, field glass, compass, message blanks and pencils. When practicable important patrols are provided with cavalry buzzers.

A camera may also be useful, as it enables a patrol leader to send back photographs of important landmarks.

The leader of a patrol thoroughly, *inspects* it before starting, and satisfies himself that every man and horse is in fit condition. He then secures a guide (if necessary), locates himself on the map, gives the countersign, if any, to the men, and explains to them in detail his plans and the instructions from higher authority. .

'16. **Conduct.**- As to their conduct, patrols exercise the greatest vigilance to prevent discovery. They travel with as little impedimenta as possible.

No normal *formation* for a patrol is, or should be prescribed. Under the leader's guidance it moves so as to guard against surprise, usually with point and flankers. To extend the sphere of its observation; still smaller patrols (one or two men) may be sent out for short distances, communication with the leader being maintained by signals or the cavalry buzzer. *Whatever the formation adopted, it should favor the escape of at least one man in case of surprise.*

In small patrols the commander generally leads. In this formation few signals are necessary, the men simply regulating their movements by his.

Villages and inclosures involving danger of surprise are entered with precaution, and for brief periods only. Halts are made at points affording good view, and the country is studied in all directions, landmarks to the rear being impressed on the minds of the men so that the way back can be readily found; the leader consults his map and locates himself thereon.

When a patrol is scattered it reassembles at some place previously selected; if checked in one direction it takes another; if cut off, it returns by a detour or forces its way thru. As a last resort it scatters, so that at least one man may return with information.

Occasionally it is advisable for the leader to conceal his patrol and continue the reconnaissance, with one or two companions; in the case of cavalry the leader and men thus detached should be well mounted.

Patrols far from their commands, or in contact with the enemy, often remain out over night. In such cases they seek a place of concealment unknown to the inhabitants; proceeding thereto after nightfall or under cover. .

Opportunities for watering, feeding and rest must not be



neglected. When necessary the leader provides for subsistence by requisition or purchase.

In questioning civilians caution is observed not to disclose information that may be of value to the enemy. Strangers are not allowed to precede the patrol. Patrol leaders are authorized to seize telegrams and mail matter, and to arrest individuals, reporting the facts as soon as possible.

Returning patrols near their own lines, march at a walk, unless pressed by the enemy.

**17. Indications of the Enemy.**—Nothing should escape the observation of the patrol. The slightest indication of the enemy should be reported to the leader at once. On roads and in abandoned camps, signs are often found which indicate the number, character and condition of the enemy, and the direction in which he is marching. Abandoned clothing or equipage may bear marks indicating organizations.

The number of camp fires and the area over which they are spread afford an estimate of the strength and position of the enemy. An increase in the number or area of fires indicates new arrivals. Much smoke at unusual hours indicates movement. Such signs, however, are accepted with caution.

Tracks in the road indicate the number and kind of troops and the direction of march. Broad trails parallel to the roads or across country indicate a concentrated march.

A thick and low cloud of dust indicates infantry; a high and thin cloud, cavalry; a broken cloud, artillery or wagon trains. The size of the command and direction of march may be roughly estimated by the dust, but the effect of wind must be considered.

The strength of a body of troops may be estimated from the length of time it takes to pass a given point. Assuming that infantry in column of fours occupies half a yard per man, cavalry 1 yard per trooper, and artillery in single column 20 yards per gun or caisson, a given point would be passed in one minute by about—

175 infantry  
110 cavalry, at walk  
200 cavalry, at trot  
, 5 guns or caissons.

For troops in column of twos, take one half of the above estimates. Allowance should be made for probable elongation.

*18. As soon as it is certain that the enemy has been discovered, a message is sent.*

The exact location of the enemy—whether deployed, marching or in camp—his strength, and the arms of service are next ascertained and reported. It is often difficult to decide whether the troops discovered are the main body or merely the advance guard or outposts. The rule is to observe the *main* body; therefore it may be necessary to obtain a view from a position in rear of the covering troops. This is done by going around or by breaking thru, returning over different ground to avoid ambuscade,

19. **Signals.**—In addition to the usual *signals* prescribed in drill regulations, the following should be clearly understood by members of a patrol:

Enemy in sight in small numbers, hold the rifle above the head horizontally; enemy in force, same as preceding, raising and lowering the rifle several times; take cover, a downward motion of the hand.

Other signals may be agreed upon before starting, but they must be familiar to the men; complicated signals, are avoided. Signals must be used cautiously, so as not to convey information to the enemy.

#### *Reconnaissance in Force*

20. When it is impossible to locate the enemy's lines and determine his strength in any other way, recourse is had to reconnaissance in force as a prelude to a general attack. It is made only by order of the commander-in-chief.

The operation is conducted in the same general manner as a regular attack. Various portions of the line are threatened or actually attacked, and an effort is made to capture prisoners. Staff officers endeavor to locate the enemy's trenches, ascertain his strength, etc.

