

MCRP 3-11.1A

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# Commander's Tactical Handbook

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**U.S. Marine Corps**

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DEPARTMENT OF THE NAVY  
Headquarters United States Marine Corps  
Washington, D.C. 20380-1775

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FOREWORD

Marine Corps Reference Publication (MCRP) 3-11.1A, *Commander's Tactical Handbook*, contains reference material frequently used to organize, plan, and conduct Marine ground combat operations. Its intent is to assist small unit leaders functioning at the company level and below, but it also serves as a field reference guide for all Marine leaders. Leaders of combat support and combat service support organizations should familiarize themselves with the contents of this publication to understand the operational support requirements discussed. When applying the information contained in this publication, leaders must remember to—

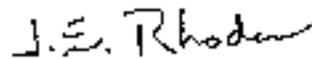
- | Make their orders concise, clear, and simple.
- | Give subordinates a thorough understanding of the intent.
- | Explain the mission and the immediate commander's concept of operations.
- | Give subordinates their mission (task[s] and unifying purpose).
- | Integrate subordinate elements in coordinated action.
- | Allow subordinates freedom of action consistent with the need for coordination. Do not issue detailed instructions covering every possible contingency.

- 1 Conduct a complete estimate of each situation and develop a plan that supports success. Do not narrow the scope to only the information presented in this publication. Remember, the information presented in this publication is only a guide.

MCRP 3-11.1A is intended to be a handy compilation of important tactical information presented in loose-leaf format to better facilitate its use. It is based on information contained in numerous Marine Corps doctrinal publications. However, MCRP 3-11.1A does not supersede or replace a doctrinal publication. For detailed explanations on the tactics, techniques, and procedures found in this publication, see Marine Corps Warfighting Publication (MCWP) 3-11.1, *Marine Rifle Company* (under development), or the appropriate warfighting publication.

Reviewed and approved this date.

BY DIRECTION OF THE COMMANDANT OF THE MARINE CORPS



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# COMMANDER'S TACTICAL HANDBOOK

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# TROOP-LEADING STEPS

## 1. Begin Planning.

- a. Plan the use of available time.
- b. Estimate the situation based on mission, enemy, terrain and weather, troops and support available-time available (METT-T).
  - (1) Mission. The mission must identify—
    - ┆ Task assigned.
    - ┆ Who, what, where, and when.
    - ┆ Commander's intent (why).
  - (2) Enemy. Commanders—
    - ┆ Estimate the enemy's composition and disposition based on size, activity, location, unit, time, and equipment (SALUTE), and strength.
    - ┆ Estimate the enemy's capabilities and limitations to defend, reinforce, attack, withdraw, and delay (DRAW-D).
    - ┆ Estimate the enemy's most probable course of action.
    - ┆ Identify vulnerabilities that can be exploited.

- (3) Terrain and weather are evaluated based on key terrain, observation and fields of fire, cover and concealment, obstacles, avenues of approach, and weather/astrological data (KOCOA-W).
  - (4) Troops and support available are evaluated based on the following:
    - ┆ People.
    - ┆ Human factors.
    - ┆ Equipment.
    - ┆ Logistics.
    - ┆ Fire support.
    - ┆ Space.
  - (5) Available time. Commanders use the following to plan available time:
    - ┆ 1/3 - 2/3 rule (allocate 2/3 of available time for subordinates).
    - ┆ Backward planning.
    - ┆ Parallel and concurrent planning.
- c. Issue warning order.

**2. Arrange.**

- a. Movement of unit (where, when, and how).
- b. Reconnaissance.