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Jackson Journal

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The Jackson Journal is a professional journal that provides a forum for original thought and discussion on all aspects of training and leadership as they pertain to Initial Entry Training. The views expressed in the Jackson Journal are those of the Authors, not necessarily those of the Department of Defense or any element of it. The content does not necessarily reflect U.S. Army position and does not change or supersede any information in other official U.S. Army publications. Authors are responsible for the accuracy of the articles they provide. The Jackson Journal reserves the right to edit material.

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From the Commanding General

Welcome to the inaugural issue of the Jackson Journal, a professional journal focused on leading and training Soldiers in an Initial Entry Training (IET) operating environment.

My intent behind the publication of the Jackson Journal is to improve Fort Jackson's organizational learning through the sharing of ideas, best practices, and lessons learned among all leaders. The Jackson Journal will serve as a platform for all IET professionals to express their thoughts and concerns, start a dialogue or simply gain a better understanding on a specific topic to improve their own professional development. We will publish the Jackson Journal quarterly.

This first issue holds a wealth of ideas and information on various training topics such as BRM, Tactical Combat Casualty Care, and Victory Forge. It also features articles on leader development, Close Combat Mission Capability Kit (CCMCK), Advanced Individual Training (AIT), the future of IET and the impact that social media has in IET.

Please encourage your leaders at all levels to read the Jackson Journal and submit articles for future publications. One of the best ways to become an expert in our profession is to turn your thoughts and ideas into the written word. We must continue to emphasize the importance and value of writing for all of our leaders.

Last, but not least, I thank every Soldier, Noncommissioned Officer and Officer in our formation for your admirable professionalism and untiring commitment, day-in and day-out, leading and training the future Soldiers of our great Army. As the Army's largest training center, we at Fort Jackson have been entrusted with a critical responsibility: to

train, develop and care for America's most precious resource--its sons and daughters. No one does this mission better than you, and I am proud to be a part of this great team.

Victory Starts Here!

James M. Milano
MG, USA
Commanding

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Post Command Sergeant Major

The Jackson Journal is a great forum to maintain relevancy across the entire spectrum of our great Army Post. This Journal allows for professional dialogue as well as the ability for our extremely competent professional force to share best practices and lessons learned.

Our Army remains the most lethal and flexible organization in the world because of adaptable and technically and tactically proficient leaders within our ranks. As we continue to coach, teach and mentor our leadership as well as train the future force it is critical that we share all we have learned down and out to all those that are junior. We must also share the vast combat experience that we have all been exposed to in the past ten plus years.

As the USATC and Fort Jackson CSM I owe it to the Army of the future to maintain relevance in our training. We would be remiss if we maintained the attitude of "it has always been that way". We all must effect change and a continual upgrade in equipment and POIs so that we provide the very best American Soldier possible.

As we expand this Journal it will be very interesting to see our Sister Services also participate and enlighten us with the "How to" in their arenas and from their service perspective. We must be a force that understands how our Brothers in Arms communicate, as we speak a different language at times, and how they accomplish their missions. We will never become truly flexible in combat unless we can become fully compatible on the field of battle.

It is with extreme humility and a tremendous dose of honor that I have been selected to serve as your CSM. Continue to strive for excellence in your chosen profession while maintaining balance in your lives. I am excited to be a small part of the largest training post in our Army and even more excited supporting all of you in taking Civilians and transforming them into Soldiers.

Victory Starts Here!

Kevin R. Benson
CSM, USA
PCSM

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Reflections of Fort Jackson from Afghanistan

A

few weeks ago as I was about to board a helicopter at Bagram Air Base for a mission to another area in Afghanistan, I was approached by a young Soldier in sun baked, worn fatigues with a quizzical expression on his face. The Soldier, trying to yell above the deafening sounds of helicopter blades and airplane engines roaring over the tarmac, asked if I had commanded a battalion at Fort Jackson. I told him “yes” and asked if he had gone through Basic Combat Training in my unit. He got a big smile on his face and told me that he had gone to basic in my Bravo Company and then talked to me about his Drill Sergeants with a proud and beaming smile. I asked him one question, a question that constantly remained fixed on my mind while I commanded the 3rd Battalion, 34th Infantry Regiment; I asked him if we had trained him “right”. As the blazing sun briefly obscured my vision of the young Soldiers’ face, I noticed that he had lowered his head, squinting his eyes as he took in a deep breath to reflect on his 11 months spent in Afghanistan. Slowly, he lifted his head, looking directly at me with a look not reminiscent of a 19 year old young man that had entered the Army less than two years earlier, but rather that of a combat veteran. He opened his mouth and above all the hectic, early morning commotion of an operating base in a

LTC Bryan Hernandez

combat zone replied with a firm and confident “yes”. Inside I felt a deep sense of personal and professional satisfaction because we had achieved our mission in Basic Combat Training, to prepare our most sacred American treasure, our young men and women, for war. The affirmation by PVT Cunningham was a testament to the dedication and professional commitment by our Drill Sergeants and cadre.

One of the first points I addressed with every Soldier our battalion trained during their first week of Basic Training was the

fact that many would deploy to either Iraq or Afghanistan soon after reporting to their first unit of assignment. My intent was to impress upon them the importance of the skills taught in BCT, from marksmanship, physical fitness, to Warrior Tasks and Battle Drills, as critical to success and survival in combat. Only two weeks after changing battalion command I found myself deploying to Afghanistan as part of the 1st Cavalry Division. Within the first week upon arriving in Bagram, I stood in my first ramp ceremony on this tour. The ramp ceremony is a solemn event where units gather on the flight line to bid farewell to those who have made the ultimate sacrifice for their nation. During the ceremony, flag laden caskets carrying the remains of Soldiers, Sailors, Airmen, and Marines killed in Afghanistan are carefully placed on awaiting

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aircraft for their final journey back home. The ceremony is both a reminder of the last full measure of sacrifice our service members are willing to give in the defense of their nation and the responsibilities we have at Fort Jackson to train these young men and women for the challenges of war. While standing there watching the caskets pass our formation enroute to the aircraft, I thought once again about our professional commitment to train Soldiers. Soldiers die in combat; it is a sad fact about war. However, we must balance the long hours and fatigue with an unwavering resolve to train to standard, never being satisfied with “just good enough”. As leaders, we are entrusted with a responsibility that is incomparable with most other professions –life and death. Mothers and fathers, husbands and wives, friends and families, send their loved ones to us for an alteration not seen in normal life, transforming civilians into Soldiers. Ours is a responsibility of unequalled importance. There is no room for error or second chance when it comes to training Soldiers. Further, just as we are committed to taking care of our Soldiers, we must be equally dedicated to the care and well-being of our families, because they are the supportive backbone in everything we do.

Duty at Fort Jackson, either as a Commander or Drill Sergeant, is not easy. The hours are long, the breaks few, and the stress, high. Fort Jackson is the premier training facility for our nation’s Army to conduct Basic Combat Training. We have

the indelible responsibility to produce the best Soldiers for our forces in combat. This

Ours is a responsibility of unequalled importance. There is no room for error or second chance when it comes to training Soldiers.

requires an absolute dedication to excellence and high standards. Unfortunately, many of us in BCT do not have the opportunity to see the outcomes of our hard work because the results are not measured on graphs or quarterly reports, but rather on battlefields in places such as the Tangi Valley, Wanat, or Khost. In a chance encounter, and in a somber ceremony, I have had such an opportunity to know that the fine NCOs and officers of Fort Jackson are ensuring that the young men and women we graduate on Hilton Field are prepared for the challenges that await them.

LTC Bryan Hernandez is currently assigned to Combined Joint Task Force 1 RC-East Afghanistan. Prior to this

assignment he was the Commander of the 3rd Battalion, 34th Infantry Regiment at Fort Jackson.

Editor's note: This article originally appeared in the 20 OCT 2011 edition of the Fort Jackson Leader

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Basic Rifle Marksmanship:

Teaching Men (and Women) to Shoot

The great body of our citizens shoot less as time goes on. We should encourage rifle practice among schoolboys, and indeed among all classes, as well as the military services by every means in our power. Thus, and not otherwise, may we be able to assist in preserving peace in the world . . . The first step – in the direction of preparation to avert war if possible, and to be fit if it should come – is to teach men to shoot!

- President Theodore Roosevelt, 1908

¹A recent survey of BCT trainees revealed that only 37% had ever fired a rifle and less than 10% had ever received any formal marksmanship training. One should not assume either that even those who have fired weapons before possess good Basic Rifle Marksmanship (BRM) skills. Shooting a deer from a tree stand with a rifle equipped with a high-powered scope does not require the same set of skills needed to engage an active enemy on the modern battlefield and “buck fever” does not adequately replicate the stress one experiences when trying to shoot someone who is trying to kill you. Overcoming bad shooting habits is as much a training challenge – and sometimes even more difficult – than training those who have no shooting skills.

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Unfortunately, the current BCT Period of Instruction (POI) for BRM is limited to nine days of instruction before qualification with only five days actually involving firing live rounds down range. (See Table 1-1 below.) While BRM is now supplemented with Advanced Rifle Marksmanship (ARM) training that includes an additional five periods of marksmanship instruction, most Advanced Individual Training (AIT) POIs do not include any BRM instruction, so it is quite possible for a Soldier to arrive in a deployed unit having fired only 500 rounds from an M-16 in eleven BRM and ARM periods of instruction (310 rounds during 6 BRM periods and 190 rounds during 5 ARM periods).

The lack of weapons experience of most BCT trainees and the limited amount of time set aside for BRM instruction and

live-fire opportunities places a heavy burden on BCT units to maximize BRM training and to make use of alternate methods to produce Soldiers who are well-grounded in BRM skills.

While the great majority of trainees will acquire enough rudimentary marksmanship skills to qualify using only the minimally mandated training periods, BCT provides a great opportunity to go far beyond this bare minimum goal. The primary goal of BRM training should not be merely to qualify trainees so they can graduate BCT, but rather to train Soldiers how to handle a weapon and apply the fundamentals of BRM under even the most trying of conditions. **The primary goal of BRM training in BCT should be to produce good marksman, not good minimal qualifiers.**

Period of Instruction	BCT BRM Strategy	
	Training	Ammunition
1	Introduction to Basic Rifle Marksmanship (ACU, soft-cap, iron sights)	None
2	Range Procedures and Marksmanship Fundamentals I	None
3	Marksmanship Fundamentals II (EST 2000)	None
4	Group and Zero (300m zero – 25m) [3 days allocated in POI]	30 rounds/firer
5	Confirm Zero (300m – KD or LOMAH Range) [2 days allocated in POI]	40 rounds/firer
6	Field Fire I (75, 175, 300 meters)	40 rounds/firer
7	Simulated Field Fire (EST 2000)	None
8	Field Fire II (75, 175, 300 meters)	80 rounds/firer
9	Practice Record Fire I/II	80 rounds/firer
10	Record Fire	40 rounds/firer
		Total: 310 rounds/firer

Table 1-1, BRM Strategy: All POIs are fired with iron sights in ACUs with soft cap.

The Drill Sergeants (DS) and cadre of 3rd Battalion, 13th Infantry Regiment at Ft. Jackson, SC are in the process of developing a comprehensive BRM training plan that seeks to achieve just that goal by introducing BRM fundamentals as early as possible in BCT and incorporating it into almost all BCT training events. Rather than limiting BRM instruction to only those training periods listed in the POI, this program makes use of Weapons Immersion, Multiple Integrated Laser Engagement Systems (MILES), and force-on-force training exercises to ensure all graduating “40 Rounds!” Soldiers are well-drilled in BRM skills. This program takes the long-view of BRM training and seeks to integrate it into all training. Basic Rifle Marksmanship training isn’t considered complete once trainees have qualified but continues throughout the ten week BCT POI.

Weapons immersion is the cornerstone of this program. Most BCT company commanders seek to issue weapons and get them into their trainees’ hands within the first 2-3 days of arriving in BCT. This is followed in short order by BRM 1 which begins the familiarization process as trainees are taught how to assemble, disassemble, and clean their weapon; how to reduce and clear a malfunction (Slap, Pull, Observe, Release, Tap, Squeeze – SPORTS); in addition to learning critical safety measures such as always maintaining muzzle awareness and keeping the weapon on safe and fingers off the trigger. For trainees who have never handled a weapon, this early hands-on introduction to the weapon is crucial in replacing the ingrained fear of weapons many trainees have with a healthy respect for this essential tool of the Soldier’s trade.

It is beneficial to follow BRM 1 with BRM 2 as early as possible in the BCT training schedule as the second POI lays the foundation for all successful BRM skills. In BRM 2, trainees learn the four fundamentals of BRM and the three basic firing positions. They are also trained on peer-coaching

techniques and are taught the consistent aiming and dime-washer exercises that they can then practice throughout the initial weeks

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of BCT. At Fort Jackson, range training typically begins in the third to fourth week of BCT.

Conducting BRM 1 and 2 during the

first week of BCT allows trainees a head-start on gaining additional familiarization with their weapon and mastering the BRM skills that are critical to becoming proficient shooters.

Introducing these skills early also allows DSs to maximize the time they have to drill the trainees on BRM fundamentals. Red Phase – the first three weeks of BCT – is traditionally filled with Values classes, Drill and Ceremony, and an introduction to other Basic Soldiering Skills that allow plenty of time for concurrent training. This time is perfectly filled with the exercises taught in BRM 1 and 2. Rather than waiting for the beginning of range training to introduce these skills, training BRM 1 and 2 early gives trainees an additional 1-2 weeks of BRM instruction during which they can gain added familiarity with the M16 and confidence in their marksmanship skills.

Basic Rifle Marksmanship drills can be further enhanced with the use of blanks and MILES training systems to introduce recoil, the sound of the weapon firing, and provide additional feedback on the effectiveness of their firing techniques. New technologies such as the portable Laser Marksmanship Training System (LMTS) also help improve trainees' marksmanship skills. The LMTS provides trainees and cadre a predictive tool on the trainee's likelihood of success during qualification. The LMTS can be employed throughout BCT and can be introduced immediately after BRM 2 to provide trainees feedback on their ability to successfully apply the four BRM fundamentals. The LMTS additionally helps DSs identify which fundamentals the trainees are struggling with which they can then address through additional concurrent or enhancement training. LMTS is also an effective tool to use during the later BRM periods to retrain shooters who are struggling zeroing and/or maintaining good BRM fundamentals.