#### *Reconnaissance by Balloon or Flying Machine*

21. Balloons are classed as *free*, *dirigible* and *captive*. Free balloons convey information from besieged places, return messages being sent by carrier pigeons or otherwise. Their uncertainty of movement renders such balloons of little use in reconnaissance.

The dirigible balloon or flying machine is used as the commander directs.

Captive balloons used in reconnaissance should be small and seldom more advanced than the reserve of the advance guard or outpost. They should not disclose the position of troops and thereby subject them to the enemy's artillery fire. To a command in position, captive balloons near the flanks

are of great value, as they furnish a means for quickly discovering flanking attempts of the enemy.

Communication with a captive balloon is generally by wire. Signals might be observed by the enemy. The observer should be a well informed officer.

#### MESSAGES, REPORTS, FIELD MAPS, AND WAR-DIARIES

22. A *message* is a communication sent from one person to another. In the field the term is generally applied to written information sent by messenger or wire. Such messages are brief and clear, resembling telegrams. The source of the information contained in messages is always given, the writer carefully separating what he has actually seen himself from that received second-hand. Most of the rules adopted to secure clearness in orders apply equally to messages.

23. A *report* is a more or less formal account of some enterprise, undertaking or event, such as a march, reconnaissance, battle, etc. This term is sometimes incorrectly used for "message". A report is usually drawn up at comparative leisure, is often the supplement and expansion of short messages, and thus possesses the value of greater detail.

24. In the field the maps available for general use are, those of the Geological Survey, prepared on the scale of 1:62500, with twenty-foot contours. These maps are supplemented by *field maps* or sketches prepared from day to day. For facility in reading, military maps are made, when practicable, according to a uniform system of scales and contour intervals, as follows: 3 inches-1 mile, V. I. 20 feet; 6 inches-1 mile, V. I. 10 feet; 12 inches-1 mile, V. I. 5 feet.

As a rule, road sketches are made on a scale of 3 inches to 1 mile, V. I. 20 feet; position and outpost sketches, 6 inches to 1 mile, V. I. 10 feet. The 12-inch map is used for the war *game* or for the discussion of operations at *maneuvers*, and in siege operations.

As sketches must be made rapidly, often on horse-back, unnecessary conventional signs are omitted. Sketches are useful to supplement messages, and to elucidate reports of campaigns and battles.

25. A *war-diary* is a record of events kept at every military headquarters in the field. Entries are made as soon as possible after the occurrence of the events, and should form a concise history of the military operations. Copies of the commander's orders and of the reports of his subordinates are incorporated or added as appendices.

TRANSMISSION OF INFORMATION

26. Information is transmitted as follows:

1. By wire (telegraph, buzzer, telephone)
2. By visual signaling, (flag, helio, night lamp)
3. By wireless telegraph
4. By messenger (foot, mounted, cycle, motor car)-

27. Information over considerable distances is usually transmitted by wire or wireless telegraph. For short distances,\* and when other means are not available, information is carried by messenger. When messages are sent by wire or wireless telegraph they are always handed the operator in writing. The telephone is not so accurate as the telegraph and when used the parties concerned do the talking if practicable. All available means are utilized to facilitate the transmission of information, and it is the duty of all officers to assist in the transmission of orders and messages.

28. In certain situations it may be advisable\* to send information not only to the proper superior, but to neighboring troops as well. When copies of messages are so sent the fact is noted upon each.

29. Messages carried by messenger are usually inclosed in envelopes properly addressed. The envelope when not marked "confidential" is left unsealed so that commanders along the line of march may read the contents. Upon the envelope is written the name of the messenger, his time of departure and rate of speed. The latter is indicated as follows: *ordinary*, *rapid*, or *urgent*. Ordinary means about five miles an hour for a mounted man; rapid, about seven or eight miles an hour; and urgent, the highest speed consistent with certainty of arrival at destination. The recipient notes the time of receipt upon the envelope and returns the latter to bearer.

30. When there is danger of falling into the hands of the enemy, messages are sent in cipher.

31. The difficulty of transmitting information by messenger increases with the distance. At night, and when the roads are bad, the service is slower; when the inhabitants are hostile or the enemy's detachments active, it is less reliable.

Important information is sent by two or more messengers, depending upon the dangers of the road. A single messenger is not so confident, and something may happen to him or to his horse. It may also be advisable to send duplicate mes-

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\* For instance, at *urgent* speed and for distances up to about half a mile, a mounted messenger can deliver a message of 10 words in less time than the same can be delivered by wire.

sages by different routes. Messengers are informed before starting of the purport of the message, and where they are to report after it is delivered. A messenger need not alter his pace when passing superiors.

