

charge and designates which survivors will shift to the ALC.

Step 4. TOC survivors take the following actions before leaving the TOC site:

- Secure KYK-13, KYK-15, DMD, CEOs, and RC-292 antennas.
- Zero all KYK-57 devices and switch radio frequencies on battle damaged M577 command post vehicles.
- Burn VFMED tapes and destroy remaining VFMED elements if the fire support element (FSE) M577 is damaged or destroyed.
- Secure operations map, intelligence overlays, and fire support overlays.
- Load casualties, equipment, and survivors on any vehicles that are left. Establish a casualty collection point for the wounded who cannot be loaded on the surviving vehicles. The most seriously wounded soldiers are evacuated first.
- Destroy remaining equipment.

Step 5. TOC survivors move to the ALC. Immediately upon their arrival, casualties are taken to the task force aid

station. The task force executive officer (XO) (or the task force S-4 if the XO is not available) supervises the ALC's transition to the TOC. He directs the following actions:

- The surviving TOC personnel are updated on the current situation by the ALC shift NCO in charge. Information displays are moved into the ALC, and operations, intelligence, and fire support information is updated.
- Radio platforms in the ALC M577 are reconfigured to operate in the task force command, brigade O/I, and division air defense early warning nets. The brigade command and fire direction nets are monitored from the task force XO's HMMWV or M151. The task force command and A/L nets are monitored from the task force S-4's HMMWV or M151. The brigade A/I net is monitored from the task force radio-teletypewriter located in the combat trains.
- The senior TOC survivor submits a detailed loss report to the task force S-1 and S-4.

Step 6. The TOC and ALC prepare to

move if required to do so. Movement configurations are dependent upon the number of surviving vehicles from the TOC. When the TOC moves, the task force S-4 remains as officer in charge of the task force combat trains and operates the ALC from his HMMWV or M151.

By constantly practicing proper TOC procedures, a unit may eliminate the need for a guide such as this. But the speed with which soldiers can perform the above steps in the event of TOC neutralization may make the difference between the success and the failure of the current operation. TOC and ALC personnel should therefore be trained to perform these steps and to perform them under differing visibility and NBC conditions.

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Squad Competitions

CAPTAIN KENT W. EISELE

Squad competitions are an effective way to motivate soldiers to do their best. They instill a winning spirit in soldiers, challenge squad leaders, build cohesion, and raise overall unit readiness. Commanders can use squad competitions in virtually all aspects of training. For the best results, however, this kind of training must be planned and conducted carefully.

Platoon leaders and company commanders may find the following advice helpful:

Maintain minimum individual stan-

dards. Do not forget that competitions should raise the standards of both the squad and the individual soldier above the set minimum. Do not allow a strong squad to compensate for a soldier who does not meet the minimum standard, but see that the other members train him to the standard.

An effective technique is to include in the rules the stipulation that one "no-go" will knock the entire squad out of a competition. A soldier who fails to qualify with his weapon, for example, will disqualify his squad for a marksmanship

competition even if the squad has the highest average score. Knowing that the squad members pass or fail together encourages the stronger soldiers to help train the weaker ones.

Give the squad leaders an opportunity to train their own squads. If you hold your squad leaders accountable for the training of their squads through the use of squad competitions, then you must give those same squad leaders a chance to train their squads themselves. For example, if a squad physical training competition is to be effective, the squad



leader must be able to conduct his squad's PT. If all physical training is run at company level by the first sergeant, any squad competition will be detrimental, since the squad leaders will be evaluated on training given by someone else.

Do not allow stacked squads. The desire to win may tempt some platoon leaders and platoon sergeants to tailor their squads differently for each competition, but this should not be allowed. Machine-gun teams and radio-telephone operators should be attached to the same squads for each competition.

Keep evaluations and competitions as objective as possible. Ensure that all the squad leaders know what the minimum standards are, what will disqualify their squads, and exactly how the winning squad will be chosen. Some evaluations, such as squad ARTEPs, naturally involve subjective judgements, but make every effort to reduce subjectivity as much as possible. For example, during squad ARTEPs, have one evaluator watch all the squads conduct a defense, another evaluator watch all squads conduct an ambush, and so on, instead of

having different evaluators grade the same task for different squads.

Try to pick a winner without picking losers. Obviously, the best squad is the winner, but if all the squads can attain your established minimum standards, there need not be any losers. Impress this fact on your squad leaders.

Try to "spread the wealth." Squad competitions can be a double-edged sword. If the same squad wins every competition, the rest of the company may give up trying. Evaluations must be objective and fair. Make competitions diverse enough that each squad can compete in its own area of strength. Ideally, the ultimate goal is to have a different squad win each competition, giving each squad "bragging rights" in specific areas.