The confidence that trainees can gain in conducting BRM drills as early and frequently as possible is essential to their

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success during the range training portion of BRM which begins following BRM 3. Basic Rifle Marksmanship 3 is conducted on the Engagement Skills Trainer (EST) 2000 and provides trainees with their first real feedback on how well they have mastered the BRM fundamentals to date. BRM 3 is a critical link between the drills trainees have been conducting and the range training that follows. In addition to introducing recoil and the sound of the weapons firing (if not already done using blanks, MILES, and/or the LMTS), BRM 3 also provides the trainee with invaluable feedback and can provide a major boost to their budding confidence in their BRM skills. BRM 3 (and all the POIs that follow) requires DSs who are well-trained and skilled in diagnosing shot groups and quickly identifying deficiencies in trainees' BRM fundamentals. Fort Jackson's DSs represent a variety of military occupational specialties and many have limited personal weapons' training and experience when they arrive in the training base. It is absolutely essential for BCT companies to have a good Train-the-Trainer (T3) program to ensure a successful BRM program. All DSs must be well-schooled in BRM fundamentals and know how

to coach, teach, train, and mentor trainees on the same. Drill Sergeants can use the feedback provided by the EST to illustrate to trainees how their trigger squeeze is moving the rounds horizontally on the target or how their breathing is pushing the rounds vertically in addition to diagnosing a variety of other poor BRM fundamentals. This knowledge can then help the trainee identify and accurately assess BRM problems that arise during the zeroing and grouping exercises that follow in the BRM 4 POI.

Once range training begins with BRM 4, the Drill Sergeants' understanding of BRM fundamentals becomes paramount. Basic Rifle Marksmanship deficiencies must be quickly identified and retraining conducted as soon as possible to prevent the erosion of the trainees' fragile confidence in their

BRM skills. Pulling trainees off the range and retraining with additional drills, the LMST, or the EST is far preferable to allowing a trainee to try and "shoot their way" out of trouble. Eye fatigue and an erosion of confidence are likely to result from repeated firing and quickly lead to diminishing returns and a destroyed confidence that is difficult to rebuild.

Drill Sergeants must be equally attuned to identifying weapon deficiencies as a source of poor marksmanship. At Ft. Jackson, trainees' weapons come from a weapons pool and most have several years of wear and tear on them. Although weapons are turned-in every cycle and inspected and repaired as necessary, the demand is greater than the time the technicians have to thoroughly repair every weapon. Typical weapon problems include worn out extractors and trigger mechanisms which can lead to poor marksmanship results that can easily be attributed to the trainee rather than the weapon.

Difficulties grouping, zeroing, or during the other phases of BRM range training may also be a simple result of not using the right sight aperture; not having the rear sight assembly flush with the carrying handle; or not having the elevation knob on the right setting. Trainees are frequently assembling and disassembling their weapons when cleaning them after ranges and it is easy for their settings to get changed. Drill Sergeants must be alert to these possibilities which should be one of the first checks they make when trainees experience difficulties on the range.

Trainees not accustomed to shooting and handling firearms are not adept at differentiating between weapons malfunctions, improper settings, and poor BRM skills so it is critical to determine the cause of poor marksmanship results as quickly as possible. If not addressed immediately, weapons malfunctions and improper sight settings can lead to a significance confidence issue in the trainee just as much as poor BRM

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fundamentals can. Lanes reserved for re-zeroing and re-grouping can help address this confidence depletion once a malfunction or sight setting issue are detected by allowing trainees to discover that the problem was mechanical rather than a poor application of BRM skills on their part.

Field Manual (FM) 3-22.9 contains a good table for diagnosing errors in trainee's application of BRM fundamentals that all DSs must thoroughly understand and be able to apply. As the FM intones, "when troubleshooting the fundamentals, the coach's imagination is the only limiting factor." Problems with sight picture, firing position, or even using the non-dominant eye to aim (usually identified by trainees keeping both eyes open when firing –

and easily corrected with an eye-patch) are just as likely as breathing, trigger squeeze, and mechanical issues and DSs must keep an eye open for all possible explanations for poor marksmanship results.

Perhaps the most important factor in developing a truly effective BRM program is ensuring all DSs and cadre use a holistic approach to training this critical Soldier skill. Too often, DSs and cadre approach BRM as a singular training event that begins with BRM 4 (zeroing/ grouping) and ends with BRM 10 (qualification). The goal with this approach is qualifying and success is measured by the qualification rate. While the additional ARM periods of instruction provide more opportunities to perfect BRM skills, ARM training has no qualification standard that is a graduation requirement for BCT. Thus, BRM training is generally considered complete once the BRM periods of instruction are finished and/or all trainees are qualified.

Qualification is merely an assessment tool, however, designed to determine if trainees can adequately apply BRM fundamentals when firing their weapon. To see it as the end-all, be-all, would be similar to viewing the Army Physical Fitness Test (APFT) as the ultimate goal of a unit's Physical Readiness Training (PRT). Doing two minutes of pushups and sit-ups and a two-mile run is not intended to determine if you can do well at those events but rather to measure one's muscular strength

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and endurance and cardio-respiratory fitness. Similarly, BRM 10 is not intended to determine how well you can knock down timed pop-up targets at varying distances on a qualification range, but to assess whether or not you have mastered the BRM fundamentals necessary to engage and destroy enemy personnel on the battlefield.

This seemingly small but fundamental difference in approach is crucial in producing Soldiers who possess a solid understanding of BRM fundamentals and are able to apply it in battle consistently. Drill and repetition throughout BCT – not just during the BRM phase of training – is necessary to engrain the reflexive habits and discipline that are vital to success in applying BRM fundamentals under the more stressful and stringent conditions found on the modern battlefield. Soldiers must be able to acquire targets, put themselves into a good firing position, gain a good sight picture, and moderate their breathing and trigger squeeze instinctively regardless of the environment and conditions.

The ARM instruction that follows BRM qualification is the start point for training Soldiers how to integrate BRM skills under conditions that more accurately replicate those they will find in battle. Advancing from iron sights to optics, firing from behind barriers in their full kit (IBA, elbow pads, knee pads, ACH, and fighters load kit), and teaching reflexive fire are merely the beginning of the post-graduate phase of BRM training. Drill Sergeants and cadre are the essential component to ensuring BRM fundamentals continue to be enforced so that a graduating Soldier possesses the skills required for the contemporary operating environment. To fully maximize BRM training in BCT and ensure Soldiers possess the BRM skills that combat in the COE requires, DSs and cadre must take the additional step of continuing to enforce BRM fundamentals throughout the remainder of BCT.

Problem Area	Technique Used to Identify the Problem Area
Aiming	Attach the M16 sighting device, and observe the Soldier while he fires.
Breathing	Watch the rise and fall of the firer's chest for consistency.
Trigger squeeze	Place your finger over the firer's finger while he fires, feeling for jerking and smooth follow-through. Watch for jerking of the finger and smooth follow-through.
Position	Observe the following areas for consistency: <ul style="list-style-type: none"> • Placement of the tip of the nose. • Placement of the trigger finger. • Placement of the non-firing hand. • Placement of the legs. • Cheek-to-stock weld. • Positioning of equipment.
Other potential problem areas	Ensure that the – <ul style="list-style-type: none"> • Non-firing-side eye is not shuttering. • Equipment is fitted properly. • Soldier is not flinching when the trigger is pulled. • Soldier is firing with the dominant eye. • Soldier is wearing glasses (if applicable). • Soldier is maximizing use of the supported position.

Techniques used to identify errors in Soldiers' application of the fundamentals.
(Table 5-2, FM 3-22.9)

The optimal method of achieving this is through the use of MILES during the post- ARM POI. There are several training events during this period that are well-suited for this purpose. The Hand Grenade Assault Course (HGAC), Buddy-Team Blank and Live Fire,

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Military Operations on Urban Terrain (MOUT), and React to Contact (RTC) Situational Training Exercises (STXs) training events all lend themselves perfectly to integrating MILES to reinforce BRM fundamentals. By using MILES and active Opposing Forces

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(OPFOR) – or harnesses and/or pop-up targets where appropriate (e.g. the HGAC and buddy-team live-fire) during these training exercises, trainees are forced to use BRM fundamentals when engaging their targets. Trainees are poorly served during these training exercises if cadre merely assume away the enemy by having OPFOR to roll over and play dead after a brief fire-fight without having been effectively engaged. Similarly, allowing them to think that merely pointing their weapon in the general direction and pulling the trigger – often without even bothering to attempt to gain a good sight picture or apply BRM fundamentals

– is the approved way to “engage and destroy” enemy combatants is setting them up for a rude awakening – or worse – when they come under contact for the first time. These training methods fail our trainees (and our Army at large) and waste valuable opportunities to reinforce BRM fundamentals. In fact, they actually undermine the BRM skills, confidence, and fundamentals that were taught, trained, and built up during the BRM POI.

Good marksmanship fundamentals are not merely skills to apply on the qualification range. They are lifelong learning skills that

will serve a Soldier well throughout his/her career
and we must take care to ensure we do not send the wrong message.
Commanders and First Sergeants must be vigilant
in insisting on the use of BRM fundamentals throughout
BCT. Many cadre members are resistant to using MILES and the
other tools available
to reinforce skills taught during BRM

for a variety of reasons. However, these tools reinforce the skills necessary for success and survival and no opportunity should be missed to maximize their internalization. While it requires additional time and effort to resource and utilize MILES and incorporate the other methods into training, it is time well-spent and could well save a Soldier’s life (potentially even yours) when a situation arises that demands good BRM fundamentals to fight, win, and survive on the modern battlefield. “Thus, and not otherwise, may we be able to assist in preserving peace in the world.”

LTC Steven Delvaux is the Commander of 3rd Battalion, 13th Infantry Regiment. CPT Stephen Hummel is the Commander of Echo Company, 3rd Battalion, 13th Infantry Regiment.

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Misses and Hits: Implementation of an Effective Digital Marksmanship Training Aid

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nited States Army Basic Combat Training (BCT) is designed to transform civilian volunteers into

American Soldiers who are both competent and confident in a vast list of Warrior Tasks and Battle Drills and possess core warrior fundamentals. One critical competency which receives the highest levels of command emphasis in Basic Combat Training is rifle marksmanship. The current approach to training rifle marksmanship utilizes ten periods of Basic Rifle Marksmanship (BRM) and seven periods of Advanced Rifle Marksmanship (ARM). The successful execution of this methodology is greatly enhanced through the utilization of numerous digital training aids

and automated ranges. The implementation of one of these digital systems, LOMAH (Location of Misses and Hits), during BRM

5 (period five) significantly factors into the BCT Company's capability to achieve and exceed established marksmanship standards. However, an issue that plagues many units is not all Drill Sergeants who train our future warriors are fully proficient in the art and

science of marksmanship and unfortunately fail to effectively utilize the LOMAH system even close to its fullest potential.

A brief description for the LOMAH system can be found in the Army Field Manual for Rifle Marksmanship (FM 3-22.9), which states, "The LOMAH system is a range aid used during downrange feedback exercises. The device uses acoustical triangulation to compute the exact location of a supersonic bullet as it passes through or near a target. The bullet impact is displayed instantly on a video monitor at the firing line"¹. LOMAH is utilized on a 300m Known Distance (KD) range during BRM Period 5 (Confirm Zero at 175/300m). The system effectively enables the BCT trainers to correct deficiencies in Soldier marksmanship fundamentals through a real-time assessment of shot placement and grouping. Soldier

¹ United States (2011). *Rifle Marksmanship, Field Manual 3-22.9*, Washington, DC: Headquarters, Dept. of the Army. Page A-18.

Misses & Hits

coaches at each lane further assist Soldier firers. The overall effectiveness of this feedback system serves to both improve Soldiers' shot groups and reduce the amount of time required to properly confirm zero for the Soldiers' weapon systems.

However, the employment of the LOMAH system is not without challenges. Training conducted while utilizing the system by the BCT Company is limited to the ammunition allocation of 70 rounds per Soldier it receives for BRM Period 5 [70 rounds is a quantity adopted by TRADOC based on feedback from the field --- this quantity is actually 30 rounds greater than the 40 rounds the BRM

5 Program of Instruction (POI) allocated in 2011]. The larger issue is not all BCT Drill Sergeants are proficient or fully confident

to properly instruct firers using the LOMAH system's feedback mechanism. A unit leader can expect that Drill Sergeants will not arrive from the school house proficient on the LOMAH equipment. Therefore, it is critical that BCT companies and battalions design internal programs to train their Drill

Sergeants on the importance of the analytical assessment of shot groups and on how to assess and correct Soldier marksmanship fundamentals based on the visual feedback the LOMAH system provides. If units fail to implement such programs, they run the risk of their Drill Sergeants and Soldier coaches not fully understanding why they should *NEVER* apply "Kentucky Windage" to correct firers' shot groups (a common mistake as both Soldiers and cadre are uncertain how to process the feedback that the LOMAH range provides). Drill Sergeants and cadre must learn the host of tactics, techniques, and procedures (TTP) for the successful execution of the LOMAH range by the hands of Drill Sergeants who have attended advanced marksmanship schooling. And this

must be accomplished through a cadre certification program prior to the execution of the event with Initial Entry Training (IET) Soldiers.

The Training Support Package (TSP) for

BCT BRM Period 5 (Confirm Zero) specifies the Action, Conditions, and Standards for the event as follows:

Action: Confirm Zero for an M16-Series Rifle / M4-Series Carbine.

Conditions: Day; on a LOMAH range with a crosswind speed of 5mph or less; given an M16-Series Rifle / M4-Series Carbine; LOMAH range with E-type silhouettes at 175m/300m; two magazines; 40 rounds of 5.56mm ammunition; and wearing the ACU w/ soft cap

Standards: Confirm zero with a 300m zero by firing:

-One set of 20 rounds at 175m, using

5-round shot groups to obtain 8 out of 10 rounds (two consecutive 5-round shot groups) within a 12 inch circle (6 inch shot group)

-One set of 20 rounds at 300m using

5-round shot groups to obtain 6 out of 10 rounds (two consecutive 5-round shot groups) within a 19 inch circle (9 inch shot group)... (p.

5)²

IET Soldiers are to achieve the standard in both the prone supported and prone unsupported positions at 175m initially and then at 300m. As the intent for BRM Period 5 is the confirmation of zero for assigned weapons, firers should not have to make significant sight adjustments (this was

2 "BCT BRM 5 - Confirm Zero (300 meter zero), BT071045 / Version 2.00." United States Army Training Center & Fort Jackson. 01 Mar 2010. Web. 23 Feb 2012.

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just accomplished during BRM 4 Group/ Zero). Soldier coaches, who monitor each lane's digital display, should be briefed to strictly adhere to Drill Sergeant's guidance for oversight of Soldier firers. Some TTPs regarding guidance for Soldier coaches include the instruction of how to utilize

transparent overlays (placed over the LOMAH display to further enhance firers' visual feedback on shot placement), and ensuring the Soldier coaches understand they will be accountable for monitoring specific issues

the Drill Sergeants identify with the firers' marksmanship fundamentals. In addition, the BRM 5 TSP specifies one Drill Sergeant

monitors eight Soldiers on the firing line during the event so many units execute BRM 5 with a Drill Sergeant ratio of eight firing lanes per one Drill Sergeant. One recommended TTP is to limit a Drill Sergeant's scope of control to four firing points (four firers and four coaches). As

a result, individual Soldier training is enhanced with better attention given to the four firing lanes.