32. When the usual means of communication cannot be established or fail to work, relay lines of mounted men may become necessary. When such lines are established connecting posts are generally placed on the roads at well marked points, such as cross-roads, bridges, etc. The distance between posts depends upon the rapidity of transmission desired, the number of men available, and the location of suitable stations. The usual distance is from five to ten miles. The strength of such posts varies from six men and a non-commissioned officer to half a troop. A record is kept at each post, of all communications received and transmitted.

33. The following message blank is prescribed for the transmission of messages in the field:

U. S. ARMY FIELD MESSAGE	No.	Sent By	Time	Rec'd. by	Time	Check
	[These spaces for Signal Operators only]					
Communicated by <b>Buzzer, Phone, Telegraph,</b> <b>Wireless, Lantern, Helio,</b> <b>Flag, Cyclist, Foot Messenger,</b> <b>Mounted Messenger.</b> (Underscore means used)	From..... [Name of sending detachment]					
	At..... [Location of sending detachment]					
	Date..... Hour..... No.....					
	To.....					
Received .....						

The heading "From" is filled in with the *name* of the detachment sending the information; as "Officer's Patrol, 7th Cav." Messages sent on the same day from the same source to the same person are numbered consecutively. The address is written briefly; thus, "Commanding Officer, Outpost, 1st. Brigade." In the signature the writer's surname only and rank are given.

This blank is 3 and 3-4 by 8 inches, including the margin on the left for binding. The back is ruled in squares and provided with scales for use in making simple sketches; explanatory of the message. It is issued by the Signal Corps in blocks of 40 with duplicating sheets. The regulation envelope is 3 by 5 and 1-4 inches and is printed as follows:

## U. S. ARMY FIELD MESSAGE

TO..... NO.....  
(For Signal operators only)

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When sent.....

Rate of speed.....

Name of messenger .....

When and by whom rec'd.....

THIS ENVELOPE WILL BE RETURNED TO BEARER

ARTICLE III  
ORDERS  
GENERAL PRINCIPLES

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1. A military order is the expression of the will of a chief conveyed to subordinates. However informally expressed, military orders must be cheerfully and promptly obeyed,

The art of giving proper instructions and orders to troops is one of the most important features in the exercise of command.

2: Orders are classified as *routine orders* and *field orders*.

Routine orders are those used in the ordinary administration of military affairs, and are called *general orders*, *special orders*, *circulars*, and *orders*, according to circumstances.

Field orders are those dealing with *tactical* and *strategical operations* incident to a state of war.

The originals of field orders are carefully preserved.

3. At the beginning of operations, and from time to time thereafter, the plans of the supreme authority are communicated in the form of *letters of instruction*. These regulate movements over large areas and for considerable periods of time.

When it becomes necessary to prescribe tactical or strategical operations, field orders are issued. For example : orders for a march or for the formation of a camp or bivouac; orders for advance guards, rear guards, outposts, etc.

4. Field orders do not, ordinarily, include administrative details. Such matters are usually better covered by verbal instructions or routine orders. Circumstances may arise, however, especially in small commands, where it would be advantageous to include in field orders instructions relating to rations, ammunition, forage, etc.

5. Field orders are issued *verbally*, *by dictation*, or *in writing*. When commands are scattered or are as large as a division, *written orders* are the rule; they are addressed to the subordinates charged with their execution. Commanders of the smaller units usually issue verbal or dictated orders, the subordinate commanders or their adjutants being assembled at stated hours or pursuant to special call. When not communi-

cated by the commander in person, verbal orders are carried by staff officers or messengers.

6. As there is always a possibility of controversy as to their wording, verbal orders are sent by messengers in cases of necessity only, and when so sent rarely contain more than one definite mandate. For example: "The regiment will halt three hours at ——." More latitude is allowed in sending verbal orders by officers.

*The bearer of a verbal order or message is required to repeat it before starting.*

7. To give subordinate commanders an opportunity to study the situation, field orders should reach them in ample time. As a rule, however, it is desirable to keep contemplated movements secret as long as possible! and to confine knowledge thereof to chiefs of staff departments and commanders of the larger units:

In large commands it requires some time for formal orders to reach all the lower units; this may be roughly estimated at one hour for a brigade, and one hour and a half for a division. The hour stated in the heading of an order is the hour of *signature*.

#### COMPOSITION OF FIELD ORDERS

8. To frame a suitable field order the commander must (1) *estimate the situation*, (2) decide upon a *definite plan of action*, and (3) actually *draft* or *word* the orders which will carry his plan of action into effect.

An *estimate of the situation* involves a careful consideration, from the commander's view point, of all the circumstances affecting the particular problem." In making this estimate he considers (a) his mission as set forth in the orders or instructions under which he is acting, (b) all available information of the enemy's military situation (strength, position, probable intentions, etc.) and (c) conditions affecting his own command (strength, position, supporting troops, terrain, etc.).

The commander's *plan of action* will be to advance, attack, retreat, take up a defensive position, or a position in readiness, etc., and the *order* is issued accordingly.