Establish suitable rewards for winning. There must be an incentive for the squads to do well, because all squad competitions by nature are evaluations. Squad leaders will realize this fact and put more effort into their squads' training, since their squads' performance is generally a reflection of their own leadership. Re-

wards should extend down to the individual level and should include the entire squad. Make sure the soldiers understand that their rewards are primarily for their unit cohesion. Possible rewards include battalion certificates of achievement, letters of commendation, trophies, passes, exemptions from the duty roster, and public recognition. Publish in advance the rewards the winning squad will receive.

Consider posting scores publicly. Whether or not to publicize a competition's results depends upon the competition. For example, post PT scores, which are public knowledge, but not SQT scores, which are confidential. Be careful when posting scores because there is great potential for embarrassing both soldiers and leaders.

Form an "old man" squad. When applicable, combine the commander, executive officer, first sergeant, platoon leaders, and platoon sergeants into an "old man" squad. Your soldiers will enjoy competing directly with the company's leaders, as they rarely get a chance to do so.

Do not get carried away. If you conduct too many squad competitions, they will lose their effectiveness. They can develop squad cohesion but destroy platoon and company cohesion. There is a fine line between healthy competition conducted periodically and unhealthy pressure from incessant evaluations.

Squad competitions can be effective in virtually all types of training. The following are some suggestions with criteria for winners:

- Physical training—Highest average APFT scores.
- M16 marksmanship—Highest average qualification score.
- NBC—Highest score on individual and team tasks.
- Squad ARTEP—Highest score.
- Soldier knowledge—General orders, code of conduct, and so on.
- Athletics—Company organization day olympics.
- Combined marksmanship—Highest combined score on Bradley gunnery, M60, .45 caliber, M203, and SAW.
- Road march—First squad in with all soldiers.

Squad competitions offer many posi-

tive benefits. They raise soldiers to their highest levels of performance; in a competition, merely meeting the Army standard will not ensure winning. Instead, a competition pushes each soldier to his limit in support of his squad's overall effort. In this way, a squad competition builds squad unit cohesion since all

members strive toward the group goal of winning.

Competitions cause squad leaders to get totally involved in their squads' training, which raises the readiness of the entire unit. Most important, squad competitions develop in soldiers the aggressive winning spirit that is essential in

combat, and combat is the ultimate competition.

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Traveling Overwatch

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The tactical doctrine of the U.S. Army states that there are three types of platoon movement techniques—traveling, traveling overwatch, and bounding overwatch. The traveling technique is used when speed of movement is desired and contact with the enemy is not likely. The traveling overwatch technique is used when contact with the enemy is possible. The bounding overwatch is used when contact with the enemy is expected, or when the platoon is crossing a danger area. The most commonly used—and abused—of the three is the traveling overwatch.

Often when an infantry platoon is using the traveling technique in moving through wooded or thick vegetation or rough terrain, the platoon leader feels he cannot sufficiently control the movement and also maintain the proper interval between the lead squad and the main body of the platoon. He therefore shortens the interval between the two elements, changing from traveling overwatch to the traveling technique. By doing this, however, he sacrifices security for control. During a chance contact with the enemy, the main body is now far more likely to be initially engaged, and this will limit its freedom to maneuver.

The purpose of the traveling overwatch is to make contact with the enemy with only the lead squad being decisive-

ly engaged. This requires an interval of at least 50 to 100 meters between the lead squad and the main body of the platoon, and an even greater interval in open terrain. This interval allows the main body of the platoon to maneuver



and flank the enemy with maximum firepower upon contact.

By observing the proper interval during movement, the platoon also increases its security by maintaining its freedom to maneuver. Control during movement is maintained through proper planning, navigational techniques, and the use of halts.

During planning for the movement, the navigator for each of the platoon elements must make sure his route is exactly the same as that of his counterparts. Azimuths, distances, terrain features, rally points, and route checkpoints must all be planned for and known by each navigator. Aids such as navigation sheets could be helpful, and duplicate sheets could be used for the guidance of both the lead squad and the main body of the platoon. (See Swap Shop item on navigation sheets by Captain Karl A. Miller in *INFANTRY*, November-December 1986, page 11.)

The use of halts during movement is important in keeping the lead squad and the main body from losing sight of each other. If halts are scheduled every 300 to 500 meters, depending upon the terrain, movement can be easily controlled. These halts may be pre-designated at rally points, route checkpoints, or listening halts.

Halts can also be used when the lead squad encounters a danger area or an obstacle that may require a change of route. At these halts the lead squad stops and waits for the main body to approach close enough to pass hand and arm signals. Danger areas, rally points, the signal to rally key leaders, and the like, are communicated between the elements. Any route changes or actions to be taken by the platoon should be discussed here.