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HEADQUARTERS 14TH ARMORED DIVISION
A. P. O. 446
Camp Campbell, Kentucky

nwb
15 July 1944.

STANDARD OPERATING PROCEDURE

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(GNRWZ)

STANDARD OPERATING PROCEDURE

I. GENERAL.

A. Purpose -- To provide a simple method to cover those features of operations which lend themselves to a definite or standardized procedure with a minimum loss of effectiveness, to save time in the preparation and issuance of orders; and, to minimize the chance for confusion and errors when under stress of combat.

B. Use. --

1. This procedure will govern the operation of this Division, except as changed by orders for a particular operation.
2. There is no absolute routine in combat. Break any coaching rule to succeed.

II. ORGANIZATION.

A. This Division will be organized under subordinate commanders as the situation requires. It will normally be organized under the two Combat Commanders, the Reserve Commander, and the Trains Commander, with the 94th and 125th (-) operating directly under this Headquarters.

- B. 1. a. The following attachments will be effective, without further orders from this Headquarters, unless orders for a specific operation direct otherwise:

25 (-A)	A-19	19 (-A)	A-25
47 (-A)	A-68	62 (-A)	D-48
48 (-D)	A-62	68 (-A)	A-47

- b. This Headquarters, and others responsible at the time for assignment of bivouac areas will locate the following units in adjacent areas, so as to facilitate attachments prescribed above.

25 near 19
47 near 68
48 near 62

2. When orders for command composition issue the following will govern, unless exceptions are directed:

FORMATION "A"

CCA 48, 62, and 199

CCE 47, 68, and 500

RES 25, 19, and 501

FORMATION "B"

CCA 47, 48, 62 and 499
CCB 19, 68 and 500
RES 25 and 501

FORMATION "C"

CCA 47 and 48
CCB 62, 68 and 125
RES 19, 25, 499, 500, and 501.

NOTE: If Formation "C" the attachments to regulations prescribed in paragraph B 1 a, above, do not apply.

III. COMMAND AND STAFF.

A. Orders.

1. The use of Warning Orders will be habitual.
2. Fragmentary Orders in the form of messages (radio or messenger), sketches, marked maps, or oral instructions will be normal.
3. Orders will normally be issued to Liaison Officers.
4. At the beginning of an operation, when practicable, orders will be issued directly to assembled commanders. Commanders will not be assembled after an operation has been undertaken, except in cases of extreme emergency.
5. Formal written Field Orders may be published either for the information of the command as a whole, to confirm Fragmentary Orders previously issued, or to cover a special operation, the preparation for which requires a considerable time.

B. Division Headquarters.

1. Division Headquarters will operate in subdivisions as follows:
 - a. A Forward Echelon consisting of personnel and equipment as shown in current T/O & E.
 - b. A Rear Echelon consisting of the remainder of Headquarters 14th Armored Division and Administrative Center.

IV. COMMUNICATIONS AND LIAISON.

A. Communications.

1. Current S. O. I. will govern.
2. FM and AM radio will be the primary means of communication.
 - a. AM radio sets will be operated on CW.
 - b. In clear text messages, commanders and staff officers will be referred to by their FM radio call words or No's., & not by rank or title.

3. No messages will be transmitted in clear text unless authenticated for such transmission by the originator.

4. Provisions will be made by units for alternate means of communication by messenger, pyrotechnics, panel, wire, as available, and officer courier.

5. Commands operating under direct control of this Headquarters will maintain a radio in the Division Command Net at all times.

6. Units assigned to a command for or during an operation will immediately report a radio into the command net of the command concerned (including to S. S. I.).

7. Command Posts will be located upon the axis prescribed by the next higher headquarters. Command Post locations will be reported by all units to the next higher headquarters. Upon movement of Command Post a guide will be posted to direct messengers to the new location.

8. Each command to include battalions will maintain a motor messenger at the message center of the next higher tactical headquarters at all times.

9. Where the situation permits, messenger service will be scheduled from Division Headquarters M/C to the M/C of the commands operating directly under this Headquarters.

10. Important communications will be transmitted by dual means. If a message is cryptographed to be transmitted by one means it must be cryptographed in the same system to be sent by an alternate means.

11. Wire will be laid between the Forward Echelon and the Rear Echelon, between the Forward Echelon and Combat Commands, and between the Forward Echelon and Reserve Command in cases where time will permit. Administrative communications will be transmitted by wire whenever practicable.

