



Commandant's NOTE

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INFANTRY TRAINING STRATEGIES

As we watch our units deploying to Saudi Arabia, we are witnessing what General John W. Foss, *Commander of the U.S. Army Training and Doctrine Command*, calls the base case of our deployable Army. With the increased emphasis on contingency operations, the Infantry's ability to deploy and to employ the appropriate mix of special, light, and heavy forces will take on increased importance.

Operation DESERT SHIELD reemphasizes the importance of our units training as they will fight. We must see that the training these forces get is doctrinally correct and performance oriented with measurable standards. Most significantly, we must put our effort into training to a high standard those critical tasks and skills that will ensure success on the battlefield.

Unit training plans for the future total Infantry force—Active Army and Reserve Components—will be affected by a reduced level of resources (personnel as well as materiel), and the units will have to rely more on training aids, devices, simulators, and simulations. To do this right, we in the Infantry community must develop training strategies that will ensure the highest payoff—combat readiness—and then push to have these strategies receive an appropriate emphasis in the Army's future budget and POM plans.

The Infantry School is presently taking a two-pronged approach to assist units in the field with their training efforts. In one, the School is developing strategies for our weapon systems, both present and future. In the other, the School is developing unit training strategies (collectively re-

ferred to as the Infantry Combined Arms Training Strategy) that lay out descriptive training programs.

The weapon system strategies address small arms, mortars, hand-held high explosive antitank systems, TOWs, Dragons, and Bradley fighting vehicles. These strategies are intended to achieve a specified outcome: To produce units that are trained to win on a battlefield. They include the training documents, doctrine, institutional and unit training requirements, and training resources needed to achieve and sustain the desired outcome. The strategies examine the tactical, technical, and leadership skills required for individual, leader, crew, and collective training proficiency, and they ensure that all the training is linked both horizontally and vertically.

The unit training strategies, which are tailored to meet Infantry unit TOE differences, include the recommended annual training frequency, ammunition requirements, current and required training aids and simulations to support training, OPTEMPO costs, and current and required ranges and training areas. These documents lay out descriptive annual training programs that are integrated both by echelon—individual through battalion level—and by training event—for both maneuver and gunnery or live fire training—to include a combat training center rotation. In addition, these are living documents that have potential for charting a course for the Infantry to follow to achieve combat readiness.

Through this two-pronged approach, we hope to achieve the following goals:

- Identify a logical, efficient, and descriptive ap-

proach to training as we enter a period of a shrinking Infantry force and constrained resources.

- Identify any gaps in a training strategy for resolution by the Infantry School.

- Improve leader development training so that we can better prepare leaders for the field through resident and non-resident instruction.

- Identify shortcomings and potential gaps in a strategy and analyze them so as to develop potential solutions.

- Tie in the Infantry force training program with the techniques and procedures in Field Manual 25-101.

- Provide the Infantry with an azimuth to the future by arranging in an order of priority funding for OPTEMPO, ammunition, training aids and devices, simulations and simulators, ranges, and training areas.

- Improve the ability of unit commanders to train and sustain a combat ready force.

Basic to the success of the Infantry Combined Arms Training Strategy is the desire of each Infantry leader to develop himself and his unit to the high-

est possible standards of tactical proficiency. Good tactics are learned—learned through individual study, thought, and practice. Our doctrine is sound, but no better than those who will implement it. Our training literature is carefully prepared and tested, but it is only as good as the men who read and use it. The officer and noncommissioned officer who would be a winner in combat must make a large personal investment in his own professional expertise.

Our training devices, engagement simulation systems, evaluation programs, and increased emphasis on "hands on" training, backed by a substantive, usable body of training literature, give today's Infantryman a great training advantage over his predecessors.

The continued development of these devices, systems, and programs should provide the Infantryman of the future with every combat preparation he requires except courage. We do not envision any scientific substitute for that essential ingredient of the successful soldier, but then, the United States Infantryman has never really needed one.