In framing orders the integrity of tactical units is preserved whenever possible.

9. Field orders must be *clear* and *definite*. Expressions depending upon the view point of the observer, such as *right*, *left*, *in front of*, *behind*, *on this side*, *beyond*, etc., are avoided, reference being made to points of the compass instead. The



terms *right* and *left*, however, may be applied to individuals or bodies of men, or to the banks of a stream; in the latter case the observer is supposed to be facing down stream. The terms *right flank* and *Left flank* are fixed designations. They apply primarily to the right and left of a command when facing the enemy and do not change when the command is retreating. The *head* of a column is its leading element, no matter in what direction the column is facing; the other extremity is the *tail*.

To minimize the possibility of error, geographical names are written or printed in ROMAN CAPITALS; when the spelling does not conform to the pronunciation, the latter is shown phonetically in parenthesis, thus: BICESTER (Bister), GILA (Hé-la).

When two or more places or features on the map have the same name they are distinguished by reference to other points.

A road is designated by connecting two or more names or places on the road with dashes, thus: LEAVENWORTH—LOWEMONT—ATCHISON road.

As a rule, a positive form of expression is used. Such an order as, "The baggage train will not accompany the command," is defective because the gist of the order depends upon the single word "not."

Written orders should be so distinct as to be legible even in bad light.

10. Field orders are brief; short sentences are easily understood; conjectures, expectations, reasons for measures adopted and detailed instructions for a variety of possible events, do not inspire confidence, and should be avoided.

11. The commander should accept the *entire responsibility*. In framing field orders such expressions as "attempt to capture," "try to hold," "as far as possible," "as well as you can," etc., are forbidden. They tend to divide responsibility between the commander and his subordinates.

12. *An order should not trespass upon the province of a subordinate.* It should contain everything beyond the independent authority of the subordinate, but nothing more.

13. When the transmission of orders involves a considerable period of time, during which the situation may change, detailed instructions are avoided. The same rule holds when orders may have to be carried out under unforeseen circumstances. In such cases *letters of guidance* are preferable; they lay stress upon the *object to be attained*, and leave

open the means to be employed. Orders attempting to arrange matters too far in advance may have to be recalled and others substituted ; such changes impose needless hardships upon a command and injure its morale.

14. Details of time and place are carefully stated. Subordinate commanders and staff officers regulate their watches by the time kept at headquarters.

15. Orders issued by subordinates should not be mere repetitions of those from higher authority' with additions of their own. New orders are generally clearer and more satisfactory.

16. Arrangements for a possible retreat are communicated confidentially to a few senior commanders only.

#### FORM OF FIELD ORDERS

17. To enable the will of the commander to be *quickly understood*, and to secure *prompt coöperation* among his subordinates, field orders are required to follow a general form. This form divides an order into sections or parts, and assigns to each a particular class of information.

The parts of a field order are:

- The heading
- The distribution of troops (in certain orders)
- The body
- The ending

#### *The Heading*

The heading contains the *title* or *name* of the issuing officer's command, the place, date (usually the hour) of issue, and the number of the order.

#### *The Distribution of Troops*

The distribution of troops shows the tactical components into which a command' is divided (advance guard, main body, etc.) and the troops assigned to each. It is generally used in march orders and in the first field order applying to a command newly created or organized. In other cases it is usually more convenient to name the troops in the body of the order, where their duties are prescribed.

When a "distribution" is used it is headed TROOPS, and in written or printed orders is placed on the left of the *body*, occupying about one-third of the page. The tactical components are marked with lettered sub-heads, (a), (b), etc., the troops listed under each performing the task prescribed in the similarly marked paragraph of the body of the order.

When orders are dictated or sent by wire or signals, the distribution of troops (if used) is given immediately after the heading.

### *The Body*

The body contains information and instructions for the command, and is arranged in numbered paragraphs as follows :

*Paragraph 1* contains such information of the enemy and of our supporting troops as it is desirable that subordinates should know.

*Paragraph 2* contains the general plan of the commander, or so much thereof as will insure coöperation of all parts of the command.

*Paragraph 3* contains the detailed *tactical* dispositions adopted by the commander to carry out the plan outlined in paragraph 2, including the tasks assigned to each of the several *combatant* fractions of the command. These tasks are given under lettered sub-heads (a), (b), etc., the leading fraction, or the one having the most important duty to perform, being generally considered first. For instance: in an attack order it is customary to consider the artillery first; in a march order troops are considered according to their position in the column.

Instructions applicable to all of these fractions may be embodied in a sub-paragraph, lettered (x), at the end of *paragraph 3*.

*Paragraph 4* contains instructions for the sanitary troops (field hospitals) and trains.

*Paragraph 5* shows where the commander can be found or messages may be sent, and the name of the second in command when not well known. In orders of subordinate commanders this paragraph also gives the location of "lines of information", if any have been established.

