

the hooks and lines, and the way they are carried by the infantry or the tanks. Carrying the explosives on the tank can be dangerous, and they are hard to get to when needed. Also, the infantrymen must know how wide the lane must be and how to mark it so the tank's crew can see it while the hatch is closed. Several infrared chemical lights or a specific color of smoke may be used as markers. If the infantrymen know how to connect the tow line properly, the tank can easily pull out a triple-strand wire obstacle.

DRILL: When the obstacle is detected, the tanks are brought forward as close as possible into overwatch positions. An initial burst of smoke is used to draw enemy fire (as in the first drill), and the tank often destroys or suppresses the enemy soldiers covering the obstacle. The rear element of the infantry squad quickly unpacks the pre-set charges and brings them forward. The infantry leader then selects a breach point that is wide enough for the tanks to maneuver through. At his command, the tanks can secure the breach point and obscure it while the infantry soldiers set the charges on the mines. Once the charges are blown, more smoke may be required

while the tow line is connected from the wire to the nearest tank. As the tank withdraws rapidly, it easily pulls the wire apart, and a squad or fire team rushes through the gap to secure and mark the far side. Still more smoke may be required from the infantry to cover these operations. (Time: Five to eight minutes.)

Street Movement (Figure 2). Often in an urban environment, an enemy sniper or team can infiltrate to the rear of advancing friendly forces, causing a great deal of confusion and numerous casualties in the follow-on units. Because these teams usually carry only small arms that cannot penetrate the skirts of the M1A1, the tank can be used to guard the advance of the follow-on squads moving forward along a previously secured route that is now jeopardized by the enemy counterattack. In addition, in urban warfare every infantry unit must conserve or replenish its supply of smoke, which can be depleted in one or two street crossings.

DRILL: The infantry squad identifies the general direction of the enemy and takes cover. The squad leader then calls the tank up into position between his element and the enemy. The squad leader

clears the tank to engage any enemy at will as it slowly moves down the street parallel to the infantry's axis of advance. The infantry can then move from building to building in a crouch or high-crawl without smoke, provided they directly parallel the route of the tank. The tank's movement is best coordinated by radio from the infantry squad leader. A tank can cover one squad at a time.

Although these four drills were used with M1A1 tanks in the Berlin exercise, they could be just as effective with infantry fighting vehicles or any armor system that has coaxial weapons and thermal sights. Most of these drills can also be used in a mobile defense or a counterattack.

The effects of armor and infantry together proved very useful at the small-unit level in urban terrain and with combined arms rehearsals, the battle drills can be effective techniques for rapidly defeating an enemy.

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Physical Fitness In the Reserve Components

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The readiness of any unit begins with the physical fitness of the individual soldiers and their leaders. Army National Guard and Army Reserve units have always struggled to establish programs that encourage soldiers to maintain their physical fitness through individual, voluntary physical fitness activities. The goal of such programs is for the sol-

diers to meet the standards set forth in FM 21-20, *Physical Fitness Training*, and to pass the Army Physical Fitness Test (APFT) each year.

But a meaningful physical fitness program cannot be executed in just the two days a month during a drill period. Commanders and leaders must therefore emphasize to their soldiers the importance

of establishing their own personal fitness programs and working at them throughout the month.

There are many ways to motivate soldiers to develop such programs: Some trainers insist that positive reinforcement is the best way. Others say that education will change attitudes. Still others take the old-fashioned approach that the carrot

and the stick together can work wonders.

One thing we know for sure, however, is that attitudes are not easy to change. Telling a soldier he stands a 75-percent chance of dying from a heart attack if he does not begin an exercise program may cause him concern, but it does not always change his attitude about exercise. Such incentives as medals and patches work well with some soldiers but not at all for others. Some respond to the threat of punishment or of being discharged, and still others respond to a challenge. Whatever the approach, it must take motivation into account, using a mixture of positive and negative incentives.