B. Liaison.

1. Officer liaison will be maintained laterally R to L, and from lower to higher command echelons. Units to include battalions will provide their liaison officers with appropriate means of prompt transmission of information.

2. Situation liaison officers from lower units will be sent to next higher command echelon on call or according to announced schedule.

3. Liaison officers (except Trains, with G-4) detailed to Division Headquarters will be attached to G-3 Section and rationed with Headquarters Company.

V. INTELLIGENCE.

a. Combat Intelligence.

1. All reports will include:

a. Who, what, when, where observed.

b. Unit which obtained information.

- c. Location of observer.
2. The following will be reported by fastest available means to G-2. Units most endangered will also be notified simultaneously.
 - a. Combat or reconnaissance aviation.
 - b. Parachutists.
 - c. Airborne Troops.
 - d. Armored or mechanized forces.
 - e. Use of chemicals by enemy.
3. The following items will be reported immediately to G-2.
 - a. Appearance of hostile troops.
 - b. First contact.
 - c. Details of enemy forces engaged or encountered:
 - (1) Strength, composition, disposition, location of flanks, direction of movement.
 - (2) Caliber, intensity, direction and impact area of cannon and small arms fire.
 - (3) Changes in, reinforcements to, or withdrawal of enemy troops engaged.
 - (4) New identifications.
 - d. Number, type, altitude, direction of flight of hostile aircraft.
 - e. Location, character, extent and means of avoiding obstacles mines, contaminated areas.
 - f. Type and condition of bridges and roads.
 - g. Terrain conditions. Suitability for armor.
 - h. Location, type, size, and condition of landing fields.
 - i. Location, type, size, and condition of captured supplies and resources.
 - j. Location, condition, capacity of utilities.
 - k. Location and identity of previously unreported friendly troops.
4. Directions to reconnaissance agencies will be specific as to information desired, area to be covered, time and place of reports.

5. Prisoners of War, captured documents and material:
 - a. Prisoner of War Interrogating Teams will be responsible for interrogation of prisoners. Division G-2 will prescribe information to be obtained by such teams.
 - b. Combat troops will disarm, separate and evacuate prisoners to the Military Police Platoon.
 - c. CIC - PWIT will report to G-2 all information obtained from enemy documents and interrogation.
6. Maps: Normal supply -- automatic. Supplementary supply and aerial photos by request to G-2.

B. Counterintelligence:

1. Secret and confidential documents will not be taken on combat missions or on reconnaissance. In case of danger of capture information of value to the enemy will be destroyed. A positive means of destroying confidential information will be kept on hand.
2. Signal communications wire leading into enemy territory will be disrupted.
3. Personnel will be instructed to reveal name, rank, and number, if captured; to engage in no conversations on military subjects even with other prisoners. This instruction will be given prior to each activity involving contact with the enemy.
4. In forward combat areas during hours of darkness no lights, striking of matches or lighters will be permitted. Noise will be kept to a minimum. Conversations will be reduced to whispers.
5. Vehicles will be dispersed and camouflaged prior to daybreak. Unit commanders will check twice daily at irregular times on camouflage discipline. When possible, planes will be used for this purpose.
6. Countersign - will be published orally to liaison officers prior to 1200 each day and will be valid from 1800 - 1759.

VI. SECURITY.

A. General.

1. Units responsible for own local air, ground, and gas security. Trains Commander coordinate Rear Echelon and Division Trains.
2. a. Signal for air attack is three blasts on either horn or whistle or siren; or the single word "AIR" on radio nets, either open or silenced.
 - b. Signal for ground attack is two blasts on either horn, whistle or siren.
 - c. "All Clear" will be indicated by one long blast on horn, whistle or siren, or the single word "CLEAR" on the radio.

3. Quickly repeated blows on any metal object will be signal for gas. There will be no all clear sounded. Each man will test individually for gas before removing mask.

B. On March.

1. AA weapons manned, air guards alerted.
2. Air attack - all available weapons fire, controlled by company or battalion. All combat vehicles continue march; non-combat vehicles scatter, halt and personnel dismount.

C. At Halt.

1. AA weapons manned, air guards alert and dismounted flank guards posted on commanding terrain.
2. No firing on enemy planes unless plane commits hostile act.
3. In case of alarm all weapons will be manned.