If additional paragraphs are necessary, they are incorporated, properly numbered, after *paragraph 3*. Sometimes it is unnecessary to include instructions usually contained in *paragraph 4*; but whatever the number of paragraphs the last always shows where the commander can be found, etc.

In active operations, especially during engagements, numerous orders are issued—either verbally or in the form of notes, brief dispatches, messages, orders for assembly, etc.—which do not contain all the requirements of a formal written or printed field order; but whenever detailed instructions for *operations* are given, whether verbally, in writing, or other-

wise, the sequence prescribed for the body of a formal; field order must be preserved.

*The Ending*

The ending contains the authentication of the order and a statement of how it is communicated to the command.

19. *Titles* are expressed as follows:

Det. 1st Div.

Outpost, 1st Battalion, 6th Infantry.

Advance Guard, 1st Sq., 5th Cavalry.

1st Brigade, 1st Division.

In the above titles, "Det. 1st Div." means that the command is composed of troops from the 1st Division; "Advance Guard, 1st Squadron, 5th Cavalry", means that the command is the advance guard of the 1st Squadron, 5th Cavalry, etc.

The title may appear in the order creating a command, thus: "The 1st Battalion will constitute the *advance guard*"; or it may be evolved from the nature of the operations, thus: "China Relief Expedition"; "Army of Cuban Pacification".

The title with place, date, and number thus fully identifies an order.

20. Whether named in the title or elsewhere in the order, tactical organizations are designated as follows, the abbreviated forms being preferred:

Complete organizations:

Co. A, 1st Inf.

Cos. A & B, 1st Inf.

1st Bn. 2d Inf.

3d Infantry.

Btry. A, 1st F. A.

Tr. B, 1st Cav.

2d Sq. 5th Cav.

Co. E, Engrs.

Co. A, Sig. Corps.

1st F. Hosp.

Fractional organizations:

Co. A, 1st Inf. (less 1 plat.).

1 plat. Co. A, 1st Inf.; 1st Plat. Co. A, 1st Inf.

18th Inf. (less 6 cos.); or Hq. & 6 cos. 18th Inf.

3d Brigade (less 2 regs.)

1st Plat. Btry. F, 6th F. A.

5th Sec. Btry. B, 3d F. A.

1 squad, Tr. B, 3d Cav.; 1st Squad, Tr. B, 3d Cav.

Tr. H, 8th Cav. (less 3 plats.).

1 sec. Co. B, Engrs.

2 squads, Co. A, Sig. Corps.

Amb. Sec. 1st F. Hosp; Hosp. Sec. 1st F. Hosp.

Det. Amb. Sec. 2d F. Hosp.

21. When a fraction of an organization cannot be designated by naming one or more of the subdivisions, it receives the generic title of "detachment".

22. A *detachment* is a body of troops separated from a higher command and intrusted with a special mission.

Nearly every command of any size is composed of troops from the different arms or special services, or both, and when not constituting a division, brigade, or other authorized unit, the question arises whether to call such a command a "detachment" or to give it the tactical designation of the predominating arm or special service; if there is a predominating element, (usually the case) the title of the command is that of the predominating element, unless the proportion of the auxiliary arm or special service equals or exceeds that prescribed for a division, in which case the command is a detachment. For example: a command consisting of 1 regiment of infantry and 1 squadron is a detachment, while the title of a command consisting of 1 regiment of infantry and a troop is that of the regiment.

23. Dates in the heading are abbreviated thus: 4 Feb. 08, 2-46 P.M.

No abbreviations are used in the body of the order except A.M. and P.M. for morning and afternoon, the authorized abbreviations for tactical organizations, and those customary in designating rank. In naming a night both days should be mentioned thus: night 4/5 Feb. 08. To designate "noon" and "midnight" these words are written.

24. Before orders are issued they are carefully tested to see that the entire command is accounted for.\*

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\* Fbr forms of orders see Appendix.

## APPENDIX

While the following forms are given for the convenience of officers in the field and with a view of securing uniformity in the service, it must be remembered that no two military situations are the same. The sequence in paragraph 3 is not obligatory, the commander arranging the details according to his best judgment.

### MODELS

#### *For an -Advance*

Field Orders  
No. 3.  
Troops

Det. 1st Div. 1st Army,

Easton, Kansas,

19 Sept. 07, 8-15 P.M.

(a) Independent Cavalry:

Major A.

1st Sq. 5th Cav. (less  
1 plat.)

(b) Advance Guard:  
Major B.

1st Bn. 6th Inf.

1 plat. 1st Sq. 5th Cav.

1 plat. Co. A, Engrs.

(c) Main Body-in order of march:

6th Inf. (less 1st and  
3d Bns.)<sup>1</sup>

Btry. A, 1st F. A.

3d Bn. 6th Inf. (less 1  
squad)

Det. Amb. Sec. 1st F.  
Hosp.