Further, the instructor's ability to

ensure firer adherence to the marksmanship

As with all training conducted during BCT, Soldier confidence is paramount to the successful execution of any task. Given the LOMAH system's capability to provide Soldiers with visual feedback, Soldiers are typically more confident determining their natural point of aim on known

distance targets and as a result improve their grouping and overall proficiency as a marksman. The key enabler to the successful execution of BRM 5 is a confident and competent Drill Sergeant who fully knows how to exploit every aspect of the LOMAH enhanced range. The LOMAH Range is a superb confidence builder for the IET Soldier and when effectively utilized makes a decided impact on producing American Soldiers who can hit what they aim at, are confident in themselves and their rifles, and are more effectively able to contribute to mission accomplishment at their first unit of assignment.

CPT Steve Harrison is the Commander of Bravo Company, 2nd Battalion, 39th Infantry Regiment.

fundamentals during shot grouping maximizes the effect of the LOMAH enhanced training event.

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The Challenge:

We wanted to establish a baseline for the level of proficiency that the company had the first two cycles. Our goal was to increase the number of sharpshooters to exceed the number of marksmen. As we assessed our BRM program our numbers stood at approximately 35% of Soldiers qualifying as expert or sharpshooter and 65% qualifying as marksmen. The average number of attempts to qualify stood at three with 2% of Soldiers firing more than three times.

The Issues:

Our BRM Program; although sound, was not achieving our battalion standard: only 33% of the company shot sharpshooter or above. We needed to refocus and reinvigorate our BRM program to ensure all Soldiers fully grasped the marksman-ship fundamentals prior to grouping and zeroing. By observing how our Soldiers performed it quickly became evident that they were not comfortable with their weapons. Soldiers were unsure how to quickly correct malfunctions or how to consistently achieve the correct sight alignment and sight picture. We also noticed that Soldiers were requiring additional rounds

to Group and Zero. One Soldier even re- quired 200 rounds to Group and Zero.

The Solution:

These are some of the lessons learned and best practices we discovered. The first course of action is to begin BRM PMI during the first week with weapons is- sue. Next is to use blank ammunition and dummy rounds during BRM periods 1, 2, and 3 at EST, in the company and canton- ment area and during FTX I to familiarize Soldiers with the noise and recoil of the weapon as well as clearing malfunctions. We integrated the use of SAF Boxes to provide Soldiers immediate feedback without going to the range or the EST, and while out in the training areas to provide feedback on aiming and reacquiring their natural point of aim. The LMTS system (if available) is a great tool to use in the company area as soon as initial weapons issue/class is complete to practice BRM fundamentals. Just like the SAF boxes, it provides feedback to Soldiers while they are practicing BRM fundamentals. This can be augmented by the use of blanks. Figure 1 displays a typical setup to inte- grate these systems.

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Tools

Due to our current Soldier to Drill Sergeant ratio, we assumed some risk and split our companies for BRM 4 and 5 to maximize our Drill Sergeant presence. Two Platoons at the range with all but one Drill Sergeant conduct- ing the range, the other two platoons back at the company area with a single Drill Sergeant conducting BRM PMI round robin training as illustrated above.

The Results:

The last two cycles achieved our desired goals. The third cycle shot 20 experts, 78

15 meters
SAF Boxes (With Blanks)

Figure 1

Shadow Box

Dime Washer

Drill

COMPANY AREA

15 meters
LMTS (No Blanks)

sharpshooters, and 79 marksmen achieving 57% of the company shooting sharpshooter

and above. The fourth cycle had similar results shooting 16 experts, 77 sharpshooters, and 74 marksmen achieving 59% of the company shooting sharpshooter and above. This also dropped our number of attempts to qualify from an average of three per Soldier down to two. **These non-standard tools integrated into the BRM PMI refocused and reinvigorated our Basic Rifle Marksmanship program to achieve the desired level of excellence.**

CPT Eric Stolle is the Commander of Foxtrot Company, 1st Battalion, 13th Infantry Regiment and CPT Marek Gazda is the Commander of Delta Company, 1st Battalion, 13th Infantry Regiment.

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The transformation from civilian to Soldier is undertaken by both BCT and AIT. When a Soldier first arrives to the 187th Ordnance Battalion on Fort Jackson, the Soldier is newly minted and possesses the basic skills required of any Soldier in the Army. AIT, and more specifically, the 187th Ordnance Battalion takes that Soldier and transforms them into a fully functional warrior mechanic where both the tactical and technical skills are welded together through 10 sequential training modules. As TRADOC 350-6 states, the Soldier is prepared to contribute as a member of a team upon arrival at their first unit of assignment and possess appropriate levels of commitment, discipline, task proficiency, and adherence to the professional military ethic. The 187th Ordnance Battalion executes 91B training and accomplishes this intent.

The most immediate and apparent difference to both the newly arrived Soldier as well as the casual observer is Drill Sergeants are no longer present in AIT. Instead, the Soldier is led by an AIT Platoon Sergeant of the same MOS that the Soldier is (91B) and almost always a Sergeant First Class with operational experience as either a platoon sergeant, maintenance control sergeant, or shop foreman prior to their arrival at the 187th Ordnance Battalion. The placement of the AIT platoon sergeant is a deliberate move by the Army, to further acclimate Soldiers in the transformation process from civilian to Soldier as well as prepare them for their first unit of assignment in which no Drill Sergeants

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are present. The AIT Platoon Sergeant also serves as a secondary MOS-specific technical instructor, reinforcing various aspects of technical training for all Soldiers as well identifying Soldiers who may require additional training related to difficulty in grasping certain automotive principals.

Training is still conducted in phases to assist the Soldier in the transformation process. Phase IV (Black) and Phase V (Gold) reinforce common skills, WTBDs, values, and traditions taught in BCT while MOS specific tasks are introduced.

Increased emphasis, as per TRADOC 350-6, on personal responsibility and character is placed on the Soldier. The 9.7 hours of values training in BCT is carried

over in “Army Value of the Week” in the 187th Ordnance Battalion. “The Army Value of the Week” is focused on challenges and vignettes that a 91B MOS Soldier will likely encounter during the course of their initial enlistment

or career. “The Army Value of the Week” in the 187th Ordnance Battalion is standardized across the battalion, regardless of which phase or week of training the Soldier is in. This assists Cadre of all ranks to discuss informal vignettes uniformly with the Soldiers in training (SIT).

The SIT is also given additional privileges in both Phase IV and V. The 187th Ordnance Battalion has taken the unique step in incorporating these increased privileges with the seven Army Values. As each platoon progresses through training, additional

Culturalization

privileges are granted within guidelines established by TRADOC 350-6. The awarded privileges are displayed on the platoon

guidon with awarded streamers reflecting the accomplishment and increased proficiency. By the end of AIT, the intent of the program

is to grant the SIT similar privileges that they would receive at their first unit of assignment. The 187th Ordnance Battalion also stresses both personal and unit accountability; if a platoon displays or conducts itself not in accordance with the seven Army Values or regresses in training proficiency, the chain

of command has the ability to temporarily rescind privileges. Since implementation, the 187th Ordnance Battalion has experienced a dramatic decline in adverse personnel actions while simultaneously extending increased privileges to the SIT population.

MOS specific training is constantly revised to ensure the Soldier who graduates AIT from the 187th Ordnance Battalion is fully capable

currently in development, takes a complete skills-based training approach, training Soldiers specific vehicle systems such as brakes, hydraulics, and fire suppression systems instead of the more traditional approach of training Soldiers on specific vehicles. A Soldier, trained in the concepts and the principles of vehicle systems, and not specified vehicles, provides the Soldier's first assigned unit with a more flexible and

adaptive maintainer, capable of working on a broad fleet of vehicles.

The FTX, the last of ten training modules, provides the culminating training event in the transformation process; tactical and the technical skills merge. The 96-hour training event reevaluates Soldiers on technical skills taught in the first nine training modules in a tactical environment. Simultaneously, WTBDs and tactical skills are reinforced and expanded by both simulated and actual convoy logistics patrols (CLPs) and FOB/BSA operations.

of contributing to

the unit mission and works as a member of a team. The 187th Ordnance Battalion

The most immediate and apparent difference to both the newly arrived Soldier as well as the casual observer is Drill Sergeants are no longer present in AIT.

Force on force engagements occur continuously (mounted and dismounted)

has had three POI updates in the last year working in conjunction with the Ordnance School. Currently, the 187th Ordnance Battalion is fully operational under POI 12.0. The most dramatic changes in the POI, from a technical perspective, is the introduction of skills based training with the MRAP family of vehicles; this includes the introduction of advanced

virtual and hands-on training aides such as the independent suspension system (ISS) and the automatic fire suppression system (AFSS). Currently working in development, with Corsair Technologies in conjunction with CASCOM and the Ordnance School, is a series of virtual three-dimensional training aides for the classroom instructional environment to assist Soldiers in comprehension of intricate wiring diagrams as well as even more complex systems in the Army's fleet of wheeled vehicles. POI 13.0,

using a combination of the EST 2000, CLP SIMNET and air-soft weapon systems. The platoon's company level leadership, to include the commander, executive officer and first sergeant are also directly involved in the process. They issue orders, lead missions, and conduct AARs providing the SIT their first experience working with both officers and NCOs collectively as a team.

After successfully completing all training requirements per TRADOC Reg. 350-6 and the POI, the Soldier has successfully transformed from Civilian to Soldier maintainer. They are fully ready and confident to join their first unit of assignment and to be a competent and productive member of a team.

LTC Michael Daniels is the Commander of the 187th Ordnance Battalion, 171st Infantry Brigade

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Family members feel free to move forward and congratulate the newest Soldiers to the United States Army. I get to hear those words and watch the tears of pride and warm embraces that follow every ten weeks when another group of volunteers successfully transforms into American Soldiers. It is a great moment every time but I can't help but think back through those ten weeks and reminisce about what it took to make the transition possible. Most of the training these new Soldiers completed was clearly spelled out in the Program of Instruction or POI. The POI outlined what was needed, how to conduct, and what the standard was for these training events. However, the events I remember most and I believe have the most impact on their transformation are also the events that have the least amount of guidance in the POI, Field Training Exercises. The development and refinement of the company's FTXs is what I spent most of my focus on during my time as a Basic Combat Training commander.

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When developing the FTXs for the company I started at the end and worked my way backward. The final FTX training support package outlines the tasks and battle drills that are to be performed so it only made sense to use the preceding FTXs to train these tasks and drills. Figuring out what to train was the easy part, figuring out how to train was what consumed my time. In a perfect world I would just have to read the training support package and

execute the training as outlined. The problem is my company, like all other BCT companies, is not manned, equipped, or has access to land as it is laid out in the TSP. The fix was not easy either. I looked at what resources I had organically, what resources the battalion had, and the resources available from outside agencies and quickly realized that even on a perfect day I would not be able to get everything I needed to run the FTX as I wanted, so the decision that had to be made was either fight for resources every time and adjust the plan based on what we get or make a plan using what resources I know were available every time. I chose to go with the later.

FTX Development

Now knowing what I wanted to train and what resources I had to use, the next step was to develop the scenarios for the training. I wanted to make one scenario fit all the FTXs so they could build on each other and we didn't have to spend a lot of time briefing different base orders and have the Soldiers have to remember different scenarios. The scenario we chose was to establish an assembly area and conduct security patrols on each side of the assembly area in order to secure our area of operation and allow freedom of movement for our forces. It is an easy scenario to brief and remember while allowing maximum flexibility for lane development. The Soldiers established the assembly area and conducted troop leading procedures to prepare for and conduct the security patrols for all of the FTXs allowing them to become more proficient with each FTX. What happened to them while conducting the patrols is what became increasingly difficult and tested their training and Warrior Ethos. During the first FTX, where the patrols did not encounter any enemy contact, they learned how to secure an area, move in different formations, conduct security halts, and conduct passage of lines. During the second FTX, they secured an area, encountered indirect fire, a near ambush and learn to enter and clear a room. On the final FTX they encounter indirect fire, near ambush, UXO, enter and clear a room, and IED.

These tasks seem easy enough to train on, but the challenge was to tie them into a lane that was self-developing and incorporated other aspects of the training they received without making the lanes so complex that the Soldiers get bogged down in the execution, and the Drill Sergeants get overwhelmed trying to run them. To accomplish this we added the desired training to each engagement along the lane as an enhancement to each of the main battle drills rather than separate events. For example, to

add searching an enemy prisoner of war, we had one of the OPFOR at the first engagement area hide a map that lead the squad conducting the lane to the next objective. This ensured the squad would have to accomplish the task to be able to move on and it also had the added advantage of forcing the squad to think through the scenario they were given and do some analysis to tie the map into the bigger picture. Another was having a casualty be dressed as an unknown American Soldier prisoner so the squad could use the ISOPREP training they received to verify their status while performing the medical tasks. We found adding these enhancements made the squads more alert and effective at actions after contact because they realized that they were not just going through the motions, but there was a reason to execute each task they were trained to perform. This led us to move the AARs for the engagements to the end of the lane rather than after each engagement to keep them focused on the scenario as it developed and stay in the tactical mind-set.

The final step was to find the land that best fit the lanes. The land for the first FTX was easy to find, we just needed land large enough to fit an assembly area into and allow for short patrols on each side. We looked for open area so the Soldiers could easily see what was going on around the perimeter and lightly vegetated land to conduct the patrols for the same reason. This was easy to find

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as most bivouac areas fit this description. For the second FTX, the land needed to be more heavily vegetated and the patrol lanes needed more terrain features to step up the difficulty so the Soldiers could build on what they learned in the first FTX, and there would be places to conceal the engagement areas. The key was to find land that had easily identifiable boundaries around it to reduce the risk of a patrol going too far and get lost and to allow for easy setup of the engagement

areas and resupply of the OPFOR. For the final FTX, the land needed to be similar to that in FTX 2 but much larger to incorporate multiple engagement areas along each lane. A network of trails or firebreaks is helpful in both the navigation of the lanes and setup and resupply of the OPFOR. Placing each engagement area within one hundred meters of an intersection ensured that the patrol lanes had handrails, backstops, and attack points to aide both the Soldiers executing the lane and the Drill Sergeants who were evaluating them.

We found frame tents with poncho walls were the best way to setup the enter and clear a room engagement area because they can be placed anywhere and the walls can be moved around to limit the intelligence that is passed on from squad to squad while executing the lanes. This allowed us to fit the lanes to just about any terrain without issue.

Once we started executing our FTXs using these methods we started to see a noticeable improvement in the execution and feedback from the Soldiers. As we refined the lanes and became more comfortable with their execution, the feedback from both the cadre and Soldiers indicated we achieved a higher level of understanding by the Soldiers while making it more challenging for them at the same time. The last improvement made was to add a standardized evaluation measures checklist to ensure every Drill Sergeant evaluated the same steps and spoke the same language at the AARs. Using this methodology worked well in validating training and inculcating the Warrior Ethos in every Soldier that executes the training. Now, when I look back on graduation day I can be sure that these volunteers have successfully made the transition to Soldiers.

CPT Michael Jeanetta is the Commander of Echo Company, 2nd Battalion, 60th Infantry Regiment

As we refined the lanes and became more comfortable with their execution, the feedback from both the cadre and Soldiers indicated we achieved a higher level of understanding by the Soldiers while making it more challenging for them at the same time.

