From the Screen: Master the Fundamentals

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The seven fundamentals of reconnaissance are the bedrock principles upon which successful reconnaissance operations are built. Knowing, understanding and implementing these fundamentals are crucial to mission accomplishment for cavalry squadrons, and for enabling the brigade combat teams' (BCTs) decisive operations.

This article will first state each fundamental of reconnaissance, illustrate the relevant Army doctrine to show "what doctrine says" before stating instructor insights and tactics, techniques and procedures under "instructor's note." We hope this article helps our cavalry troops better understand and implement the fundamentals in future operations.

Fundamental: orient on reconnaissance objective

Field Manual (FM) 3-90-2, *Reconnaissance, Security, and Tactical Enabling Tasks, Volume 2*:[1] "Commanders orient their reconnaissance assets by identifying a reconnaissance objective in the area of operations. ... The reconnaissance objective clarifies the intent of the reconnaissance effort by specifying the most important result to obtain from the reconnaissance effort. Every reconnaissance mission specifies a reconnaissance objective. The commander assigns a reconnaissance objective based on priority intelligence requirements (PIR) resulting from the intelligence preparation of the battlefield (IPB) process and the reconnaissance asset's capabilities and limitations."

Orient on the reconnaissance objective (instructor's note): *Orient on the reconnaissance objective* is the "first among equals" of reconnaissance fundamentals. Once you identify the reconnaissance objective and orient collection efforts around it, all other fundamentals can be applied appropriately.

Failure to identify your reconnaissance objective can and usually will result in mission failure or in violation of one or more of the other fundamentals. The reconnaissance objective is not simply a named area of interest (NAI); it must encompass the task and purpose (the why) behind the reconnaissance, enabling disciplined initiative.

Link to commander's intent (instructor's note): You must nest the squadron's reconnaissance objective with the brigade commander's intent, specifically the expanded purpose and the endstate. Nesting the reconnaissance objective to the commander's intent ensures unity of effort and enables disciplined initiative. Likewise, the reconnaissance objective must directly support the attainment of the commander's endstate.

The cavalry squadron conducting a tactical-enabling task always has a customer. Understanding what your customer is asking you to do will assist in understanding your reconnaissance objective.

Figure 1. Soldiers from 2nd Battalion, 4th Field Artillery Regiment, 3rd Armored Brigade Combat Team, 1st Cavalry Division, observe enemy territory during Decisive Action Rotation 15-07 (May 2015) at the National Training Center, Fort Irwin, CA. *(U.S. Army photo)*

Link to commander's critical information requirement (CCIR)/PIR (instructor's note): You must link reconnaissance objectives directly to the commander's PIR. Think of the reconnaissance objective as the nexus or point at which PIR and endstate meet. PIRs are extremely important to understand because once a PIR is answered, it requires the commander to make a tactical decision on the battlefield.

You also understand what the focus of your mission will be.

Link to commander's reconnaissance guidance (CRG) (instructor's note): You can refine the reconnaissance objective from the *focus* component of the CRG. It must be much more specific than the four broad categories of *threat*, *infrastructure*, *terrain/weather* and *society*. The reconnaissance objective must be briefed as part of the CRG's focus.

The *Reconnaissance and Security Commander's Handbook* provides a great example: The commander states that the focus of reconnaissance is terrain. The commander then elaborates, providing his/her elements with the reconnaissance objective: Determine the suitability of Route Gold for brigade movement into the battle zone.[2] In this example, the focus is very broad; the reconnaissance objective is very specific.

Link to NAIs (instructor's note): The reconnaissance objective can be physically linked to NAIs. "Reconnaissance objectives can be a terrain feature, geographical area, enemy force, adversary or other mission or operational variable," according to FM 3-98, *Reconnaissance and Security Operations*. NAIs are "the geospatial areas[3] where scouts gather and report on indicators."

After the troop or squadron analyzes its scouts' reports, it turns their information into intelligence. This process unfolds during IPB and is part of the squadron's information-collection (IC) plan. Squadrons employ the appropriate forms, methods and management of reconnaissance in and around NAIs. Indicators may be in one or many NAIs to help answer the reconnaissance objective.