VII. MOVEMENTS.

A. General.

1. The Division normally will march in multiple columns, each column in a designated zone. Control within zones will be by designation of IP's, check points, phase lines, and march objectives.
2. Each driver will be instructed as to where he is going and what to do in case he becomes separated from his organization. Overlay or sketch of route will be furnished drivers operating alone.
3. Vehicles carrying gasoline in containers will refuel without further orders at all halts.

B. Marches.

1. The company, troop, or battery, is the march unit; the battalion is the march serial. Composite serials are divided into similar march units.
2. March rates and distances will be governed by the following:
Rate of march for columns containing medium tanks:

Day	-- 15 mph	(including regular halts)
Night	-- 3 - 8 mph	(including regular halts)
		(depending on conditions)

Other columns:

Day	-- 20 mph	(including regular halts)
Night	-- 5 - 12 mph	(including regular halts)
		(depending on conditions)

Maximum Speeds:

Blackout)	-- 15 mph
Daylight)	-- Messenger, staff and
or at night)	control cars -- 40 mph
w/lights)	-- Other vehicles (except track
		laying) -- 35 mph
		Track laying vehicles - 25 mph

Distances between vehicles:

Day -- 70 yds. Extended distances -- 100 yds.
Night -- 50 yds. with lights, except tactical lights,
35 yds. w/o lights.

$\frac{1}{4}$ -ton cars will occupy space between other vehicles,
following vehicles ahead at 20 to 25 yds.

Time between march units -- 1 min.

Time between serials -- 2 min.

All marches will be tactical. Use of guides, officer
control posts, and IP's will be habitual.

3. Halts.

- a. First halt -- 20 minutes ending on the hour, after head
of column has marched at least one hour. Time of first halt
to be specified in orders of march column commander.
- b. Thereafter -- halt of 20 minutes every two hours, ending
on the hour. Column commanders may increase length of halt
for gassing by advance notification.
- c. After a march of 5 or 6 hours -- troops will halt for at
least 3 hours.
- d. During all halts, either scheduled or unscheduled, troops
and units will move off the road, take such cover as is
available in the vicinity and establish local security.
Track vehicles will move farthest off the road.

4. A representative from each unit will report to the bivouac of
the preceding unit or IP and check the clearance of the pre-
ceding unit, assuring that his organization marches in its proper
place and at the correct time.

C. Traffic.

1. Priority on routes will be announced.
2. Movements at night will be w/o lights (except tactical), unless
otherwise ordered.
3. Control will be by IP's, the use of control posts, and by desi-
gation of routes for various elements of the Division.

VIII. BIVOUAC PROCEDURE.

A. Orders.

1. Division orders will prescribe the general area, route, and
time of closing for the major units, axis of communication of
Division Command Post, rendezvous and rendezvous time for major

unit bivouac officers.

2. Combat Command (including Reserve and Trains) orders will prescribe general Battalion areas, rendezvous, rendezvous time, meeting point (if common to all Battalions), straggler post, decontamination area (which is also the alternate rally area), axis of communication, and Command Post.
3. Battalion and separate company orders will prescribe place and time of meeting.

B. Duties of Bivouac Officer.

1. Combat Command (including Reserve and Trains).
 - a. Goes to bivouac with his own guides.
 - b. Allots areas and selects CP location.
 - c. Selects entrances and exits.
 - d. Select straggler post.
 - e. Designates decontamination area.
 - f. Meets battalion bivouac officers at rendezvous and gives them all necessary information.
 - g. Secures meeting points from battalion bivouac officers for troops and supply.
 - h. Sends messengers with overlaid or marked map for:
 - (1) CC Hq, showing breakdown of area and meeting point.
 - (2) CC Train commander showing battalion areas, meeting point for trains, administrative restrictions and order of march.
 - i. Provides guides for gassed vehicles.
 - j. Supervises bivouac procedure.
 - k. Sends messenger to Division CP when CC has closed in bivouac area.
2. Battalion Bivouac Officer.
 - a. Receives rendezvous and time from Battalion Commander.
 - b. Goes with battalion bivouac party to rendezvous to secure all necessary information.
 - c. Reconnoiters area; allots company areas; locates battalion CP, meeting points for troops and supply.
 - d. Goes to meet CC bivouac officer and furnishes information of location of Battalion CP and meeting points for troops and supply.