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LEADERSHIP BY EXAMPLE

IN THE NORMANDY INVASION, A YOUNG COMMANDER OF PARATROOPERS, LTC

EDWARD S. KRAUSE, WAS GIVEN THE TASK OF CAPTURING A MAIN ENEMY COMMUNICATIONS CENTER. THREE HOURS BEFORE THE TAKEOFF HE ASSEMBLED HIS BATTALION, HELD A SMALL AMERICAN FLAG IN FRONT OF THEM, AND SAID " THIS WAS THE FIRST FLAG RAISED OVER THE CITY OF NAPLES. YOU PUT IT THERE. I WANT IT TO BE THE FIRST FLAG RAISED OVER A LIBERATED TOWN IN FRANCE. THE MISSION IS THAT WE WILL PUT IT UP IN STE. MERE-EG- LISE BEFORE DAWN. YOU HAVE ONLY ONE ORDER-TO COME AND FIGHT WITH ME WHEREVER YOU LAND. WHEN YOU GET TO STE. MERE-EGLISE, I WILL BE THERE."

THE ASSIGNMENT WAS KEPT. NEXT MORNING, KRAUSE AND HIS MEN RAISED THE FLAG TOGETHER EVEN BEFORE THEY HAD COMPLETED CAPTURE OF THE TOWN. AS AMERICANS GO, THEY WERE EXTREMELY RUGGED INDIVIDUALISTS. BUT THEY WERE PROUD OF EVERY LINE IN THAT STORY.

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Round Robin Training at Victory Forge

CPT Amara Atella

A

t the end of each cycle, each class of basic trainees endures a final culmination training event known as Victory Forge.

Victory Forge is the last training event that tests the Soldiers on all the Warrior Tasks and Battle Drills and allows them to execute missions at a squad level.

Each Battalion has designed their Victory Forge FTX to accomplish this mission, but

2nd Battalion, 60th Infantry Regiment has found that the most effective way to accomplish this task is to break the FTX into two main training components, OPFOR operations and a best squad competition. This paper will discuss round robin training, which is one of the main training components.

Throughout the course of basic combat training, (BCT), a Soldier is taught a

plethora of skills known as the Warrior Tasks and Battle Drills (WTBD). Many of these skills are used throughout basic training and engrained into the Soldier's memory through rote memorization and repetition; but some of these skills are taught, tested and then not revisited. The leaders of 2nd Battalion, 60th Infantry Regiment discussed this while developing the

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training plan for Victory Forge and decided that it would be beneficial to create a day's worth of round robin training that would retest the Soldiers on a few of these key skills that are required to be taught according to the POI, and also essential to the Soldier's Army career. This day of training would accomplish three things:

- 1) Test the Soldiers on key WTBDs.
- 2) Provide additional teaching opportunities if needed.
- 3) Gauge the company's ability to effectively train Soldiers on key areas and provide feedback.

Round robin training is conducted over the course of an entire day, balanced with the ECP (entry control point) duties and broken into four stations. The four test stations are weapons, medical, communications and land navigation. Each station is assigned to one of the companies within the Battalion, which is then responsible for manning and resourcing their assigned station. When it is a company's turn to rotate through the stations the company will split into 12-15 man

Round Robin

squads and distribute these squads to each station and ECP operations. It is the commander or first sergeant's responsibility to oversee this distribution and monitor operations throughout the day to ensure 100% completion of training for all Soldiers. Each Soldier will carry an evaluation sheet. This sheet's only purpose is to provide feedback to the leadership so that they can see if training needs to be altered, added to or adjusted in any of these key areas.

Each station is broken into mini sub-stations that outline specific tasks within the main focus area. When the squad approaches the test station, they line up and are read the task, conditions and standards. After the mission is explained to the Soldiers, the cadre member in charge will randomly pick Soldiers to perform a specific task. All the Soldiers will be tested on some aspect of the main focus area, but they will not be tested on all of the tasks (except for land navigation). This control measure allows for two things: 1) Soldiers cannot cheat by electing to be tested on areas they are strong in and 2) companies cannot alter their data by choosing the stronger Soldiers to serve as executors of the assigned task. This also ensures that every Soldier is tested on at least one task from the four main focus areas.

The weapon station, (figure A), is comprised of three main tasks. At this station Soldiers will have to disassemble, reassemble and perform a functions check on one of three weapons; M16 rifle, M240B or the M249 SAW. This station is setup with 2-3 M249 and 2-3 M240B, the Soldiers will use their assigned weapon

for testing if selected for the M16. Task, conditions and standards for this station are pulled from WTBDs 071-025-0001, 071-311-2025 and 071-312-4025. Once

they have been assigned to a weapon and the task has been explained the cadre member will begin the time. The Soldiers waiting to be tested will turn their backs to the Soldier who is actively engaged. Once the time limit is met the cadre member will have the Soldier perform a function check of the weapon. Once the entire squad has been tested on one of the three weapons systems the cadre will conduct a quick retrain lesson for those Soldiers that failed to meet the standard. They will show the entire squad how to properly disassemble, reassemble and perform a function checks on each weapon. After the remedial training is complete the squad will rotate to the next focus area.

FIGURE A (Weapons Station)

The medical station, (figure B), is comprised of two areas, a medical manikin station and a litter station. Each Soldier will participate in both of these stations. The medical manikin station will be set up with 3-4 manikins each with a CLS kit situated next to it. One Soldier will be assigned to each manikin. During this portion a Soldier could be tested on one of the following medical procedures: evaluate a casualty (081-831-1000), prevent or control shock (081-831-1005), treat a burn (081-831-1007), restore breathing and pulse (081-831-1023), an abdominal wound (081-831-1025), an open chest wound (081-831-1026) or control bleeding on an extremity (081-831-1032). This section is a timed event. Once time has

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elapsed the cadre members will evaluate the Soldier and explain what he/she did wrong if needed. Each Soldier will be tested in groups of three for the second part of this station, (litter station). The litter station evaluates the Soldiers on proper transportation of a casualty (081-831-1046). Again, the Soldiers will be timed and evaluated on this task. Improper execution will also lead to a quick remedial training session.

the Soldier who is actively engaged. For the second portion of the communication station the Soldier will have to send up either a MEDEVAC report or an IED report. This part will already have a functioning radio set-up. The information for the report can be presented in one of two ways: 1) provide an additional 3x5 card with another vignette or 2) set up a manikin or IED in which the Soldier will have to evaluate and draw information from. Regardless of which method is used the cadre needs to ensure that the scenario is switched out or altered between each Soldier's report. Upon completion of the entire squad's evaluation the cadre will provide remedial training for each of these points.

FIGURE B (Medical Station)

The third station, communication (figure C), is broken into two test sections. The first section will test the Soldiers on performing voice communications (113-571-1022) whereas the second station will test the Soldiers on reporting intelligence information (301-371-1000). For this section the Soldier will be tested on one

of two reports: 1) sending up a MEDE- VAC report or 2) sending up an UXO report. The voice communication section will have 3-4 ASIP radios disassembled. Each Soldier will have to approach a radio and assemble it, enter a frequency and send up a SALUTE report, (the information for this report will be hidden in a short vignette on a 3x5 card at each radio). Key points for evaluation will be proper use of call signs, call sign sequence, prowords, and phonetic alphabet and numerals and a functioning radio. Again, the Soldiers waiting to be tested will turn their backs to

FIGURE C (Communication Station)

The final station tests the Soldiers on land navigation (figure D). This is the only station where each Soldier in the squad is tested on every part of the focus area. The company assigned land navigation will comprise a land navigation test that tests the Soldiers in the following areas: identify topographic symbols on a military map, identify terrain features on a map, determine the grid coordination of a point on a military map, determine a magnetic azimuth using a lensatic compass, determine the elevation of a point using a map, measure distance on a map, convert

Training and testing the S

liders is the primary mission here at BCT

and these evaluation sheets serve a primary feedback tool for the companies to show them areas that are in need of improvement.

Round Robin

azimuths, compute back azimuths. Practical execution of land navigation will be executed when the Soldier goes through the STX lanes.

FIGURE D (Land Navigation)

The round robin training can be set-up to test Soldiers on any key tasks that leaders view as beneficial and it is not limited to merely four stations. When designing this training is it essential to lay out a troop to task matrix in order to prevent lack of leadership and oversight throughout the FTX. As mentioned previ-

ously, the most important aspect to this training is the evaluation sheets. Training and testing the Soldiers is the primary mission here at BCT and these evaluation sheets serve a primary feedback tool for the companies to show them areas that are in need of improvement. According to after action reviews conducted with the Soldiers enveloping this type of training into the FTX allowed them to revisit training and receive one on one help on areas of weakness. All of the Soldiers that have participated in this format of training have benefitted from it in addition to enhancing each company's training program. Planning for an event such as this in Victory Forge is definitely beneficial to the overall BCT experience.

Injury Spotlight on Managing Knee Pain

K

nee pain is one of the most common musculoskeletal complaints in the athletic setting.

For most people, the

injuries associated with knee pain are classified, by the medical community, in the over-use category. Over-use injuries to the knee can include iliotibial band syndrome (ITBS), patellofemoral pain syndrome (PFPS), and tendonitis. This type of knee pain usually develops gradually with activities such as running or squatting. Typically the pain occurs at the front of the knee or around the patella (knee-cap) and may be accompanied by swelling or the feeling of tightness in the knee. Many individuals may start to notice the pain if they are starting a new physical training program or if they have been physically inactive and/or injured and are beginning to train again. Other individuals, who have been actively participating in a physical training program, may notice the pain starting due to changes in the frequency, duration and intensity of their training program. Knee pain can also be caused by training errors such as improper footwear, biomechanical errors or overtraining.

A common denominator in physical training that can be a crucial contributing factor in preventing knee pain is focusing on proper form especially when executing exercises such as squats. If you have improper form, you are actually increasing the amount of weight and force that is transmitted through your

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knee. Squats tend to have a bad reputation for injuring the knee but if you use proper form when performing squats you can increase the stability and strength of the knee joint. The proper squat is a multi-joint movement in the knees and hips. It's a good functional exercise in that it mimics movements that you do in your normal daily activities so practicing correct squat form can easily transfer to real life experiences. Here are some guide points on practicing correct squat form:

- Stand with your feet shoulder-width apart and keep your toes slightly turned out
- Keep your back arched slightly and your chest forward
- Lift your toes a bit to keep your weight back on your heels
- Tilt your hips back, bend your knees and pretend you are sitting back in an imaginary chair as you squat

- Engage your core muscles for better control
- Push your hips forward to rise up out of a squat

If you are experiencing knee pain, your first step needs to be a visit to your medical provider to ensure that you have not sustained a serious injury. If you have a knee overuse

AT Corner

injury there are some simple steps that you can take to help reduce the pain and hopefully prevent re-occurrences. These steps can also be used to help reduce the chances of developing over-use knee pain.

- Ensure that you are wearing the appropriate type of footwear. If you are unsure what type of footwear, go to a credible footwear store and get fitted. Do not purchase shoes because it's the latest trend or the shoe looks good. Focus on selecting the shoes that are what your body needs to perform at its best.
- Replace old shoes every 300-400 miles or at least every 6 months and try not to use your running shoes as your everyday shoes. Remember that you walk differently than you run.
- Stretch daily and increase your flexibility, especially in the hamstrings, calves, and lower back.
- Strengthen thigh and hamstring muscles so you do not create imbalances in strength and flexibility. Muscle imbalances usually occur when some muscles are too weak and other structures are too tight.
- Strengthen your hip and core muscles. By strengthening and increasing the mobility of your core and hips you can help prevent the knee injury from worsening and reduce the compensation in your knees that can cause additional pain and impairment.
- Ice your knees for 15 minutes after activity (place a towel or other barrier between the ice and your skin)
- Practice relative rest. Reduction of the load on the joint and surrounding soft tissues is an important step to reduce pain. Stop, decrease or modify specific exercises such as full squats and lunges if those exercises are causing an increase in pain. If you are a runner, then reduce your mileage to a level that does not provoke pain (while running or the day after running).

Knee pain is a common complaint but in most cases you can decrease your pain level with a few simple modifications to your training routine. Research shoe types before you decide to purchase new shoes and always remember just because it's the newest shoe trend on the market that doesn't mean it's the right shoe for you. Practice correct squat form during physical training, if needed have someone watch you perform squats and give you feedback on your form. Incorporate stretching into your daily life but remember it's especially important to incorporate stretching into your physical training routine. When you do add stretching to your physical training routine, be sure that you stretch at the end of training when your muscles are warmed up in order to get the most benefits. If the pain does not decrease in a couple of

weeks or if the pain increases dramatically then you need to return to your medical provider for further assistance.

Salley Wallace is the Athletic Trainer Coordinator for the 165th and 171st Infantry Brigades and the Athletic Trainer for the United States Army Drill Sergeant School.

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“So What”

COL Craig J. Currey

A

As budget cuts approach the Army, there will be inevitable reductions in many areas of the force. One enterprise that will be reviewed is Initial Entry Training (IET). Consisting of all Basic Combat Training (BCT), Advanced Individual Training (AIT), and One Station Unit Training (OSUT), IET encompasses the core training function of introducing civilians to Army culture, physically toughening them, training them in basic Soldier skills, and teaching them Army Values. It also instills commitment to the Army and the Warrior Ethos, so Soldiers are ready to perform effectively in their first unit of assignment (FUA). As senior Army leadership analyzes the future of IET, a careful look at where IET is and the problems that can so easily beset it is worthwhile. The IET force is already depleted, and further deep cuts will create significant detriments to the Army and the quality of its Soldiers.

A cursory introspection of IET yields a false belief by some that the initial training mission can be minimized. This incorrect argument stresses that most tasks can be accomplished in some distributed learning before the Soldier enters the Army, or many tasks can migrate to the first unit of assignment where already overburdened tactical units will have to teach everything. As budget cuts come, reduced manning is thrust on IET units to the point where company units can barely accomplish their mission, and all flexibility in execution is eliminated. With IET struggling to survive, a culture problem within the Army emerges that limits any desire to be associated with IET. Severe budget cuts will have residual effects that are detrimental to the entire training base. Since Commanders and units know how to conduct initial entry training now, we must preserve what is necessary to execute and support training. If there is a smaller training load, it will be necessary to consolidate training locations and remove unit structure to maximize efficiency and effectiveness with the few dollars that remain.

IET IS AN ENDURING MISSION

IET is an enduring training mission for the Army. We will always have to recruit new Soldiers and prepare them for combat when they enter

the service. Since it is always going to be around, it must be made successful for the long haul. There are fundamental aspects of transforming citizens into Soldiers that require perpetual training and inculcation. For example, civilians will have to receive physical training to toughen them. We can try to move the conditioning training to the Future Soldier program done by Recruiters,

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but this transference has not worked well over the last decade. Soldiers still need to come to BCT and AIT to get in shape. Currently roughly 30% to 40% of Fort Jackson’s arriving Soldiers fail the 1-1-1 Screening Assessment (1 minute of push-ups, 1 minute of sit-ups, and 1 mile run conducted at the beginning of BCT). The focus here is not to complain or shift blame, but rather, to emphasize that Soldiers will always need hard physical training upon arrival in the Army and that our cadre works very hard to get them into shape. This cadre, therefore, must be high quality and capable of being on the stand in front of Soldiers—leading PT from the front.