Clarification of terms (instructor's note): Many students struggle to understand the concept of the reconnaissance objective. One of the primary reasons for this struggle is the word *objective*. It is a loaded word in the U.S. Army with its unique definition and associated graphics-control measure. "Objective: A location on the ground used to orient operations, phase's operations, facilitate changes of direction and provide for unity of effort," according to Army Doctrinal Reference Publication (ADRP) 1-02, *Terms and Military Symbols*.[4]

As combat-arms Soldiers, we have been instructed and trained to interpret objectives as locations on the ground that need to be seized, cleared and retained during offensive operations through combined-arms maneuver. To grasp the meaning of the reconnaissance objective requires a slight shift in context. The more appropriate meaning of the word *objective*, in this case, is "the clearly defined, decisive and attainable *goal* toward which every operation is directed."[5] Perhaps the *reconnaissance goal* or *reconnaissance endstate* would be a more appropriate term and could prevent some of the confusion caused by the current vernacular.

Fundamental: don't keep recon assets in reserve

ADRP 3-90, *Offense and Defense*: "Reserve – (Army) That portion of a body of troops which is withheld from action at the beginning of an engagement to be available for a decisive moment."[6]

FM 3-98, *Reconnaissance and Security Operations*: "Do not keep reconnaissance assets in reserve. … BCTs task and position reconnaissance assets at the appropriate time, place and in the right combination (human, sensor and technical means) to maximize their impact, allow for timely analysis of information and aid decision-making at the appropriate echelon."[7]

Do not keep reconnaissance assets in reserve (instructor's note): A commander of a cavalry organization should not withhold a reconnaissance asset with the intent of it acting as a reserve. Doctrine is quick to point out that sequencing reconnaissance assets in time and space through reconnaissance management (cueing, mixing and redundancy) and the different reconnaissance methods (dismounted, mounted, aerial, reconnaissance by fire) are not the same as designating a portion of a force as the reserve.

When talking reserves, the questions (and heated debate) often asked by students at the Cavalry Leader's Course (CLC) is: "What about the squadron's tank company – can't they act as a reserve?" In these particular instances, we have been given platforms with tremendous combat power that we typically associate with offensive and

defensive operations. The short answer is yes, but it can be argued that any element designated as the reserve cannot conduct reconnaissance and therefore is not a reconnaissance asset. If it is not a reconnaissance asset, it cannot support IC tasks, and the IC manager should not include it in the IC plan. On the other hand, if the tank platoons **have** been tasked to collect information in support of the squadron or brigade IC plan, then they **are** considered reconnaissance assets, and therefore it would be inappropriate for the commander to designate them as the reserve.

Figure 2. Soldiers in an M1A2 Abrams tank assigned to Company D, 3rd Battalion, 8th Cavalry Regiment, 3rd Brigade Combat Team, 1st Cavalry Division, roll off the Clabber Creek Multiuse Range June 6, 2014, on Fort Hood, TX, during a platoon qualification table (Table XII) exercise. Whether tank assets could be used as reconnaissance or reserve is hotly debated. *(Photo by SGT Brandon Banzhaf, 3rd BCT Public Affairs)*

A clearer distinction should be drawn in regard to the squadron's scout platoons: They are an organic element designed to conduct reconnaissance and security operations. Using your scout platoons as a reserve when conducting a form of reconnaissance is a clear violation of this fundamental. It is important to note that FM 3-98 discusses times when a cavalry squadron should have a designated reserve, primarily when conducting security operations or if the squadron is fulfilling an economy-of-force role and has been tasked to conduct offensive or defensive operations. However, the reserve will often come from one of the infantry or armor battalions. (See FM 3-98.)

Remember, a reserve does not have a tactical task; it only has planning priorities. Reconnaissance generally precedes offensive operations, therefore a follow-and-support/follow-and-assume-mission for a Stryker weapons troop is not holding those assets in reserve.

The only thing worse than holding a reconnaissance asset in reserve is failing to employ it in the first place. Do not forget to plan for and employ your Raven; attached assets such as multifunctional teams, engineer reconnaissance teams and chemical, biological, radiological and nuclear (CBRN) reconnaissance teams; fire-support teams; rotary assets; and all other IC assets the brigade can attach to you. There is no excuse for failing to employ all your assets, neither out of ignorance nor failure to plan. Every asset is needed to perform continuous reconnaissance.