(d) Signal Troops:  
Lieut. D.

1 plat. Co. A.

I. The enemy's cavalry patrols have been seen east of the MISSOURI river. His infantry and artillery are reported one day's march east of FORT LEAVENWORTH.

Our division is at WINCHESTER, 8 miles west of EASTON.

2. This detachment will march tomorrow to FORT LEAVENWORTH to secure the MISSOURI river bridge.

3. (a) The independent cavalry will start at 5-30 A.M., covering the movement. It will seize the bridge and reconnoiter east of the river.

(b) The advance guard will clear the eastern exit of EASTON at 6 A.M., marching by the EASTON-P-174 -- FRENCHMAN - FORT LEAVENWORTH road.

(c) The main body will follow the advance guard at about 800 yards.

(d) The signal troops will establish and maintain a line of information along the line of march between the independent cavalry and EASTON, one of the stations being at FRENCHMAN.

4. The baggage train, escorted by one squad, 3d Bn. 6th Inf., will follow the main body as far as FRENCHMAN.

5. The detachment -commander will be with the main body until 7 A.M., and thereafter with the advance guard.

2d in command, Lt. Col. C.

By order of Col. F:

Capt. & Adjt. 6th Inf.  
Adjutant.

Copies to Majors A and B, commanders of arty. and engrs., and to staff; to division commander by wire.

<sup>1</sup> This form indicates the place of the headquarters or station of the commander.

*For Advance Guards*

Advance Guard, Det. 1st Div.,  
Leavenworth, Kansas,

10 Aug. 08, 5-30 A.M.

Field Orders<sup>1</sup>

No. 1.

Troops

(a) Advance Cavalry :  
    Captain B.  
    Tr. A, 1st Cav. (less  
    1 squad).

(b) Support:  
    Major C.  
    1st Bn. 1st Inf.  
    1 squad, Tr. A, 1st  
    Cav. <sup>2</sup>  
    Det. Co. A, Engrs.

(c) Reserve — in order  
    of march :  
    1st Inf. (less 1st & 3d  
    Bns.)  
    Btry. B, 5th F.A.  
    3d Bn. 1st Inf..  
    Det. 1st F. Hosp.

1. A Red force of all arms is reported to have camped near ATCHISON last night, Its cavalry patrols were seen near KICKAPOO yesterday.

Our main body will follow the advance guard at about one half mile.

2. This advance guard will march on KICKAPOO.

3. (a) The advance cavalry will leave camp at once and march via ATCHISON CROSS to KICKAPOO, SHERIDAN'S DRIVE and the country west of the line of march for at least three miles being carefully observed.

(b) The support will start at 5-45 A.M., marching by the ATCHISON CROSS — FRENCHMAN — KICKAPOO road.

(c) The reserve will follow the support at about 800 yards.

4. The baggage train will assemble near 70 at 7 A.M., under Captain X, Quartermaster, 1st Inf., and join the baggage train of the main body as that train passes.

5. I shall be at the head of the reserve.

Y,  
Colonel,  
Commanding.

Verbally to assembled troop, battalion, and battery commanders, and staff; copy to det. commander by Lt. N.

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1. This order is issued pursuant to a previous "march order," and assumes that the troops designated for the advance guard have been notified when and where to assemble.

2. If this duty can be performed by mounted infantry scouts or messengers, cavalry is not detailed.

## GENERAL FORMS

### *For an Advance*

Field Orders	[Title]
No.—.	[Place]
	[Date and hour]
Troops	1. [Information of enemy and of our supporting troops]
(a) Independent Cavalry:	2. [Plan of commander]
[Commander]	3. (a) [Instructions for independent cavalry—place and time of departure, roads or country to be covered, special mission]
[Troops]	(b) [Instructions for advance guard—place and time of departure, or distance at which it is to precede the main body, route, special mission.]
(b) Advance Guard:	(c) [Instructions for main body—distance at which it is to follow the advance guard, or place and time of departure]
[Commander]	(d) [Instructions for flank guard—place and time of departure, route, special mission.]
[Troops]	(e) [Instructions for signal troops—lines of information to be established, special mission]
(c) Main Body—in order of march:	(x) [Instructions for outpost—when relieved, subsequent duties—generally to join column]
[Commander] <sup>1</sup>	4. [Instructions for baggage train—escort, distance in rear of column or destination when different from that of main body]
[Troops]	[Instructions for sanitary troops, ammunition, supply and pack trains, when necessary]
(d) Right [left] Flank Guard:	5. [Place of commander or where messages may be sent, 2d in command]
[Commander]	
[Troops]	
(e) Signal Troops:	
[Commander]	
[Troops]	

By command of Major Gen.—

\_\_\_\_\_  
Chief of Staff.

[How and to whom issued]

<sup>1</sup> If a commander is designated for the main body, his name is inserted here.