As budget cuts come, reduced manning is thrust on IET units to the point where company units can barely accomplish their mission, and all flexibility in execution is eliminated.

Apart from being in shape, society also struggles with teaching values comparable to those of the Army. IET units continue to acculturate arriving new Soldiers and instill Army Values into them. We can try to pre-train values prior to them arriving at BCT, but IET has shown that Soldiers need Drill Sergeants and AIT Platoon Sergeants to model the values. Soldiers experience the stress of training and living in the Army environment and then internalize the Army Values. Immersion in a value-based environment is critical to instilling the values. We need our very best NCOs in front of the Soldiers to teach values. There are 21 video values vignettes that cadre has to use in the current programmed instruction, but the Drill Sergeant still must teach and model them. A platoon of Soldiers will have difficult questions during these classes and throughout the cycle, that leaders have to answer on the spot. Quality in the cadre is critical to internalize the attributes that we need in the 21st Century Army.

Apart from the physical appearance changes that civilians receive immediately upon arrival at the Reception Battalions, such as haircuts and new uniforms, Soldiers must learn their basic combat and military occupational skills. These tasks enable their success in their first unit of assignment and in combat. We can push some minimal tasks ahead of reporting through the Future Soldier Program or a distributed learning approach, but there is no substitute for the hands-on, Drill Sergeant led instruction that they receive in BCT or OSUT. The equipment and range requirements also necessitate BCT and AIT. Delaying training to the FUA only hinders them with an unprepared Soldier arriving at an installation and then creating multiple unofficial new miniature ATCs all over the Army at Division or Brigade to meet the unprepared training requirement.

THE MANNING IMPERATIVE IN IMT

Budget restrictions have already hurt the quality of IET training. Insidious reductions across IET have left units incapable of training their full, historical loads. Existing cadre TDAs and fill rates have IET units at minimal manning that can ill-afford any further reductions. A solid case can be made to expand certain positions across IET battalions and brigades, but these efforts have been unable to gain traction in the resource constrained environment of the past several years. As IMCOM also looks at cuts in range operations and mission support, the operational trainers will have to absorb the increased work load of what is transferred to them. As a result, overworked cadre will cover down on more ranges, and Drill Sergeants will do what it takes to train Soldiers. Efforts to improve training quality are undermined when there is insufficient cadre to do the training. The best of ideas may become only distracters to cadre that struggle to man ranges and accomplish the basic requirements

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of the training day. The cuts to an already thinned IET need to be surgical at best. Large wholesale reductions across the board will be devastating to the quality of IET and set it back a decade. With the current structure and training models, there can only be few cuts before the unit becomes ineffective and its load drastically reduced. Hence, it is better to have one good properly manned company than two drastically under-manned companies. IET has certain cadre positions that are critical in the training process. Drill Sergeants (DSs), traditionally manned at 100%, are the primary trainers in BCT and OSUT. At a 1:17 instructor to student ratio in BCT, the Drill Sergeants model what Soldiers should be. They are coach, teacher, and mentor. With three Drill Sergeants per BCT platoon, their days are long and packed with training, counseling, and supervising. In a gender integrated environment, TRADOC Regulations also require that one of the three DSs in the platoon be female. This manning requirement is spot on as the female DSs role-model for the female Soldiers, often communicate better with new female Soldiers and combat inappropriate relations across the IET environment. When assignment levels of overall DSs, both male and female, drop in units to levels such as 75% as currently experienced by Fort Jackson, the risk in training increases; safety, quality of training, and Soldier development will all suffer.

Since DSs and AIT Platoon Sergeants, the main mentor for AIT Soldiers, are so pivotal in training, their shortages unhinge any flexibility IET units have. In BCT, companies are required to remain at or below 230 new Soldiers per cycle for their maximum fill. They ideally are below 220, but sometimes are asked to surge beyond the ceiling of 230

up to 240. With insufficient cadre, you can barely train 200, and increasing beyond that presents dangerous risk conditions, especially in the summer heat of all Army Training Centers (ATCs). Units also accept daily risk as the three DSs per platoon are reduced by a daily Charge of Quarters (CQ) requirement, rotating Battalion Staff Duty Noncommissioned Officer (SDNCO) slots, sick cadre, and family emergencies. On the best of days at 100% manning, you will

be down two to three DSs. Additionally, as our Army struggles to place all NCOs in their required professional education school slots for their own development and promotion, IET units often accept the DS

absence in order to ensure the cadre is not hurt on a promotion board for not having a school. Units tend to not send any cadre to school in the summer heat/surge or when cadre numbers are low. With perpetually low cadre numbers, units cannot send cadre to schools anytime of the year which only exacerbates the Army problem, hurting the DS. These issues remain applicable to AIT Platoon Sergeants as well.

First Sergeants are critical in BCT and AIT companies as they are in any tactical formation. Their diamond trumps the Drill Sergeant hats and leads to better functioning companies. They provide the maturity and leadership in the unit. They help the Company Commander who often is a non-career course graduate from various branches, some of which have minimal exposure to the BCT skills. Many companies in IET are currently run by a Sergeant First Class instead of a Company First Sergeant. Combined with junior Company Commanders and a shortage of DSs, they yield conditions that border on the 1990s Aberdeen scandal. Units are working very hard to train through these conditions, and senior leadership is

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working to reverse the negative manning trends. Budget reductions with reduced personnel replacements will not help the current situation.

The Drill Sergeant School (DSS) is not operating at full capacity, adding to the continuation of the current manning problems. Capable of four 120-student classes (total of 480 at any time), the school averages around a 10% no-show rate to the course. Additionally, of those who fail out of the course, 57% are a result of the PT test and being overweight. These are prerequisites that the unit is supposed to sign-off as the NCOs having passed before they arrive at the DSS. As the Army reduces strength, it must ensure that there is sufficient cadre in the school both as students and as Drill Sergeant Leaders (DSLs). The school is currently manned at 80% strength in DSLs— again reductions will degrade this number if not carefully monitored. Senior leaders will address the quality of what is showing up at the DSS. They also need to decide if the school should keep what it gets and train them to standard rather than sending candidates home before they are in shape as it did a few years ago.

Another reason that IET can ill-afford to sustain substantial personnel cuts is that it has already been the bill payer for many of the past reductions. Its TDA is bare bones. Training brigades and battalions have minimal staffs with no extra personnel. TDA installations have moved precious slots around to man what was needed to train over the last several years in an effort to improve the TDAs. Guided by TRADOC, there is no fat to be trimmed at the lower levels. On Fort Jackson, units cannot man Training NCOs in companies. These individuals do much of the coordination and training records for the large volume of new Soldiers. The work has to be done, so those companies with no Training NCO

move the workload to the DSs and company staff. Again, the leadership

has just put another rock in the company leadership's rucksack. After ten years of war, the deployed force has rightfully received the resource priority. However, IET has been belt tightening the past several years in areas such as manning, ammunition, and spending. A resulting structure for a unit has emerged—man the units properly for the training load, and eliminate entire units that are unnecessary for the projected load.

AVOID TWO ARMY CULTURES

As the Army examines the importance of the IET mission, it needs the same quality to lead its IET units and be its cadre as the Operational Army. Leaders should be able to go from IET assignments in TRADOC to tactical assignments and back again throughout their careers. Drill Sergeants are a good example of this successful migration as boards look favorably on its duty. It is unclear if the numbers support this for AIT Platoon Sergeants, generally regarded as lesser duty by those unfamiliar with IET. In the officer ranks, Company Commands are seen as less in IET. Captains in BCT companies are told to go get a second tactical command in combat arms branches if they want to be competitive for Battalion Command. We must fight against the appearance that IET companies are inadequate and not really branch qualifying in the same way that a tactical company would be. Battalion Commanders in IET have substantial counseling and development of subordinate officers—many who struggle with their future assignment patterns and if their service will be recognized as valuable.

Battalion Commanders in IET also are uncertain with their own career direction. Most IET Battalion Commanders, especially in BCT, are not being selected for Brigade Command. Some of the best Battalion Commanders from Fort Jackson are retiring. We must ensure that IET command tracks are not terminal. IET Battalion Commanders bring valuable

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experience to the Army and can contribute significantly to units. Now, many are told to go to a Brigade Combat Team Deputy Commanding Officer (DCO) position after their Battalion Command to be competitive for Brigade Command. The message is loud and clear—their IET command was insufficient for further progression. Regardless of this negative career assessment, they are primed for IET Brigade Commands, if not tactical brigades, or other significant jobs. Lieutenant Colonels involved in IET, as well as the force, are watching what is going on and about to happen. We need to keep the officer quality and move IET forward with the experience we have gained.

Junior officers look at what is happening around them and to their peers. Schooling selection, end of tour awards, selection for special programs, and future assignments should mirror those across the force. The oversights permeate the culture, but send a clear message that non-IET is more important. From the way tactical commanders talk about IET assignments to what senior Army leaders do for IET leaders to even something as small as the AUSA Green Book consistently listing all Brigade Commands except those in IET, we must level the playing field between commands through the 06-level. Some assignment officers still even tell leaders to go to IET to “take a knee.” IET leaders tell anyone that will listen that this is not true, but they are

generally preaching to those already in IET who know that is a misconception. TRADOC Headquarters recently received the Army Superior Unit Award, and it was well- deserved. What would an IET unit have to do to win one of these awards? Would their contribution be viewed as significant enough to warrant this important award?

CONCLUSION:

IET is critical to our Army. Without a the way to go. We need to maintain tough, realistic training, so the outcome of IET is a well-trained, thinking Soldier who is prepared for the first unit of assignment. If manning levels and other resources drop significantly, the training will be hindered. If the IET culture becomes a “leftover” assignment that is a career dead end, the quality of the cadre will diminish. We must ensure all cadre assignments are as well-respected as Drill Sergeant duty currently is across the Army and on promotion boards. As the Army transitions into a smaller force of the future,

f the IET culture becomes a “leftover” assignment that is a career dead end, the quality of the cadre will diminish. We must ensure all cadre assignments are as well-respected as Drill Sergeant duty currently is across the Army and on promotion boards.

senior leaders realize the continuity of training brand new Soldiers. Experience dictates what is necessary to do it well, and we must bring them into a world-class Army in the right way to build the future quality Army.

The heavy cuts the Army will receive may require leadership to relook where BCT should be conducted. In this instance, there may be efficiencies to be gained by moving BCT to selected ATCs in a consolidation effort. The approach should not be to “salami slice” but rather to concentrate BCT training to avoid transshipments and gain economy of scales. Leadership expertise at that ATC can better supervise and gain the experience of IET. The Army will need to determine the appropriate training load to maintain the force, but the reduced amount may have to be trained at fewer locations. As this article has argued, keep the locations well-manned and prepared for their mission.

steady influx of new Soldiers and leaders,

we have no future. Reducing the quality of the Soldier’s training in an era of increased responsibility at the lowest squad level is not

COL Currey is the Deputy Commander of the United States Army Training Center and Fort Jackson.

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TRADITION

Fort Jackson has had a vital role in preparing Americans to serve their country for more than 90 years. When the installation was built in 1917, just like today, our nation was at war. Since then, numerous units have prepared for battle here-the 4th Infantry Division, the 101st Airborne Division, and the 81st Infantry Division. More than 500,000

Soldiers trained here before fighting in World War II. The Soldiers who trained here before us leave us with a proud legacy and have inspired many to follow in their footsteps. Although the Army has changed tremendously over the years, we are all part of that lineage of brave Americans. All of us should be proud to be part of the tradition that defines this great installation.

TRAINING

Training is our hallmark. With two Brigades, nine Battalions and 52 Companies focused solely on training Soldiers in Basic Combat Training (BCT), Fort Jackson, is the largest Initial Entry Training Center in the U.S. Army. Roughly half of all Soldiers who complete Basic Combat Training in the United States Army do so at Fort Jackson, SC. We are also home to Advanced Individual Training units, the Soldier Support Institute, the Drill Sergeant School, Joint Forces Chaplain Center and School, Victory University, and the National Center for Credibility Assessment.

TRANSFORMATION

Although we have a proud tradition on which to rely and inspire us, we must never lose sight of the future. To be effective, we must be willing and ready to accept change. Transformation means more than just modernizing our infrastructure. This means constantly challenging ourselves, our methods, and our means. Transformation is not a new concept here. Our responsibility as leaders hinges on our ability to continually evaluate and improve training. It is only by providing the best training that effective transformation from civilian into Soldier can occur.

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LTC John R. Allen

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Social Media

The Impact of Facebook

Whether it is a cell phone, iPhone, Droid, iPad, or Blackberry, everywhere you go you will find someone reaching out for, gathering and or sharing information. Because of this trend, every basic training battalion within the Training and Doctrine Command (TRADOC) must embrace the technology, establish a Facebook site, and then employ and manipulate the vast messaging capabilities that social media has to offer.

Facebook (FB) boasts to having over 800 million fans and users across the world. Within 20 months and seven BCT cycles, one basic training battalion, the 3rd Battalion, 60th Infantry Regiment, established and employed a FB site which influenced nearly 13,000 people, while reaching an additional 4.3 million people as a direct result of their connection and relationships with the 13,000 FB fans who follow their site. Additionally, this site has been accessed from 18 foreign countries and viewed and read in 19 different languages. As you can see, the impact and messaging capabilities of a single BCT battalion are phenomenal and if multiplied by the 27 BCT and one station unit training (OSUT) battalions within TRADOC, we could dominate the messaging received by parents, loved ones, friends, and acquaintances of every initial entry enlisted Soldier (IET).

Our messaging would not merely introduce, inculcate and transform civilian loved ones into resilient Army Families, but we could inspire, shape and instill national identity, while garnering support for our ideals, values, and our profession and mission. Fort Jackson, South Carolina

which trains, inculcates and transforms 36,000 new Soldiers each year has the capability of informing, shaping and preparing nearly 70,000 future Army Families for the rigors of a life and career committed to service annually through FB, while reaching and influencing nearly 200 million people across the globe as a direct result of their social connections to the 70,000 potential fans. Once again, if you multiplied these statistics by the four basic training bases and 27 IET/OSUT battalions within TRADOC, we could in fact, reach hundreds of millions of people, while truly reaching our messaging capabilities.

All leaders must embrace the social media wave in order to tell our story and follow our own doctrine. If not, we ignore our specified and implied responsibilities as commanders. If left unchecked, we simply allow future Army Families to find truth and information on their own. The greatest danger in failing to seize social media's capabilities is that someone else will tell our story. For example, our story could be told by a disgruntled former IET Soldier, a disgruntled parent, or friend of an IET Soldier, a recently graduated or chaptered Soldier, or just an out of touch or dated recruiter or Family member. The list is endless and highlights the critical role commanders and leaders have in telling the Army story.