Fundamental: ensure continuous reconnaissance
FM 3-98: **"**BCTs require continuous [IC] throughout all phases and critical events of all operations. … Continuous

reconnaissance provides commanders with a constant flow of information in close contact with the enemy and civilian populace to identify and seize key terrain, confirm or deny enemy composition, disposition, strength and courses of action, and provides reaction time and maneuver space for unpredicted enemy actions."[8]

Ensure continuous reconnaissance (instructor's note): The cavalry squadron must ensure continuous reconnaissance throughout the BCT's planning and operational timeline. CLC students often confuse "conducting continuous reconnaissance" to mean all elements must be collecting simultaneously from the start to the end of an operation. This is rarely doable. As a consequence, human beings physically crash after about 72 hours of nonstop operations.

Squadrons must effectively manage reconnaissance to ensure proper reconnaissance handover, and through IPB determine the best NAI with start and end times for observation. The operational environment is ever-changing and the enemy is ever-elusive. Therefore it is critical to maximize your assets by understanding the battlefield in time and space; don't allow gaps in collection at critical points.

The ability to perform continuous reconnaissance is the result of a well-planned and rehearsed operation. Problems occur when there is a lack of information or reconnaissance handover during operations between echelons (division to brigade, brigade to battalion). As a consequence, each echelon must start from the beginning, building situational awareness using its own time and assets. Unfortunately, most of the time each echelon merely scratches the surface of understanding the operational environment, and what little information gained is useless if not passed on.

Figure 3. The first wave of Soldiers from 1st Air-Cavalry Brigade (ACB) based at Fort Hood, TX, begin streaming into northern Afghanistan in June 2011, setting the stage for the pending transfer of authority of U.S. aviation operations in Regional Commands North and West from 4th Combat Aviation Brigade to 1st ACB. The inbound Soldiers will benefit in performing continuous reconnaissance if the handover is not a well-planned and rehearsed operation. Problems occur when there is a lack of information or reconnaissance handover during operations between echelons. *(U.S. Army photo)*

The ability to perform continuous reconnaissance comes from the capability to hand off information collected by one asset to another. It is essential to know and understand how to conduct recon handovers. This can be completed easily enough within a unit's organic assets; however, when done between subordinate units at all echelons, it's difficult and often much information is lost.

Annex L (instructor's note): In the classroom environment, students fail at all echelons from brigade to platoons to hand off information that supports the commander's CCIR. This is due to a failure in developing and distributing a plan that synchronizes assets with proper handover plans such as Annex L for an operation. Alternatively, at the

troop level, commanders lack a plan on how to get information from squadron- or higher-level asset already on the battlefield. The ability to perform continuous reconnaissance comes from knowing the capabilities of your assets, understanding how they operate and how to communicate with them for handover.

Once all available and tasked IC assets are determined, both the S-2/G-2 and S-3/G-3 shops must construct an Annex L (the annex itself in five-paragraph format), the IC plan and the IC overlay as a joint effort, ensuring all warfighting functions support the collection plan. At the troop level and below, an Annex L is not created. Instead the commander uses the Annex L from higher headquarters to create the troop's operational graphics, troop synchronization matrix and a troop operations order. If a complete Annex L is created, updated and passed on to subordinate units, situational understanding of the battlefield will flow from corps level to platoon level, ensuring continuous reconnaissance.

Fundamental: develop situation rapidly

FM 3-98: "Effective cavalry forces understand how time impacts movement (both friendly and enemy) and how timely collection of intelligence requirements impacts the commander's decisions. Cavalry forces collect on directed reconnaissance objectives in close contact with civilian populations while selectively choosing to fight enemy forces to determine intent, disposition, composition and strength."[9]

Develop the situation rapidly (instructor's note): Unit mottos such as "Always Ready," "Let's Go" or "Strike Hard" illustrate the significance that cavalrymen place on taking quick action or *developing the situation rapidly*. Due to the nature of cavalry operations, it is imperative that cavalry units take initiative and are able to plan and operate in an ambiguous environment. Cavalry squadrons and their subordinate troops can ensure they develop the situation rapidly by adhering to the three following steps:

- Issue clear and concise CRG;
- Operationalize and execute off the IC plan, ensuring they plan for latest-time-information-is-of-value (LTIOV); and
- Understand the difference between reconnaissance and surveillance.