*For Advance Guards*

Field Orders	[Title]
No. . . . .	[Place]
	[Date and Hour]
Troops	1. [Information of enemy and of our supporting troops]
(a) Advance Cavalry:	2. [Plan of commander]
[Commander]	3. (a) [Instructions for advance cavalry—place and time of departure, roads or country to be covered, special mission]
[Troops]	(b) [Instructions for support—place and time of departure, route, special mission]
(b) Support:	(c) [Instructions for reserve—distance at which it is to follow support]
[Commander]	(d) Instructions for flank guard—place and time of departure, route, special mission]
[Troops]	4. [Instructions for baggage train—generally to join train of column]
(c) Reserve-in order of march:	5. [Place of commander or where messages may be sent, location of lines of information, 2d in command]
[Troops]	
(d) Right (left) Flank Guard:	
[Commander]	
[Troops]	

Colonel,  
Commanding.

[How and to whom issued]

*A Halt for the Night—Camp with Outpost*

- Field Orders [Title]  
No. - [Place] [Date and hour]
1. [Information of enemy and of our supporting troops, including independent cavalry]
  2. [Plan of commander to encamp or bivouac]
  3. (a) [Designation of commander and troops of outpost, general line to be held, special reconnaissance, connection with other outposts, if any]  
(b) [Instructions for troops not detailed for outpost duty-location of camp, designation of camp commander, observation of flanks and rear when necessary, lines of information, conduct in case of attack]
  4. [Instructions for baggage train — generally to join troops, tho if near enemy baggage train of outpost troops may be held in rear]  
[Instruction for sanitary troops, ammunition, supply and pack trains, when necessary]
  5. [Place of commander or where messages may be sent, second in command] [Authentication]
- [How and to whom issued]

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1 Omitted when the chief exercises immediate command of the camp.

*For Outposts*

Field Orders	[Title]
No. - .	[Place]
	[Date and hour]
Troops	1. [Information of enemy and of our supporting troops]
	2. [Plan of commander—to establish outpost, approximate line of resistance]
(a) Advance Cavalry :	3. (a) [Instructions for advance. cavalry-contact with enemy, roads or country to be specially watched, special mission]
[Commander]	(b) [Instructions for supports—positions they are to occupy, and sections of line of resistance which they are to hold. intrenching, etc.]
[Troops]	(c) [Instructions for detached post—positions to be occupied, duties, amount of resistance]
(b) Support - <sup>1</sup>	(d) [Instructions for reserve—location, observation of flanks, conduct in case of attack, duties of specialtroops]
No. 1. [Commander]	4. [Instruction for baggage train if it has accompanied the outpost]
[Troops]	5. [Place of commander or where messages may be sent, location of lines of information, 2d in command]
No. 2. [Commander]	
[Troops]	
No. 3. [Commander]	
[Troops]	
(c) Detached Post:	
[Commander]	
[Troops]	
(d) Reserve :	
[Commander]	
[Troops]	
	[Authentication]

[How and to whom issued]

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<sup>1</sup> Numbered from the right.

It is sometimes necessary to issue two outpost orders; the first as above, containing general instructions; the second, issued after an inspection. of the line, and containing more definite information.

## *Second Outpost Order*

- Field Orders [Title]  
No.-- [Place] [Date and hour]
1. [Information of enemy and of our supporting troops, or, "No change"]
  2. [Plan of commander—to hold present position or make changes]
  3. (a) [Instruction for advance cavalry—time of withdrawal, where to encamp or bivouac, time of resuming day position, special mission]  
(b) [Instructions for supports—hour at which night dispositions are to be completed, special instruction for outguards, connection with neighboring troops, time for resuming day positions, examining posts]  
(c) [Instruction for reserve—degree of readiness for action, hour of assembly under arms the following morning, special measures]
  4. [Place of commander, etc., or, "No change, "] [Authentication]  
[How and to whom issued]

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## *For Positions in Readiness*

- Field Order [Title]  
No.- [Place] [Date and hour]
1. [Information of enemy and of our supporting troops]
  2. [Plan of commander—to take up a position in readiness at or near-]
  3. (a) [Instructions for cavalry—to reconnoiter in direction of enemy, special mission]  
(b) [Instructions for artillery—position or place of assembly]  
(c) [Instructions for infantry—position or place of assembly, points to be especially held, reconnaissance]  
(d) [Instructions for engineers—position or place of assembly]  
(e) [Instructions for signal troops—lines of information]
  4. [Instructions for baggage trains, sanitary troops, ammunition, supply and pack trains—generally to halt at designated localities in rear! ready to move in any direction]
  5. [Place of commander or where messages may be sent, 2d in command] [Authentication]  
[How and to whom issued]

*For Defensive Positions*

Field Orders	[Title]
No.-.	[Place]
	[Date and hour]