Information Operations

Field Manual (FM) 3-13 dated November 2003 defines Army Information Operations (IO) as: *The employment of the core capabilities of electronic warfare, computer network operations, psychological operations, military deception, and operations security, in concert with specified supporting and related*

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capabilities, to affect or defend information and information systems, and to influence decision making.

The 3rd Battalion, 60th Infantry Regiment's FB site has focused its messaging and themes on affecting information, influencing decision making and defending information (misinformation). Their site successfully achieved the following during the past 20 months:

Although this may seem like a daunting task to accomplish in this environment and on top of everything else a BCT commander is responsible for, we can and must seize this opportunity to exploit the success of FB and our messaging capabilities with or without funding or manning tied to this task. The 3rd Battalion, 60th Infantry Regiment accomplishes their messaging mission with roughly 12 cadre members and volunteers each week without issues. Within the headquarters, the commander and command sergeant major develop and post the daily training updates either just prior to physical training each morning or at the end of the training day, while the command sergeant major specifically posts exceptional performance, good news items, photos and captions from his personal iPhone as he is conducting battlefield circulation each day. The daily follow-ups and the IET Family member's requests for information and questions are fielded and answered by a battalion FB manager (volunteer) and a group of volunteers throughout the day and from the convenience of their homes and iPhones. Photos which are taken throughout the week by cadre members or volunteers without any disruption to their duties or responsibilities are collated and posted each Saturday from their offices or from the convenience of their homes and apartments.

The results and benefits of their IO campaign and efforts can only be appreciated by reviewing a few comments posted by IET Family Members and FB fans:

-NinaandJoe Matton: *Soooo exciting!!!!!!!!!!!! Cannot wait for graduation to show my Soldier how proud I am. Thank You soooooo much for all the updates during this training cycle LTC X, You and the other volunteers have really made an extremely difficult situation, a much easier experience for us all. I cannot begin to tell you how much the updates, the pictures and the notes have meant.*

-Diana Huff: *I just want to say that I really appreciate this page! I miss my son so much even though I am super proud of him. It is hard to not be able to just call him or text him. Seeing these pictures and hearing what is going on helps me feel closer to him. Thank you from the bottom of my heart LTC X!!!! This means the world to many of us!*

-Debbie Ritzinger: *LTC X...I don't think our family can tell you enough how these postings have inspired and helped us through these times. We are so proud of our soldier, PVT Ritzinger, and cannot wait until we see him in little more than a week. Go Foxtrot and Hooah!*

-Biffit Brown: *Thanks LTC X, haven't told you what a blessing you have been, throughout this phase of my family's life. It would have been much more difficult for us, if not for the updates and this site. Thank you again, again and again to everyone at Fort Jackson Army Base in Columbia SC. From the Brown Family*

- Sherry Hawkins: *Just wanted to say thanks to LTC X for all that you have provided on Facebook! WoW!! Thanks for all the support you have given these kids! I am not much of a facebooker and I only wished I would have gotten on this earlier!!:(Congrats to everyone!!! Can't wait to see and meet all of you! Wouldn't miss it for the world! Miss and love u Private Hawkins!!!! I am so proud of you and how far u have come!!!:0)*

-Marcia Massiah: *Thank you LTC X for being that conduit between us and our loved ones. You made us comfortable and our hearts joyous just knowing what was happening from week to week. We felt a part of the process and not alienated from everything. Thank God for the positive effect of this social network. God's richest blessings on you and your family. Continue to do the great job you've been doing and be encouraged. This leg of the relay is finally over. The latter shall be greater than the past for them, I'm certain. I bless my daughter PVT Massiah and send my love. See u next week, God's willing.*

-Alvin N Dana Leslie: *I'm usually not a follower but... Thank you SO very much for ALL that you have done.. FB post, training our Soldiers, passing on the ethics and qualities of a wise leader to the "new" River Raiders! Also, would like to thank your wife! BESIDE every great man there is an extraordinary woman ;o) And also, Carisa for assisting and taking time out from her family as well!!!*

The 3rd Battalion, 60th Infantry Regiment's 13,000 fans receive, experience and share the following messaging each week from their site:

** The battalion does not provide individual updates, graduation statuses, medical conditions or prognoses, and or pass notes to either IET Soldiers or their Family members. The Commander merely states what the training standards are and the percentages per company for those who have met the standard, while fully explaining policies and procedures if a question or concern arises.*

Although this Battalion has developed a robust structure and site over 20 months, a more viable course of action and structure could be accomplished with merely two personnel. One direct representative from the organization (DA Civilian or Active Duty member) and one volunteer (Spouse). A battalion's S3 shop, battalion staff duty and or additional duty representative could develop and post daily training updates and percentages, while merely one vibrant, knowledgeable, mature and poised volunteer could answer questions posted by your fans. Additionally, this volunteer could steer fans to additional information and websites, inform them of Army and Department of Defense resources and programs, answers questions specifically geared towards BCT, and provide mentorship to future Army Families. The most important aspect of this endeavor, just like in any military operation is "Leadership". Regardless of who is managing your program the commander must be involved early and often; providing guidance to managers and volunteers, posting command messages, answering tough questions, addressing disruptive fans and to personally introduce our core values to family members.

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Social Media

A live "On-line" Chat session sponsored and facilitated by the 193rd Infantry Brigade

Summary

First impressions are lasting impressions and whether it's our basic trainees arriving at your local reception battalion, buses dropping off new Soldiers on ship day or the hundreds of thousands of faceless Family members who seek our assistance and guidance, we've got to get it right. With this capability, you'll not only transform civilians into Soldiers, but you'll also transform "Soccer Moms", "Helicopter Parents", "YaYa's", and "Tiger Mom's", into resilient, strong and informed Army Families. Social media is the cheapest, quickest and most accessible means of communicating, informing and interacting with Army families available today and we cannot afford to miss this opportunity to dominate the information environment. Information is powerful and empowering, yet it is only worthwhile if it is relevant, up to date and packaged in a way which its receiver can understand. FB is mainstream, easy, accessible, and allows everyone to participate and support; BCT commanders must embrace the technology, establish a FB site, and then employ and manipulate the vast messaging capabilities that social media has to offer. Good luck with your endeavors!

*LTC John Allen is the Commander of the 3rd Battalion,
60th Infantry Regiment*

With this capability, you'll not only transform civilians

into Soldiers, but you'll also transform "Soccer Moms", "Helicopter Parents", "YaYa's", and "Tiger Mom's", into resilient, strong and informed Army Families.

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Realistic training for IET Soldiers with the use of the Close Combat Mission Capability Kit (CCMCK)

CPT Joseph Williams

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Urban Operations are not new to the U.S. Army. Throughout its history the Army has fought an enemy on urban terrain. What is new is the significant increase in the number and size of urban areas throughout the world. These changes drastically increase the possibility of future military operations taking place in urban environments.

Today urban operations have become a staple of our force, and are trained even at the earliest levels of training. During Basic Combat Training, Initial Entry Soldiers are trained to execute the battle drill; enter and clear a room as well as the Warrior Task; perform exterior movement techniques during urban operations. Drill Sergeants are asked to evaluate and train this Battle Drill and Warrior Task to IET Soldiers and to ensure that they can perform them at the most basic level. Until recently the evaluation and training of entering and clearing a room and tactical movements in an urban environment were accomplished using blanks and outdated MILES equipment. Over the past six months, the introduction of the Close Combat Mission Capability Kit (CCMCK) has provided a more advanced and realistic opportunity to train and evaluate this Battle Drill and Warrior Task.

The CCMCK provides short range non-lethal training that allows units to train in force-on-force scenarios with man marking cartridges. These cartridges provide immediate feedback to Soldiers using a small marking round that is fired through the M4/16 series weapon. Recently I have developed scenarios that incorporate the use of this equipment during the execution of the Urban Assault Course and MOUT training during Basic Combat Training.

During the execution of the Urban Assault Course, I have initiated the use of E type silhouettes covered with life like friendly and enemy pillow case targets placed at various points in the rooms that trainees

must enter and clear. Essentially this set-up is a simulated shoot house without the live rounds. The use of the CCMCK provides Drill Sergeants the opportunity to evaluate a Soldier's ability to identify and acquire a target as well as their advanced rifle marksmanship skills. Drill Sergeants are able to use the immediate feedback that they are able to obtain from the use of the CCMCK to provide accurate and timely AARs, and can easily reset the room to allow for the scenario to be executed again almost immediately. Using this new training aid has improved

CCMCK

the comprehension and execution of these drills, and has provided evaluators with easily obtained visual feedback with which to provide IET Soldiers with necessary improves and sustains. One of the advantages of using the CCMCK in this manner is that there is no need to wear all of the protective clothing that must be used during force on force training. This protective equipment is very cumbersome and restrictive, and during the summer months could prove to be a hazard.

Ultimately, the incorporation of the CCMCK has proved to be a force multiplier, but there have been obstacles incorporating it in the training. The biggest obstacle has been the coordination of the equipment itself. TASC maintains and signs out the equipment; however the timely return of the equipment has become a standing issue. Units coordinate the use of the equipment, but there is not an established amount of time that is allotted for its use. Coordination of the rounds has been a slightly smaller issue. The rounds must be requested through the ASP, and is limited to 20 rounds per Soldier for any training event. This amount is acceptable unless you plan to use them in force on force training. Turn in time for the kit itself is not quick and units should plan at least 60-90 minutes to allow adequate time for the kit to be inspected and inventoried during turn-in. Ranges that currently support the use of the CCMCK are the Urban Assault Course, MOUT sites, and any maneuvering training areas on Fort Jackson.

With the incorporation of this kit, units can effectively provide Soldiers with feedback that was until now limited through the use of MILES and blanks. This kit also offers several other training opportunities that have yet been pursued. One of these is the use of this kit for convoy operations at WANAT range. UTM Target Bullet Rounds can be used in conjunction with the CCMCK to provide a nonlethal live fire round that can be used in

almost any training scenario. UTM Target Bullet Rounds enables the expansion of your training to new areas, with a significantly reduced temporary Surface Danger Zones (SDZ). Lethal "Live" Fire Training that is far less real estate/ terrain, or location dependent. The use of ranges/ buildings with greatly reduced infrastructure and facility damage. Reliable and accurate short range nonlethal Close Quarters Ballistic Target Training. UTM Target Bullet Rounds also provide an alternative to "Live" ammunition (SRTA, Frangible, Ball) for CQB Target Based Training. UTM TBR's also provide realistic cyclic rates in semi-automatic and automatic weapons which match that of "Live" fire. They have minimal environmental impact and simple clean up, UTM TBR's do not have to be handled as hazardous waste.

In conclusion, the use of the Close Combat Mission Capability Kit is an effective tool for training IET Soldiers, and provides units with limitless possibilities to incorporate into their training. Further evaluation of the capabilities of this equipment will provide further data as to the extent of the use of this equipment beyond its current capabilities. Units would be ill advised not to incorporate this extremely useful training tool into their current scenarios, and begin to think outside the box on ways to incorporate it in new and ingenious ways in the future.

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“If you don’t like it, you can find somewhere else to work!” Have you ever heard those words come out of your boss’ mouth? Your mental response might be, ***“I would love to find someplace else to work.”*** How about, “You’re fired!” It isn’t like the reality show “The Apprentice”. These words have actually come out of Army leaders’ mouths.

I was “fired” twice as a Company Commander by the Brigade Commander. Eventually, this leader was relieved of duty. This Brigade Commander did not wake up one day a toxic leader. His leadership style was condoned during his years of military service. His chain of command did not help him to develop a more effective style. As a result, he negatively impacted lives and ultimately failed as a leader.

Unfortunately, many soldiers have encountered a leader like this. This type of leader fails at empowering individuals to, as the old Army slogan bragged, “Be all that you (they) can be.” I have encountered leaders who have publically humiliated me or a peer and within an hour, ask if the “victim” is interested in going out for a drink. Really? No thank you! My choice was to spend time with someone who would be more emotionally

stable and professional.

Some readers might say, “Wimp, Get over it.” Everyone gets their butt chewed in our profession.” Earlier in my career, I would have agreed and said, “Suck it up and drive on”, yet after twenty six years of service, I know that these types of verbally abusive encounters are unnecessary and counterproductive. I firmly believe that leaders send the wrong message and violate the golden rule of treating others the way you want to be treated. You pick the Army Value(s) this type of leader violates.

Fortunately, the Army is focused on eradicating toxic leaders. Hopefully, with force reduction, the Army retains the right folks. Three of my former “raters” who had these ineffective leadership styles have been told their service is no longer needed in our Army. Getting rid of these toxic leaders help the Army move forward in a positive direction. Current and future leaders who are mentored by effective leaders help to perpetuate an environment where subordinates learn from their mistakes and are empowered to succeed. The Army’s adoption of Multi-Source Assessment and Feedback (MSAF360) is a significant and effective tool if used properly. No, the Army is not moving to “likership” vs. “leadership” as one senior leader stated when MSAF 360 was linked to the OER, as the

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regulation states:

Paragraph 3-9, AR 623-3 and paragraph 2-8, DA Pamphlet 623-3. Raters will verify if rated officers have initiated or completed a Multi-Source Assessment and Feedback (MSAF), also known as a 360 degree assessment, in accordance with AR 350-1 (Army Training and Leader Development, 18 Dec 09) and will make a specific comment indicating such in Part Vb of the OER. The last statement in Part Vb of the OER will indicate “The rated officer has completed or initiated an Army Multi-Source Assessment and Feedback/360 as required by AR 350-1.” Rating officials are reminded that the MSAF is a self-assessment tool. Although acknowledgement on the OER that a rated officer has initiated or completed an MSAF is required, the results of the MSAF will not be used as part of the formal evaluation of the rated officer.

We learn from our leaders. I have put both the ineffective and effective experiences in my “tool kit”, as a leader, my first priority has been to create a positive work environment by trusting my subordinates. Trust goes a long way. Here are some other leadership practices that have stuck with me: “mission first, people always” good leaders figure out the balance and know when to say “no”;work to empower my subordinates; genuinely care about their lives; engage them in conversations about their families, we all have them; listen to them reflect on their past experiences, it is amazing what you learn from listening and there are just great stories out there; regularly help them see the impact of their current contributions; embrace subordinates candor and feedback they share; take ownership of your mistakes and those

of the organization you lead; look for ways to publicly and privately recognize individual(s) and group efforts; a thank you goes a long way; help subordinates chart their professional and personal roadmaps through counseling and asking questions; and the old saying of take care of your Soldiers and they will take care of you is time tested, just do it. I know that all of this takes a little extra time, which is a precious resource for all of us, but the payoff is huge.

My experience as a Soldier has taught me valuable leader lessons. There is a human element in all organizations. Leaders who embrace the human side of their profession are successful. I did not say that these

leaders are perfect. NO leader is perfect and good leadership does not require a rocket scientist. The leaders who are willing to learn, listen, train, be trained, coach, be coached, counsel, and be counseled are the ones who succeed. How is your leadership example? Is it something others would want to emulate?