CRG (instructor's note): As discussed earlier, establishing a clear focus (threat, infrastructure, terrain/weather or society) and reconnaissance objective will ensure your scouts are collecting the right information on what matters the most for the operation, saving time and ensuring you develop the situation rapidly for the commander. Reconnaissance tempo is a measure of the level of detail (rapid or deliberate) and level of covertness (forceful or stealthy). To ensure that scouts are developing the situation rapidly, the commander must articulate the reconnaissance tempo accordingly. The four possible combinations are:

- Rapid and forceful;
- Rapid and stealthy;
- Deliberate and forceful; or
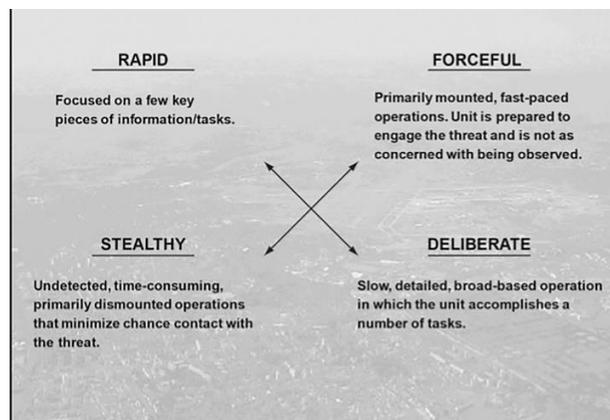- Deliberate and stealthy.

RAPID — Focused on a few key pieces of information/tasks.

FORCEFUL — Primarily mounted, fast-paced operations. Unit is prepared to engage the threat and is not as concerned with being observed.

STEALTHY — Undetected, time-consuming, primarily dismounted operations that minimize chance contact with the threat.

DELIBERATE — Slow, detailed, broad-based operation in which the unit accomplishes a number of tasks.

Figure 4. Reconnaissance tempo, illustrated. *(Adapted from Figure 4-2, FM 3-98; https://armypubs.army.mil/epubs/DR_pubs/DR_a/pdf/web/fm3_98.pdf)*

While the individual tempos do not necessarily correlate to time (for example, *rapid* is a measure of detail, not *speed*), the overall reconnaissance tempo will have an impact on movement techniques, formations and employment of weapons systems, and thus the ability to develop the situation in contact. If a *deliberate* tempo is given, scouts must conduct all the prescribed tasks within the essential mission task. If a *rapid* tempo is given, a scout is only collecting the information relative to the key tasks or desired PIRs.

Engagement/ disengagement (and bypass) criteria assist scouts in developing the situation rapidly by laying out the appropriate actions to take once they establish a form of contact with the enemy. It states what is to be engaged (and with what weapons system), what is not to be engaged (and why), and those forces scouts should bypass to maintain the tempo of the operation. Displacement criteria can be thought of as the trigger to stop conducting reconnaissance or to shift focus to a new reconnaissance objective or security mission. It can either be event-based, threat-based or time-based. Establishing displacement criteria for each phase of a reconnaissance operation gives scouts a backstop and spurs the scout to take action and develop the situation rapidly.

How operationalizing the IC plan helps you develop the situation rapidly (instructor's note): During mission analysis, the S-2 helps develop the IC plan (in close concert with the S-3) based on the results of the IPB. Through the four steps of IPB, the IC matrix pairs PIR to NAIs, lists and nominates potential collection assets that can assist in answering those PIR, and determines when information should be collected in each NAI. During the military decision-making process (MDMP) steps of course-of-action (CoA) development and CoA analysis, the squadron will produce a detailed plan that is synchronized in time and space, syncing all elements of the operation.

At CLC, we call this product the op-sync matrix, which the squadron staff develops during the wargame. The scout now has a clear picture in time and space of where he needs to be and when he needs to be there. Scouts must answer specific indicators within an assigned NAI the troop commander has given them. The commander must establish clear and defined triggers to shift focus and conduct reconnaissance elsewhere, or to conduct reconnaissance handover and rear-passage-of-lines. All this allows the scouts to develop the situation rapidly both in and out of contact with the enemy.

