accurate route finding and better communications.

• When climbers are conducting a rescue, it may be possible to illuminate the climbing area with a searchlight located some distance from the area. In this case, a ground observer may help the climbers by communicating route corrections to them. Radio communication can certainly facilitate this process. In a tactical climb, the belayer and the climber may relay simple signals through prearranged tugs on the rope, although a radio may be necessary to ensure there are communications between the climbing team and the rest of the unit.

Conducting a tactical night climb is one of the most demanding military mountaineering skills. Its success depends on skilled climbers who properly prepare their route and their equipment, and who execute the climb with close attention to each move.

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Profile Physical Training

CAPTAIN GEOFFREY N. BLAKE

Physical training in an infantry unit is a daily routine that normally emphasizes aerobic conditioning (distance running, interval training, aerobics) and anaerobic exercises (pushups, situps, weight lifting, and the like). In other words, these programs are usually planned specifically for soldiers who are physically fit. Unfortunately, there is no program for those soldiers who have limiting medical profiles and cannot participate in either aerobic or anaerobic exercises.

Whether a soldier has a temporary or a permanent limiting medical profile, his unit is responsible for seeing that he maintains a level of physical fitness that will enable him to perform his full duties, or those duties he can perform, if his unit should be deployed. More important, the prescribed physical fitness program should assist in his rehabilitation. This is a challenge for the master fitness trainer and for the company commander.

A physical training program of this kind should be designed to produce and sustain an acceptable level of fitness for a soldier who has a limiting medical profile. The specific training objectives should focus on the development of alternative events that will exercise the parts of the body that are not injured and sustain their strength and endurance.

The master fitness trainer, along with the unit physician's assistant, should

consider each soldier in terms of his profile. Once they have reviewed and verified a soldier's medical profile, they must design an individual workout program on the basis of the soldier's current level of fitness and the alternative events that can be conducted for the particular limiting medical profile in accordance with Field Manual 21-20, Chapter 6, Figure 11-6. For example, alternative aerobic events that work well are swimming and stationary bicycling. Anaerobic events should be chosen carefully and monitored closely. The medical officer who grants a limiting medical profile should be precise as to what anaerobic events a soldier can and cannot do.

A soldier who is coming off a limiting profile still needs time to work on his body parts that have not been exercised for a while. He should be worked back into the regular physical training routine as quickly as possible, but he should also be given an opportunity to recover completely from his injury during special physical training periods.

For such a program to work, physical fitness training must be conducted in accordance with the field manual. Leaders must ensure that their subordinate leaders give all soldiers positive counseling to establish their fitness goals, performance objectives, and techniques for sustaining or improving

their individual fitness levels.

In addition, before conducting any physical fitness activities, leaders must make sure appropriate safety precautions have been taken to prevent further injury to soldiers who have limiting medical profiles. The master fitness trainer should be appointed to supervise the program to ensure that these soldiers do not violate their profiles and that the commander's physical training objectives are met.

Profile physical training should be aggressive; it should not lead soldiers to think that a medical profile is a way out of PT. Soldiers on such profiles, while resting injured muscles or joints, should still be able to increase their cardiovascular endurance and strengthen their uninjured muscles. This type of program not only provides goals for individual soldiers who have profiles but also allows a company commander to continue training to meet his unit's physical fitness goals.

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Task Force Logistics

CAPTAIN JOHN L. TOMPKINS

As a new battalion task force S-4, either Infantry or Armor, you will find supporting and sustaining a combined arms task force (TF) in a field environment a real challenge. It will also be a challenge for the new battalion task force executive officers (XOs) and support platoon leaders you may be working with.

I would like to share some lessons that I learned while serving as an assistant brigade S-4 and as a battalion task force S-4. These lessons, however, are as much a result of evaluations of my trains by other battalion S-4s as they are of my own experience. In addition, NCOs in the unit's low-density MOSs were often able to give me good nuts-and-bolts answers to questions about areas that are foreign to most infantry officers — particularly when they arrive in the logistics world fresh from line companies or S-3 shops.

My intent is to provide you with a consolidated source of ideas for tactical level sustainment that is oriented toward the support of a combined arms task force in a field environment. This is by no means an all-inclusive list of *dos* and *don'ts*. It is intended to present ideas that will point you in the right direction and also give infantry and armor logistics professionals some ways of getting things done for cross-attached companies of the opposite branch.

First, I assume you have a firm grasp of what logistics people are supposed to do and how they operate at the various organizational levels from company through division. If you don't, dig out FM 100-5 and read Chapter 4; then go to the support operations office at your forward support battalion (FSB) to read and discuss their SOP and their relationship with the main support battalion (MSB). You will need all of this information if you want to plan your support operations realistically. In short, be sure you know where your supplies come from and how long it takes to fill requests before you set any suspenses or make any promises.

The task force I served in consisted of two M113-equipped mechanized infantry companies, two M60A3-equipped armor companies, one M901-equipped antitank company, and a standard J-Series headquarters and headquarters company. This task force was permanently cross-attached for garrison and field operations.

The following is a list of things S-4s should consider (by class of supply), along with some common problems and proposed solutions:

Class I. The most important thing to consider in this area is the number of people assigned to different types of companies — specifically, armor platoons have 16 soldiers, infantry platoons have 35 when they are at full strength. These numbers are most important to your mess NCO when you have to give him a breakdown of LRP (logistic release point) information. The biggest problem in this area is last-minute cross-attachments that may leave an infantry company with 20 extra meals or an armor company with 20 hungry infantry soldiers.

The solution is simple. First, it is unrealistic to expect the S-3 to be able to give you a firm task organization by the time your mess team needs them to make company breaks. Things change too often. Always use platoon breakdowns. This system takes more equipment and may require larger KP details, but it allows company breakdowns to be adjusted right up to the LRP by having first sergeants trade a couple of mermite cans. This flexibility is invaluable and well worth the extra work in the field trains.

(You can solve the equipment problem by requiring the attached units to