LTC Larry Murray is the Director of the Leader Development Division, DCG-IMT. Prior to this assignment he was the Commander of 2nd Battalion, 60th Infantry Regiment.

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Officer Professional Development:

Experts in the Profession of Arms

MAJ Emmitt K. Osborne II

“I will seek continually to improve my knowledge and practice of my profession” from The Commissioned Officers Creed

In October 2010, the Army introduced a new campaign to address the need to define the profession of arms and to focus on what it means to be a professional soldier. The Profession of Arms Campaign was intended to assess where we stood as an Army, encourage discussion at all echelons and

to review how professionalism affects our doctrine, organizations, leader development and our training. The goal for 2011 was to determine what the Army needs to do in order to develop a professional force.

The 187th Ordnance Battalion’s primary mission is to train Soldiers to become 91B Wheeled Vehicle Mechanics and we do an outstanding job producing highly trained and motivated, well-disciplined, physically fit, apprentice level Soldier warrior mechanics (HUA!). However, both COL George Donovan (Commander, 171st Infantry Brigade) and LTC Michael Daniels (Commander, 187th Ordnance Battalion) agreed that the unit must go beyond its assigned mission and produce not only proficient mechanics, but also develop a comprehensive program to meet the developmental needs of our company grade officers. Our goal was to determine what the

187th Ordnance Battalion needed to do in order to develop our officers.

LTC Daniels assessed the developmental needs of the officers assigned to the battalion considering five key objectives. First, OPDs had to be more than just PowerPoint slides presented to a classroom of glassy-eyed, silent faces. Second, there must be a focus on the basic skills lost to a generation of officers who have only known deployments and combat operations; getting back to basics. Third, we cannot be complacent in our current mission; we must prepare officers for their return to FORSCOM units. Fourth, we must encourage officers to be life-long learners in their profession and challenge them to become experts in their careers. And fifth, we must

engage both the mind and the body to truly encompass the full spectrum of officer technical and tactical skills.

From these five objectives, LTC Daniels developed his vision for the battalion, placing Officer Professional Develop as a key part of his annual training guidance. Synchronizing the training objectives on the long range calendar reserved the time and resources necessary to logically build lessons in

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preparation for a culminating exercise. An exercise that would challenge officers in the battalion and test the topics covered during monthly OPDs.

MORE THAN POWERPOINT DEEP

Officer Professional Develop in the 187th Ordnance Battalion occurs twice a month. One session, led by the Battalion XO, uses case studies, movies and readings to drive discussions on professional topics. While slides are sometimes used, they are only there to frame the discourse and ensure key points are highlighted. These sessions are designed using adult learning principles where the officers take responsibility for their own education, contributing to the discussion. OPDs are not limited to classrooms and when possible, occur off site. Experts on the topic from both inside and outside the military are invited to add depth and alternate viewpoints

to the discussion. Topics from the Profession of Arms Campaign are selected based on their relevance to the current battalion mission as well as their importance to the five objectives identified by

Getting back to basics in regards to training management cannot be achieved in one OPD session. Instead, this objective is being

reached through on-the-job-training and direct mentorship by the Battalion Commander.

Step one was to push down authority and responsibility, allowing company commanders to make decisions for their companies and take on more responsibility for their missions. It was a surprise to find how powerful this simple concept was for developing company grade officers. In addition, management

of company resources was pushed down from the battalion to the companies where commanders were given control and responsibility for their budgets. With oversight and assistance from the battalion S4, company commanders in the 187th Ordnance Battalion built spending plans, prioritized resources and exercised Command Supply Discipline.

Step two was to teach company commanders how to properly build their METL using their mission, the Army Digital

Training Management System (DTMS) and the

Army Universal Tasks List (AUTL). Company commanders

the Battalion

Commander.

Equally important are the

These sessions are designed using adult learning principles where the officers take responsibility for their own education, contributing to the discussion.

assessments of their collective tasks to their

Combat OPDs. These OPDs are all hands-on. They teach and refresh Warrior Skills that all Soldiers should know and train for. Like the Profession of Arms OPDs, subject matter experts and trainers are invited to ensure training is conducted to standard. No PowerPoint slides are used here and where possible, training occurs on the range or in the field.

GETTING BACK TO BASICS

After more than a decade of conflict, most company grade officers have not practiced fundamental training management.

overall “T”, “P”, or “U” ratings and built their quarterly training schedules to address the training needs of their units. The battalion S3 supported the effort through Staff Assistance Visits and by attending company training meetings.

Finally, battalion training meeting and the command and staff slides were redesigned to place more responsibility on the company commanders to manage their training and administrative information. Meeting topics were focused to give company commanders more interaction with the battalion commander on the status of their unit, its mission and the personnel in their charge.

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The initiatives have greatly reduced complacency, increased confidence and proficiency in the company grade officers, increased efficiency in the battalion staff, reduced redundancy and greatly improved training and supply management across the battalion.

DON'T FORGET TO TRAIN THE CADRE

As mentioned earlier, the 187th does an outstanding job training new Soldiers to become Warrior Mechanics in our AIT mission. However, a training battalion cannot overlook the need to train the trainers. All officers assigned to the 187th Ordnance will PCS at some point and possibly report to FORSCOM units preparing for a wartime mission. We cannot allow the warrior skills of our officers to atrophy while achieving their TRADOC mission.

To address this objective, the 187th Ordnance Battalion officers participate in Combat OPDs. These OPDs focus on individual and collective tasks that every Soldier should be proficient with. This includes combatives, weapons qualification, land navigation, react to direct and indirect fire, operate SINCGARS, and request medical evacuation, to name a few.

A physical element is also included where possible. Something as simple as ruck marching to and from training, increases proficiency and reminds officers of important fundamental Soldiering techniques and field craft. Physical challenges also promote esprit de corps within the officer ranks in the battalion.

PROMOTE LIFE LONG LEARNING

Professional development is not just the responsibility of the command. Each officer has a responsibility to seek self-improvement and remain current on doctrine. Like a doctor or lawyer, Army officers should read and discuss changes in the profession. Self-development is a responsibility and expectation for any leader.

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In the 187th Ordnance Battalion, Profession of Arms OPDs seek to inspire a curiosity within each officer that will drive them to self-improvement and development. Much like Intermediate Level Education (ILE) at Fort Leavenworth, Profession of Arms OPDs break down rank barriers and allows officers to consider alternative ideas through discussion, analysis of selected case-studies, practical exercises and guest speakers. The goal is to make officers think more in-depth about topics such as leadership, professionalism, ethics, managing stress, managing change and the importance of a commander's vision.

Profession of Arms OPDs also allow officers to learn new skills such as media awareness and negotiation training. For example, the 187th Ordnance Battalion teamed with the Fort Jackson PAO to develop media awareness training. In April, officers will learn from PAO about techniques for talking to the media, how to craft a press release, and how to focus on command messages for the media. In part two, media students from a local journalism class along with local media representatives will participate in mock-press releases and interviews. Officers will use Fort Jackson themed scenarios to conduct a press release and answer questions from the media. They will receive feedback from both PAO and the media on how well they stayed on message and how they might improve communication skills and body language. A few members of that same media team will be invited back to the battalion to participate in a Field Training Exercise and Convoy Live Fire Exercise as embedded media. As embedded media, they will continue to train our officers while also getting first person experience training with Army officers for possible follow-on news stories.

Another highly successful learning opportunity was going off post to watch "Red Tails" as a case study for selfless service in the face of combat operations, but also while facing adversity from within the organization. After the "Red Tails" case study, officers discussed what role the Tuskegee Airmen's leadership played in the success of the unit, what leadership traits were seen in the

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case study, how selfless service was a part of the Tuskegee Airmen's success and the importance of diversity in the Army today. Case studies are a great tool for promoting professional discussion and are used at the Command and General Staff College Leadership Department.

MIND AND BODY, BRINGING IT ALL TOGETHER

The culminating exercise for the 187th Ordnance Battalion OPD strategy is a three day field training exercise and convoy live fire. The FTX will bring together all the lessons learned through the

Profession of Arms OPDs, Combat OPDs, and deliberate on-the-job training initiatives completed over a seven month period. Officers will be tested on their ability to shoot, move and communicate. They will operate as a unit through a convoy live fire exercise. While driving through a closed course, Soldiers will react to small-arms fire, treat wounded personnel, request medical evacuation support and stay vigilant for possible improvised explosive devices. They will also face challenges such as interacting with embedded media and negotiating with local nationals to accomplish an assigned mission. At the conclusion of the training, 187th OD BN officers will assess the training against the Battalion Commander's goals and using the evaluations, help shape the OPD goals and topics for the rest of the year.

Summary

In conclusion, Officer Professional Development must be a priority in a training battalion. It is the job of the Battalion Commander and XO to make OPDs relevant, engaging, challenging and inspiring. In addition, the commander must find the right balance for addressing the current learning needs of the officers in the battalion while teaching skills that will prepare them for future assignments. In "The Army Profession" pamphlet, GEN Robert W. Cone says, "I ask each and every Soldier and all Army civilians to take ownership of our profession and think deeply about how you want to improve our Army". In the 187th Ordnance Battalion, we believe that we are answering that call through a broad, deliberate and engaging Officer Professional Development program that will promote life-long learning within our future senior leaders.

MAJ Emmitt K. Osborne II is the Executive Officer of the 187th Ordnance Battalion, 171st Infantry Brigade

Night OPS

Night Operations

Night Operations on the culminating training exercise (FTX 3) begin prior to pick-up day. There are several pre-pick-up checks that have to be in place in order to have a successful FTX3. The first step is for the Command Team (CDR, 1SG) to certify all of the Cadre and Drill Sergeants on every aspect of the operation: priorities of work, night land navigation, communications (SINGARS / voice comms), moving tactically at night (Patrolling), Conducting Battle Drills, the set up and use of Night Vision Goggles and weapons, personnel and equipment accountability. Once the Command Team has certified the Cadre, the next step is to ensure you have a solid training plan for the cycle. As with any major operation, planning and training are the keys to success.

When you set up your training for the cycle, you have to have focus areas that you, as the Command Team, want to put special emphasis on. You have to ensure that the ground work for your FTX3 is laid from the beginning of the cycle. In order to conduct successful night operations at your FTX3, there are several tasks that you must teach your Soldiers. You have to establish a working knowledge of the priorities of work and ensure that they are strictly adhered to throughout the cycle. This will ensure that when you begin your FTX3, every Soldier in your formation will know exactly what is expected of them and the requirements they must accomplish and the priorities to follow.

Training: The “big three” focus areas

In the training, the easiest model to understand, from a Cadre standpoint, is the crawl, walk, run method. You can easily look at your training cycle and see where the crawl, walk, run applies. You can't take your Soldiers to your FTX3 and expect them to perform successful night operations, if you haven't ensured that they understand the

basic concepts and key tasks that must be built upon in order to operate. There are three specific training objectives that you must focus on in order to optimize night operations at your FTX3:

1. Night Land Navigation
2. Moving tactically at night (Patrolling)
3. Conduct Battle Drills (day and night)

Night Land Navigation

Night land navigation training begins in red phase with the basic map reading classes. Once your Soldiers have a good working knowledge of the basics, (typically) during your second week of training, you will conduct your land navigation practical exercise. Your post should have a dedicated land navigation site set up – make sure you utilize it in order to maximize your training time. With seven cycles of data, we have calculated that buddy teams of 2-3 are optimal. Schedule your day land navigation in the morning and night land nav that night. This will give you several hours in the middle of the day to re-teach, re-train and re-enforce the basic land nav and map reading concepts.

Once your land navigation day is complete you can't "fire and forget" it! You have to continually build on those skills – such as on your 1-day FTX (FTX1) and then on your 3-day FTX (FTX2). While you are building on those basic land navigation skills, incorporate more night land nav opportunities to ensure your Soldiers are not only comfortable with their skills at night – but moving through the woods at night, tactically. While building on these skills, you can then begin to slowly incorporate your other two focus areas – Moving Tactically at night (Patrolling) and Conduct Battle Drills (day and night).

Moving tactically at night (Patrolling)

Once your Soldiers have a basic understanding and working knowledge of land navigation, you can move them into patrolling.

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This is your basic, Infantry tactics – moving through the woods as a unit from point "A" to point "B" – with either a specified target or your standard "movement to contact." We have found that a "best practice" is to start with individual movement techniques (low crawl, high crawl, buddy rushes, etc). We start IMTs in red phase and practice them all through FTX3. We use our FTX1 & 2 to reinforce these, as they are the basics for any unit-level movement and if they don't react with them, then they'll never be able to win an engagement. Once they have those techniques down, we move into moving as a fire team and up to squad level. We focus on moving across all types of terrain and ensure that each member of the squad has a working knowledge of not only their duties and responsibilities, but also those of everyone else in their squad. We reinforce the fact that at any time, they might have to step up and perform the duties of their battle buddy who is no longer able to (as a casualty).

As the Soldiers' knowledge and abilities grow, so does their confidence. This is when we phase into moving tactically through the woods – at night. We will conduct a movement in limited light, showing them that they can still function effectively as a team (squad) and it gives them a chance to experience "non-standard conditions" at night for the first time. Once they are comfortable, usually around our FTX3, we will give them a squad mission to engage an objective at the darkest point of the night. Normally, they will fail this mission the first time – miserably. It's the first time they have really had to operate at night, using noise and light discipline. They will forget everything you have taught them

for the last “x” amount of weeks (usually 8 weeks for us). They will get lost – because the compass or pace man will forget their azimuth or count, but will let the squad keep walking – or the squad leader will not pay any attention to their compass man, because he’s too worried about losing someone at night. Use this failure to your advantage. We will

AAR this mission to death – and allow the entire squad to see everyone’s mistakes and show them how they could have succeeded. We will then run them through another lane – but this time, they are so determined not to fail miserably, like their last mission, they’ll all help each other through it and have a successful lane.

We will AAR this mission to death and allow the entire squad to see everyone’s mistakes and show them how they could have succeeded.

Once they have completed this mission and they’re comfortable not only with patrolling, but with moving tactically at night, we will introduce night vision goggles (NVGs) into their patrol. This is not intended to make them experts at moving with NVGs on or to replace tactically moving at night using “standard, basic conditions” (map, compass, pace count, using ambient illumination, etc...) This is meant more as a motivational learning point. We show the Soldiers how to use NVGs during our two Advanced Rifle Marksmanship (ARM) night fires and then build on this introduction into a valuable learning experience – allowing them to see the benefits and abilities, while operating within the limitations and constraints of NVGs, all while also showing them the overall functionality. We then use a mission (very short movement, with the NVGs) to show the Soldiers that just because you can now “see at night” doesn’t mean your mission will be a success. The majority of the time, the squads will have “tunnel vision” and completely forget their overall objective, get lost, literally run into trees, etc. This again gives us an opportunity to show the squad, through a thorough AAR, how they can not only use NVGs, but how to integrate NVGs into their mission and be successful. Once again, we will launch the

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Night OPS

squad out onto a lane (night mission with NVGs) and they will generally be successful.