How understanding the difference between reconnaissance and surveillance helps to develop the situation rapidly (instructor's note): Reconnaissance is a human endeavor that requires scouts to actively develop the situation in close contact with civilian populations and/or enemy forces. Surveillance is passive by nature and relies mostly on collection systems that afford observation without exposing the collector to physical contact. We need to understand when best to employ these two forms of IC and when to transition from one to the other to develop the situation rapidly.

Surveillance allows scouts to understand a baseline and build indicators. When proper indicators are identified (for example, anomalies to the baseline), it can trigger scouts to transition from surveillance to reconnaissance. Or stated in another way: transitioning from letting the situation develop (surveillance) to developing the situation (reconnaissance).

Fundamental: Gain and maintain enemy contact

FM 3-98: "Cavalry forces find and sustain contact with the enemy on terms and conditions of their choosing by using at least one of the eight forms of contact. Once units make contact, cavalry forces maintain contact until specific orders are given, a change of mission occurs when disengagement or displacement criteria dictate, or the unit conducts reconnaissance handover with another unit. Maintaining contact with the enemy provides real-time information of the enemy's composition, disposition, strength and actions that allow staffs to analyze and make recommendations to the commander based on current intelligence."[10]

Army Doctrinal Publication 3-90's forms of contact: "There are eight forms of contact: visual, direct, indirect, non-hostile, obstacles, aircraft, CBRN and electronic (electronic contact includes contact in cyberspace). In today's operational environment, units may simultaneously experience all forms of contact. Leaders always assume that they are in contact with peer threats, particularly electronic contact."[11]

How knowing organic assets and capabilities can help gain and maintain enemy contact (instructor's note): At the beginning of each week in CLC, students conduct a task-organization brief for the BCT they will enact. While conducting the task-organization brief and during each phase of MDMP, CLC instructors press students to truly

understand the capabilities of the assets available to each echelon from brigade to platoon level. Instructors have noticed that most students do not know the capabilities of optics or of organic weapon systems. Many students operate off past experiences of what they have done or heard and not off what doctrine indicates.

Publications such as Army Techniques Publication (ATP) 3-20.97, **Cavalry Troop**, provide the capabilities of all available equipment for planners to consider and use during MDMP. Cavalry leaders cannot limit themselves to only organic assets to gain and maintain contact with the enemy; a unit must use all assets available that will maximize its collection capability. Assets such as Q-50 and Q-53 counter-fire radar, multifunctional teams (such as human-intelligence teams and signal-intelligence systems), the CBRN platoon, engineer recon teams, the brigade organic unmanned aerial system platoon and rotary assets from supporting aviation battalions are invaluable to the cavalry squadron to gain and maintain contact.

Once students know all the capabilities organic to brigade operations, they need to learn how to provoke the enemy into showing its hand. If the enemy is acting in a stealthy manner, scouts need to use their reconnaissance methods to raise the enemy's detection threshold.

Detection within a peer-to-peer battle is a chess game, and the winner is the one who understands the electromagnetic scale. Whichever side can cover the spectrum with detection assets while having the discipline not to give a larger signature will be victorious.

How CRG can help scouts gain and maintain enemy contact (instructor's note): Because it is so important to maintain survivability within cavalry units, the Army ensures that commanders give particular guidance to units within the CRG and commander's security guidance (CSG) for units to understand when to maintain kinetic contact and when to conduct standoff surveillance. Commanders articulate this guidance during the engagement/ disengagement criteria portion of the CRG and CSG.

The order to disengage does not relieve scouts of responsibility to maintain a form of contact. Instead, it denotes when units must stop kinetic contact until mutually supported by another element.

As noted, there are eight forms of contact. Cavalry scouts must establish and maintain at least one of the eight forms of contact with the enemy until the commander directs they can break that contact.

It is critical that the commander articulates engagement/disengagement criteria to the scouts to ensure they know what to do once they are in a form of contact with the enemy. Failure to do so can result in elements either losing contact with the enemy (bad) or potentially becoming decisively engaged by that enemy (worse).