- e. Returns to battalion area and completes reconnaissance.
 - f. Sends guide to meeting point and places necessary battalion guides who will also set road guards.
 - g. Supervises bivouac procedure.
 - h. Sends guides to passed vehicles.
 - i. Reports by messenger when his battalion has closed in bivouac.
3. Company Bivouac Officer.
- a. Goes with Battalion Bivouac Officer.
 - b. Reconnoiters company area, locates entrances and exits, and locates platoon areas.
 - c. Meets company at meeting point and directs troops into area.
 - d. Supervises bivouac procedure.
 - e. Meets supply echelon and directs them into area.

IX. COMBAT.

A. General.

- 1. The reinforced battalion will be the basic combat unit.
- 2. a. Units reporting own situation will state location and time, and will include: Location of most advanced elements, nature of opposition, status of reserves, fuel and ammunition, estimated combat efficiency, situation on right, and left, and present intentions.
- b. Unit reports will follow Form 19, page 120, FM 101-5. Periods covered by reports and time of submission to Division Headquarters will be prescribed from time to time.
- 3. Artillery will normally function as a battalion.

X. SUPPLY AND EVACUATION.

A. Class I.

- 1. Rotation cycle begins with supper.
- 2. Railhead distribution will be normal.
- 3. Strength to IG daily by 0700.
- 4. Each vehicle will carry Type "C" rations for driver and regularly assigned passengers or crews.

B. Class II.

Vehicular and armament losses to G-4 daily by 0700.

C. Class III.

1. Consumption reports to G-4 daily by 0700.
2. Full vehicular fuel tanks and T/E Fuel and Lubricant truck loads will be maintained within units.

D. Class V.

1. Expenditures to G-4 by 0700 daily.

E. Water.

1. The Division Engineer prepare and report locations of water points.
2. Water obtained from sources other than established Engineer water points will be chlorinated by the Engineers prior to issue. Every company will carry capsules for this purpose.

PERSONNEL EVACUATION

F. Casualties.

1. Losses: Total losses to G-1 daily by 0700.
2. The Division will prescribe axis of evacuation.
3. The Division Surgeon will recommend the location of all medical installations. Normally one company of the 84th will support each CC and one will remain in reserve with Div Tns. The Division Surgeon will maintain contact with Army (Corps) establishments.

G. Prisoners.

Special instructions will be issued for evacuation and disposition of prisoners.

XI. TRAINS.

A. Composition.

1. Division Trains.
 - a. Tns Hq & Hq Co, Medical Battalion, Ordnance Maintenance Battalion. Military Police Platoon and Band attached for mess, administration, supply, marches, and bivouacs.
2. Unit Trains.
 - a. All Service Companies, less Maintenance Platoon, Medical Det., and water trucks.
 - b. All Service Batteries less ammunition, maintenance platoons, Medical Detachments, and water trucks.
 - c. Reconnaissance Squadron and Engineers and Separate Companies retain all vehicles unless otherwise ordered.

- B. 1. Unit Trains will normally be under unit control for marches and bivouac.
2. Combat Command S-4's will form unit train columns to conform with tactical disposition of combat elements.

XII. ADMINISTRATIVE CENTER.

A. Composition.

Division Headquarters (RE), Battalion Personnel Sections, Company clerks of separate companies, and Signal Company RE Message Center with SCR 299.

B. Commander.

Trains Commander.

C. Mess, Supply, and Transportation.

1. The Hq Co will provide:
 - a. Necessary personnel and equipment for mess and supply.
 - b. Transportation for Division Headquarters (RE).
2. Battalions will provide transportation for their respective personnel sections.
3. Signal Company will provide transportation for RE Message Center.

D. Security.

1. Internal by personnel of the Administrative Center.
2. Exterior by Trains Commander.

XIII. MAINTENANCE.

- A. The Division designates axis of maintenance.
- B. One maintenance company normally supports each Combat Command, setting up Service Parks and establishing liaison with maintenance units of supported tactical group.
- C. 1. If unit maintenance cannot make rapid repair of a disabled vehicle either the vehicle will be towed to axis or a guide from vehicle will be posted on the axis.
2. Unless needed for immediate battle replacement, at least two crew members including a driver will remain with vehicle.
3. Casual vehicles will be serviced at nearest maintenance facility.

By command of Brigadier General SMITH:

JAMES P. HILL
Colonel, G.S. C.
Chief of Staff

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Lt. Col., A. G. D.
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DISTRIBUTION: A D E plus 20

Reproduced by:

Hq 47th Tank Battalion
29 September 1944.