Conduct Battle Drills (day and night)

Warrior Tasks and Battle Drills are the key to fighting and winning any engagement. We teach our Soldiers how to move to a fight (as an individual, buddy team, fire team and as a squad), and how to conduct patrols (day, night and at night with NVGs). However, if they don’t have a solid grasp of the battle drills, they might be able to conduct a “thunder run” to the objective, but their mission will be an overall failure because they can’t execute a simple battle drill.

We start teaching battle drills during red phase. We introduce them to the Soldiers and have them start rehearsing them as a fire team. At our FTX1, we will put these rehearsals into a

practical exercise and use that as a starting point to build on, again focusing on executing the battle drills as a fire team, special/buddy team and individual. During white phase, we focus on BRM, but we are still continuously re-iterating the importance of battle drills. We use every opportunity to focus our efforts on battle drills up to the FTX3. During the FTX2, we integrate everything we have taught them (executing the battle drills as a fire team, special/buddy team and individual) into their squad-level patrols. This works out very well, because it allows us to show the Soldiers, at the lowest level possible, what their specific job is and how they fit into the overall squad's mission. Once they have a solid grasp on how

a squad, with their individual tasks trained "to standard," we then throw the night variable at them. We conduct several rehearsals during FTX2 and all the way through FTX3.

In conclusion, "Night Operations" on the culminating training exercise (FTX 3), are a great measure of the level of retention each Soldier has maintained. As an aggregate, each squad should be able to establish priorities of work, conduct day and night land navigation, perform proper communication procedures (SINGARS / voice comms) both internally and externally (reporting), move tactically (Patrolling), conduct battle drills, maintain functionality and accountability of personnel, equipment and weapons, and maintain the ability to engage an enemy and destroy them (BRM, ARM). There is no easier way to gauge, judge, justify and measure the level and abilities of your Soldiers (and the creditability of your own Cadre and training plan), than to conduct night operations during FTX3. You can easily assess and review the overall effectiveness of a squad, by how they plan for, execute and AAR a mission. When that mission is a night mission, the squad is tested with multiple variables (lack of illumination, lack of sleep, maintaining equipment such as NVGs/ weapons, terrain, enemy, etc.). If a squad can conduct a successful night mission, generally speaking, they have "mastered" (from a BCT perspective) most of the tasks required to advance to their next phase of training, and they should have no problem executing any mission (day or night) to POI standard.

CPT J. Cory Tatom is the Commander of Charlie Company, 2nd Battalion, 60th Infantry Regiment.

to conduct their battle drills (during the day) as

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he Army Profession Campaign is an Army initiative to inspire and engage our Soldiers and Civilians in an introspective analysis and professional dialog to make our Profession stronger. The Campaign

renews our collective commitment to the Army, its ideals, traditions, and ethos, as well as to the Nation and the American people. As directed by the Secretary of the Army and Chief of Staff of the Army, the Army is taking a holistic and critical review of the Profession.

The Army Profession

The Army Profession has two complementary and mutually supporting components—the Army Profession of Arms and the Army Civilian Corps. The Army Profession of Arms is composed of uniformed members of the Profession, those skilled in arts of warfare and under unlimited liability in its “killing and dying” aspects. The Army Civilian Corps is composed of all non-

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uniformed members of the Profession working for the Department of the Army. Membership in the Army Profession for both components is conferred upon taking the oath of service. The Army as a professional institution then certifies its members as Professionals— leaders and stewards of the Army Profession. The Army must create and maintain its own expert knowledge, its ethic, and its culture, and identify and facilitate the developmental tracks and certifications necessary for the aspiring individual to advance in professional knowledge and practice to achieve the status of an institutionally certified Army Professional.

Army Professionals, in turn are responsible individually to develop and maintain the necessary moral character and competence, while following their own personal calling to a work that is more than a job—their moral calling of privileged duty to service in the defense of the Republic. They do this by completing the education, training,

Army Profession

and experience necessary to ultimately be certified in **character, competence, and commitment** by the institution.

THE ARMY PROFESSION: The Army Profession is a vocation comprised of experts certified in the ethical design, generation, support, and application of land combat power, serving under Civilian authority, entrusted to defend the Constitution and the rights and interests of the American people.

“The Army Profession is a Vocation”

A vocation is a calling to undertake a specific kind of work. Army Soldiers have answered the call of the people of the United States and their leaders. The Army establishes a professional culture and identity. This culture cultivates altruism, selfless service to the Nation, and ethos toward the Army and its mission. It sponsors continuous self-assessment, learning, and development that together enable the Army to be an adaptive, learning profession. Within that culture, members of the Profession create an identity with a sense of calling and ownership over the advancement of the Profession and the exemplary performance of its members, and serve in a brotherhood/sisterhood of fellow Professionals with a shared sense of calling. The vocation pursues a balance where effectiveness prevails over efficiency and places primary importance on maintaining

the Profession through investing in the development of its members.

Army Profession of Arms

The first component of the Army Profession

is the Army Profession of Arms. The Army as part of the broader American Profession of Arms serves a collective client, the Nation. The impacts of the Army's actions are far reaching and serve the vital interest of our Nation: the recovery of a community devastated by natural disaster, the defeat of enemy forces, or the defense of our homeland. Therefore, failure of the military profession carries potential catastrophic consequences. American military professionals work, study, and train throughout their careers to ensure the military profession will not fail in its call to duty.

Individual members of the Army Profession are distinguished from those of other professions by the "unlimited liability" they assume in their oaths of service to the Nation. While members of some professions engage in routine dangerous tasks, only members of the Armed Forces are required to place their lives in peril anywhere at any time when ordered. The obligations they undertake, risking life and well-being for the greater good, are in many ways extraordinary. The Army is united with members of all the services in one common purpose: defending the Constitution and protecting the Nation's interests, at home and abroad, against all threats.

PROFESSION OF ARMS: The Army Profession of Arms is composed of the uniformed Army, those skilled in arts of warfare and under unlimited liability in its "killing and dying" aspects.

THE PROFESSIONAL SOLDIER: An American Professional Soldier is an expert, a volunteer certified in the Profession of Arms,

"Discipline is based on pride in the Profession of Arms, on meticulous attention to details, and on mutual respect and confidence. Discipline must be a habit so engrained that it is stronger than the excitement of battle or the fear of death"

General George S. Patton, Jr.

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bonded with comrades in a shared identity and culture of sacrifice and service to the Nation and the Constitution, who adheres to the highest ethical standards and is a steward of the future of the Profession.

CRITERIA FOR PROFESSIONAL CERTIFICATION

Membership as an aspiring Professional is conferred upon taking the oath of service. Based on its essential characteristics, the Army Profession has a set of common criteria to then certify members of the Profession. Within the Army Profession of Arms and within the Army Civilian Corps application of

these criteria will be tailored to each specialty. Army Professionals will be sequentially recertified as they grow in responsibility or into areas requiring new or additional skills. The first certification is the most critical in that it establishes the individual for the first time as a practicing Professional. The role of certifications establishes to the client the level of qualification and thus legitimacy of the individual Professional to practice effectively and ethically.

CRITERIA FOR CERTIFICATION OF ARMY PROFESSIONALS

These three broad criteria identify those who have attained the status of “Army Professional”:

- **COMPETENCE in Expert Work:** The Professional’s work is expert work related to the design, generation, support, and application of land combat power and the individual’s competence has been certified by the Army commensurate with the level of certification granted
 - **Moral CHARACTER requisite to being an Army Professional:** The Army’s expert work creates a moral responsibility to act on behalf of a client rather than self and thus demands a moral character of sacrifice and service to one’s own, units, and the Army’s Duty to the Nation
- **Resolute COMMITMENT to the Army Profession:** By observation and evaluation it is clear that the Professional has developed a personal calling requisite to an abiding commitment to effective, ethical, and honorable service in the Army and to the Nation

Every Army Professional moves through three stages from oath taking and entry as

a member, to an aspiring Professional, to practicing Professional for the bulk of their career (unless they laterally exit before a full career), and then to the status of a non practicing, retired Professional. In this third stage, many retired Professionals are still influential members of the Army Profession, particularly in its relationship with its client, the American people.

An executive summary, compiled by the editors, from the pamphlet “The Army Profession” published by the Center for the Army Profession and Ethics (CAPE).

CPT Clyde Harris



Since United States troops began facing more violence in Iraq and Afghanistan, the need for combat lifesavers has increased. Combat lifesaver training consists of an intensive one-week course, which covers important first aid measures that could mean the difference between a Soldier living or dying between the battlefield and the forward aid station. Speed and stress of combat lifesaver training is intense.

The combat lifesaver course taught in Basic Combat Training (BCT) is designed to take a nonmedical Soldier and train him or her to provide a greater level of first aid and lifesaving skills outside of basic self-aid or buddy aid. Soldiers are taught to treat the casualty, prevent additional injuries, and complete the mission. The ability of a Soldier to provide first aid to their buddy on the battlefield is critical with units now operating in more isolated places where the response time of a medic may vary. These skills are also crucial in order to prevent Soldiers from dying of their wounds. In a mass casualty situation, medical personnel may not reach and apply

treatment to all of the injured Soldiers on the battlefield in a timely manner. The combat lifesaver course is not intended to take the place of medical personnel; but instead, it is meant to slow down the declining medical condition of a wounded Soldier until medical personnel can arrive on the scene. Basic training Soldiers are taught that performing their duties as a combat lifesaver is secondary to their mission, undertaken only when the tactical situation permits. In recent years, the combat lifesaver training has proven to be tremendously successful in saving wounded Soldiers lives on the battlefield in Afghanistan and Iraq.

Bravo Company, 1-34th Infantry Battalion has taken the combat lifesaver training that Soldiers

receive in Basic Combat Training to a new level with the incorporation of the use of the MILES casualty cards during all training events as a re-enforcement tool to training. Every Soldier in Bravo Company is issued a MILES casualty card once they have completed their Tactical Combat Casualty Care (TC3) training and is required to carry with them at all times. At anytime, Soldiers

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TC3

are assessed to become a casualty and their peers have to treat their wounds or injuries on the spot. Incorporating the MILES casualty card into the Soldier's everyday training serves as a continuous re-enforcement of the first aid training Soldiers receive in week one or two of Basic Combat Training. This also enables Soldiers to apply Tactical Combat Casualty Care (TC3) with the added stress and noise of the current training situation; furthermore providing realistic training that prepares them for operations on the battlefield.

CPT Clyde Harris is the Commander of Bravo Company, 1st Battalion, 34th Infantry Regiment

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Andrew Jackson *and* **Battle of New Orleans**

Mike Ryan

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ention the city of New Orleans and instantly images of Mardi Gras, the Super Bowl champion Saints or the destructive power of Hurricane Katrina come to mind. Few people think back to the War of 1812 and the Battle of New Orleans, a battle that decisively change the course of American history and made Andrew Jackson the most revered General since George Washington. January 8th of this year marked the 197th anniversary of the Battle of New Orleans.

The first years of this war did not go well for the Americans. The nation's capital and White House

lay in ruins and the government was forced to flee to Virginia. By the fall of 1814, the British were preparing to launch a massive invasion in the Gulf of Mexico to destroy the American Army.

It was during this same timeframe that Maj. Gen. Jackson,

commander of troops, executed two superb strategic actions in Pensacola, FL and Mobile, AL which ultimately dictated that New Orleans would become the focal point of the British invasion.

On December 1st, 1814 an armada of British ships carrying approximately twelve thousand troops sailed from Jamaica and landed in the vicinity of New Orleans 12 days later. Through a series of fortunate events that favored the Americans and extreme cautiousness exercised by the British leadership, the stage was set for the final, culminating battle of the war on Jan 8, 1815. The Americans, led by Andrew Jackson or “Old Hickory” as his beloved troops called him, occupied a

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Andrew Jackson

formidable defensive position anchored by the Mississippi River on one side and the Cypress Woods swamp on the other.

Because of these natural obstacles, the British could not maneuver and were forced to conduct an intimidating frontal attack. Although the British were heralded veterans of the Napoleonic War, they were unable to accomplish this daunting task and were decisively defeated by the Americans.

Despite the battle lasting only two hours the carnage it inflicted on the British Army was devastating. The British suffered over 2,000 casualties compared to less than 100 for the Americans. This incredible victory at New Orleans proved that the United States could protect its sovereignty and command the respect of the rest of the world. It also helped propel Jackson into the White House in

1829 as our seventh President.

Although this battle was fought nearly 200 years ago, there are many lessons that leaders

can apply to the training that is conducted here at Fort Jackson. Leadership, rifle marksmanship and the Army values of Duty and Courage are a few great examples.

For a more in-depth review of this battle and the life of Andrew Jackson, I would recommend the following two books; *The Life of Andrew Jackson* by Robert V. Remini and *American Lion: Andrew Jackson in the White House* by Jon Meacham.

Mr. Mike Ryan is the United States Army Training Center and Fort Jackson G5. From 2004 - 2006 he served as the Commander of the 1st Battalion, 34th Infantry Regiment.

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Jackson Journal **Articles Needed**

The Jackson Journal is always in need of articles for publication. Topics for articles can include any aspect of training or leading Soldiers in Initial Entry Training (IET). If you are unsure whether a topic is suitable, please contact us.

Feature articles are usually between 1,500 and 3,000 words (but those are not rigid guidelines). Shorter articles can be used in our training section. We prefer clear, correct, concise, and consistent wording expressed in the active voice. Also, please spell out all acronyms and abbreviations the first time you use them.

Photographs or graphics that support your article are encouraged when you submit your article, please include the original electronic file of all graphs (jpeg, power point, etc).

Articles can be submitted by email to: michael.ryan9@us.army.mil or john.d.philibert.civ@mail.mil

For more information call 803-397-2063

“A good company idea in tactics is likely to remain confined to one company indefinitely, even though it would

be of benefit to the whole military establishment”.

S.L.A. Marshall

Men Against Fire: The Problem of Battle Command, 1947

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Add to your

War, Sebastian Junger, Grand Central Publishing, New York, NY, 320 pages,

In **WAR**, Sebastian Junger (*The Perfect Storm*) turns his brilliant and empathetic eye to the reality of combat--the fear, the honor, and the trust among men in an extreme situation whose survival depends on their absolute commitment to one another. His on-the-ground account follows a single platoon through a 15-month tour of duty in the most dangerous outpost in Afghanistan's Korengal Valley. Through the experiences of these young men at war, he shows what it means to fight, to serve, and to face down mortal danger on a daily basis.

From the Publisher.

On Becoming a Leader, Warren Bennis, Basic Books, New York, NY, 2009, 304 pages.

Deemed "the dean of leadership gurus" by Forbes magazine, Warren Bennis has for years persuasively argued that leaders are not born--they are made. Delving into the qualities that define leadership, the people who exemplify it, and the strategies that anyone can apply to achieve it, his classic work *On Becoming a Leader* has served as a source of essential insight for countless readers. In a world increasingly defined by turbulence and uncertainty, the call to leadership is more urgent than ever. Featuring a provocative new introduction, this new edition will inspire a fresh generation of potential leaders to excellence.

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