Fundamental: retain freedom of maneuver

FM 3-90-2: "If these assets are decisively engaged, reconnaissance stops and a battle for survival begins. Reconnaissance assets must have clear engagement criteria that support the commander's intent. Before initial contact, the reconnaissance unit adopts a combat formation designed to gain contact with the smallest possible friendly element. This provides the unit with the maximum opportunity for maneuver and enables it to avoid having the entire unit become decisively engaged. The IPB process can identify anticipated areas of likely contact to the commander."[12]

Retain freedom of maneuver (instructor's note): How many maneuver units are there in a BCT? One could argue that there are four maneuver units. Of these four, there is only one cavalry squadron. A brigade commander can reconstruct two battalions from three battalions with combat losses. However, the cavalry squadron is a one-time-use unit if it incurs large amounts of combat losses until the operational-theater assets can provide more combat power.

Due to this fact, it is imperative for the brigade commander to conserve the squadron's combat power. Doctrine provides the cavalry squadron the fundamental of retaining freedom of maneuver to ensure it retains combat power and has the flexibility to react quickly. We gain this freedom by gaining contact with the enemy only on our terms.

How do we do this? Much of this comes down to conducting IPB effectively. Where we commonly see CLC students struggle is when they rush through Steps 1 and 2 of IPB. This causes them not to understand the area of operations they have been assigned. When proper IPB is conducted, the commander can visualize the battlefield

to understand how to array forces to maximize freedom of maneuver.

The second area we see students struggle with is when the S-2 provides a detailed modified combined-obstacle overlay and enemy-situation templates, but the S-3 does not take into account friendly forces and the maneuver plan when arraying them on the overlay. Since the enemy does not operate in a vacuum and reacts to friendly forces, the resulting maneuver plan often puts cavalry units directly in the enemy kill zones without taking into account the overwatching enemy positions. In doing so, the unit is decisively engaged or gains direct contact with a force outside its engagement criteria.

Decisive engagement: "An engagement in which a unit is considered fully committed and cannot maneuver or extricate itself. In the absence of outside assistance, the action must be fought to a conclusion and either won or lost with the forces at hand."[13]

Decisive engagement (instructor's note): Leaders must develop clear and concise CRG to ensure scouts do not become decisively engaged. As discussed in the "develop the situation rapidly" and "gain and maintain enemy contact" sections of this article, the third component of the CRG, engagement/disengagement criteria, enables units to understand what element they can engage and when.

We often see students fail to plan this down to the appropriate level. For example, squadrons should plan for platoons and troops should plan for sections. Also, students often do not understand and plan for battlefield math for their engagement ratios. Seen in FM 6-0, **Commander and Staff Organization and Operations**, Table 9-2, the Army has identified the historical data from which to start, after which students should take into account relative combat-power comparisons. From this, planners can properly identify when their cavalry units can fight for information and when they need to disengage.

Understanding operational frontages (instructor's note): Lastly, under this fundamental, where we see students failing is in their misunderstanding of operational frontages. Our students usually fall into two categories: First, they give their subordinate units a very small area of operation in relevance to the amount of combat power they own. This constrains them to only be forceful in their reconnaissance tempo and often does not allow them to make contact with the smallest force possible or on their terms. This can also hinder massing of combat power.

Second, and conversely to the first, the students will give a unit too large an area to handle with its allocated or organic assets. This limits its ability to assign mutually supported units within its concept of maneuver. When units have this problem, it is unable to reinforce elements in contact.

When students understand frontages (these frontages can be found in ATP 3-20.97, Appendix B), they can retain freedom of maneuver and react rapidly to whatever they discover during their reconnaissance, allowing them to report and react.

Fundamental: report all info rapidly, accurately

FM 3-98: "Commanders develop plans and make decisions based on the analysis of information collected by subordinate units. Quick and accurate reports are required for the commander to make informed decisions on the proper application of his/her forces. Rapid reporting allows staffs maximum time to analyze information and make timely recommendations to the commander. Information requirements tied to decision points with an LTIOV date-time group provide a focus for units collecting information and ensure units report information to facilitate timely decisions."[14]

Report all information rapidly and accurately (instructor's note): The word *rapidly* is used in two of the reconnaissance fundamentals, which is no coincidence. The job of the cavalry squadron is to answer questions and paint the picture for the commander to make timely decisions. If used properly, scouts will allow their supported unit to gain a relative advantage on the battlefield.

That advantage only presents itself in a small window in space and time. It is essential for the cavalry squadron to identify this window and rapidly report it to its customer. The squadron staff must predict and analyze the enemy's actions through the IPB process and understand the higher mission to help create LTIOV to assist the squadron with its reconnaissance management.