Personal commitment to physical fitness develops in three stages: In the first

stage, the motivators are external—they include knowledge of and actual positive changes in body weight and fat, release of tension or stress, reduced blood pressure, improved cardiovascular health, and increased stamina. In the second stage, the motivators are personal—knowledge of and actual positive changes in body weight and fat, release of tension or stress, reduced blood pressure, improved cardiovascular health, and increased strength. In the third stage, the motivation is pleasure—the psychological enjoyment of the habit of training, and the soldier is motivated to do regular physical training, primarily because he enjoys what it does for him and because he realizes the many health benefits.

At this point, a soldier is truly a self-

starter and can be expected to sustain his physical fitness with little supervision.

Here are some additional ideas that have helped in these three areas for units of the Florida National Guard, when used along with FM 21-20:

First Stage. The external motivators in the first stage include incentives and awards. Soldiers who perform exceptionally well on the APFT or who significantly improve their scores on consecutive tests should be commended for their performance. National Guard and Active Army medals, as well as certificates of achievement, can be used for this purpose.

The incentives include the Adjutant General Physical Fitness Excellence Gold/Silver/Blue Award. The gold is awarded to soldiers who score more than 300, the silver to those who score 290-299, and the blue to those who score 270-289. The gold and silver awards include personal letters from the Adjutant General as well as the coveted Physical Fitness Excellence Patch. A unit can obtain these awards simply by forwarding the soldiers' score cards to the headquarters. Units can also award T-shirts or hats as additional incentives. Awards should always be presented in formation.

Negative incentives are also used. On a soldier's first failure to pass an APFT, flagging actions (DA Forms 268) are taken to prevent promotion, reenlistment or extension, transfer, or bonus. The soldier must be counseled using DA Form 4856. He is then given six months and adequate assistance to prepare for and pass the APFT retest. On second failure, he is separated from the service.

Second Stage. In the second stage, soldiers are educated on why and how to develop individual, voluntary physical fitness programs.

The *why* can easily be answered, both for the soldiers personally and for their unit. Soldiers must know that physical fitness will help them work with vigor and pleasure, without undue fatigue, with energy left over for enjoying hobbies and recreational activities, and for meeting unforeseen challenges. The demands they could face on the modern battlefield require a greater degree of fitness. From a personal standpoint, we know that the



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better a soldier's physical condition the fewer his chances of developing cardiovascular disease.

The *how* is also easy to explain. Training sessions need to be conducted at unit level to educate soldiers on a variety of subjects. Although these classes need not be taught by experts, Master Fitness Trainers are available, and so are civilian professionals—local teachers and doctors or representatives of the American Heart and Lung Association. But responsible unit leaders also do well at conducting these classes and will themselves become experts in time.

The subjects taught should include the correct way to train, individual fitness programs, APFT requirements and standards, specific guidance on improving APFT scores, cardiorespiratory fitness, nutrition and dietary guidelines, weight control, and tobacco cessation.

Guidance is also available in the following references:

- AR 350-15, *The Army Physical Fitness Program*.
- AR 600-15, *Army Health Promotion*.
- DA Pam 350-15, *Commanders Handbook on Fitness*.
- DA Pam 350-18, *Individual Handbook on Fitness*.
- DA Pam 350-21, *Family Fitness Handbook*.

- DA Pam 350-22, *You and the APFT*.
- Applicable Army National Guard and Army Reserve directives.

Third Stage. From the first and second stages comes the psychological enjoy-

ment of the training. The soldiers are motivated and involved in regular physical fitness programs.



ment of the training. The soldiers are motivated and involved in regular physical fitness programs.

It is important to note, however, that

we all need reinforcement from time to time. And with the constant turnover rates and the ever-present need for reinforcement, these training programs should be continuous.

In the past five years, we have seen an increased interest in fitness, and along with it the introduction of dozens of physical training programs and concepts. We have also witnessed the loss of many soldiers who were not physically fit. If you ask ten different people what is the best way to improve your soldiers' level of fitness, you will probably get ten different answers. Until "The Best Way" is identified, if a system works for you and your soldiers, and if they can see and feel the benefits, keep using it.

The information provided here is currently taught at the Master Fitness Trainers Course at Fort Benning, Georgia. It is the most studied, tested, and proved physical fitness information the Army has made available.

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