1. [Information of enemy and of our supporting troops]
2. [Plan of commander-- to take up a defensive position at or along-, for the purpose of-]
3. (a) [Instructions for artillery-position, target, intrenching, etc.]  
(b) [Instructions for fighting line-division of front into sections and assignment of troops thereto, intrenching etc.]  
(c) [Instructions for reserve-troops and position]  
(d) [Instructions for cavalry-usually to cover with its main force the more exposed flank, a detachment being sent to patrol the other; reconnaissance]  
(e) [Instructions for engineers-defensive work, clearing field of fire, preparation of obstacles, opening roads, etc.]  
(f) [Instructions for signal troops-to establish and maintain lines of information]
4. [Instruction for baggage train-generally to halt at a designated place]  
[Instructions for sanitary troops-location of field hospitals, ambulance and dressing stations]  
[Instructions for ammunition train-generally. to take station at a convenient point in rear of the position]  
[Instructions for supply train-generally to halt some distance in rear. The pack train may be ordered up to facilitate the ammunition supply]
5. [Place of commander or where messages may be sent, 2d in command]

[Authentication]

[How and to whom issued]

*For an Attack*

Field Order	[Title]
NO. . . .	[Place]
	[Date and hour]
1. [Information of enemy and of our supporting troops]	
8. [Plan of commander-indicating the general plan of attack, usually to envelop a flank]	
3. (a) [Instructions for artillery-position, first target, generally hostile artillery]	
(b) [Instructions for secondary attack—commander, troops, direction and objective]	
(c) [Instructions for main attack — commander, troops, direction and objective]	
(d) [Instructions for reserve — commander, troops, position]	
(e) [Instructions for cavalry-generally to operate on one or both flanks, or to execute some special mission]	
(f) [Instructions for engineers-any special mission]	
(g) [Instructions for signal troops-to establish and maintain lines of information between the commander and the main and secondary attacks, artillery, reserves, etc.]	
4. [Instructions for baggage train—generally to halt at a designated place]	
[Instructions for sanitary troops-location of field hospitals, ambulance and dressing stations when practicable]	
[Instructions for ammunition train-generally to take station at a convenient point in rear]	
[Instructions for supply train-generally to halt some distance in rear. The pack train may be ordered up to facilitate the ammunition supply]	
5. [Place of commander or where messages may be sent, 2d in command]	
	[Authentication]
[How and to whom issued]	

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**NOTE:—In war a complete attack order like the above, disposing of an entire command, is the exception rather than the rule. In the ordinary encounter orders are given as the situation develops.**

*For a' Retreat*

<p>Field Orders No. - .</p> <p style="text-align: center;">Troops</p> <p>(a) Leading Troops : [Commander] [Troops]</p> <p>(b) Main Body—in or- der of march : [Troop's]</p> <p>(c) . Rear Guard: [Commander] [Troops]</p> <p>(d) Right (left) Flank Guard: [Com mander] [Troops].</p> <p>(e) Signal Troops: [Commander] [Troops]</p>	<p>[Title] [Place] [Date and hour]</p> <p>1. [Information of enemy and of our supporting troops]</p> <p>2. [Plan of commander---to retire in the direction of--]</p> <p>3. (a) [Instructions for leading troops-place and time of depart- ure, route, special mission] (b) [Instructions for main body-place and time of departure, route] (c) [Instructions for rear guard --distance from the main body, or place and time of depart- ure, special mission] (d) [Instructions for flank guard-place and time of departure, special mission] (e) [Instructions for signal troops-lines of information] (x) [Instructions for outpost— when relieved, subsequent duties— usually forming the rear guard]</p> <p>4. [Instructions for b a g g a g e train, sanitary troops, ammunition, supply, and pack trains-place and time of departure, route, escort; these trains are generally some distance ahead of. the column]</p> <p>5. [Place of commander or where messages may be sent, 2d in command], [How and to whom issued]</p> <p style="text-align: right;">[Authentication]</p>
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*For Rear Guards*

Field Orders	[Title]
No.—	[Place]
	[Date and hour]
Troops	1. [Information of enemy and of our supporting troops]
(a) Reserve -in order of march:	2. [Plan of commander-mission of rear guard.]
[Troops]	3. (a) [Instructions for reserve -place and time of departure, or approximate distance from main body, reconnaissance]
(b) Support:	(b) [Instructions for support -place and time of departure or distance from reserve, any special reconnaissance]
[Commander]	(c) [Instructions for flank guard-place and time of departure, route, special mission]
[Troops]	(d) [Instructions for rear cavalry-place and time of departure, road or country to be covered, special mission]
(c) Right [left] Flank Guard:	
[Commander]	
[Troops]	
(d) Rear Cavalry	
[Commander]	
[Troops]	
	4. [Instructions for baggage train when necessary—usually to join train of main body]
	5. [Place of commander or where messages may be sent location of lines of information, and in command]
	[Authentication]
[How and to whom issued]	