During observations of operations and planning, CLC has observed that units receive many information

requirements that are not CCIR. It is critical that cavalry leaders understand the big picture to report the relevant information to shape the fight for their higher headquarters.

Once a decision-support matrix is made, it is important that cavalry leaders report in accordance to its outcomes. Scouts can report many things, but if they are the wrong things or give information that does not necessarily matter in the context of the current situation, then the relative advantage on the battlefield is lost. Cavalry squadrons are a brigade asset, which means the staff and troop commanders need to see and report on the big picture for the brigade.

After students see the big picture, the other aspect we need to address with them is the term *accurately*. Assessments can and should be made by the cavalry squadron. However, facts are different than assessments and need to be stated as such. To be successful on the battlefield, assessments will need to be made. The enemy rarely shows its full hand. Therefore cavalry units need to accurately distinguish their reports between facts and assessments to allow their customer to make a timely and informed decision.

Communications (instructor's note): When discussing reports, we have to talk communication capabilities. The cavalry lives and dies with its ability to communicate. This aspect is often overlooked during planning.

The Army has constructed its different BCT cavalry units with different communication capabilities. The squadron must understand its limitations and assets to communicate at all echelons. The Army has multiple avenues for communication: frequency modulation, high-frequency modulation, ultra-high frequency and satellite communications. It's important to learn how to use retransmission sites and the emplacement of command nodes at all levels. It's also important to read terrain and understand how it will effect communication.

Figure 5. A Soldier radios another combat team. The cavalry lives and dies with its ability to communicate. *(U.S. Army photo)*

It is incumbent on the lower-level echelon to maintain communication with its higher-level command echelon. This is true for squadron to brigade and a platoon to its troop. A fleeting moment on the battlefield identified by a scout without any means of communication to his/her higher is useless. To ensure free flow of information, squadrons need to establish primary, alternate, contingency and emergency (PACE) plans to talk to their higher command and PACE plans to talk to subordinates. Scouts are the BCT's eyes and ears who answer the brigade commander's CCIR, but if they have no way to report their findings, the scouts' information will never allow the BCT to maintain relative advantage on the battlefield.

Conclusion

The seven reconnaissance fundamentals are the bedrock principles upon which all successful reconnaissance operations are planned, prepared and executed. Through mastery of the fundamentals, we enable the success of the decisive operation.

It is our sincere hope this article has sparked some interest, caused discussion and maybe encouraged more thumbing through our doctrinal manuals. The instructor's notes provided some practical examples of how to ensure you adhere to the fundamentals of reconnaissance. We encourage all our mounted leaders to attend CLC if they have not already done so.

If you have any questions, thoughts or new opinions, do not hesitate to reach out to the CLC instructors.

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Notes

[1] FM 3-90-2, ***Reconnaissance, Security and Tactical Enabling Tasks, Volume 2,*** March 2013.
[2] "Reconnaissance and Security Commander's Handbook," ***CALL*** [Center for Army Lessons-Learned] ***Handbook*** 17-12, April 2017.
[3] FM 3-98, ***Reconnaissance and Security Operations***, July 2015.
[4] ADRP 1-02, ***Terms and Military Symbols***, November 2016.
[5] Joint Publication 5-0, ***Joint Planning***, June 2017.
[6] ADRP 3-90, ***Offense and Defense***, August 2012.
[7] FM 3-98.
[8] Ibid.
[9] Ibid.
[10] Ibid.
[11] Ibid.
[12] Ibid.
[13] ADRP 1-02.
[14] Ibid.

Acronym Quick-Scan

ABCT – armored brigade combat team
ACB – air-cavalry brigade
ADRP – Army doctrinal reference publication
ATP – Army technical publication
BCT – brigade combat team
CBRN – chemical, biological, radiological, nuclear
CCIR – commander's critical information requirement
CLC – Cavalry Leader's Course

CoA – course of action
CRG – commander's reconnaissance guidance
CSG – commander's security guidance
FM – field manual
HHT – headquarters and headquarters troop
IC – information collection
IPB – intelligence preparation of the battlefield
LTIOV – latest-time-information-is-of-value
MDMP – military decision-making process
NAI – named area of interest
PACE – primary, alternate, contingency, emergency
PIR – priority intelligence requirement