

familiar to everyone present.

**Rehearsals and briefbacks.** Unit rehearsals and briefbacks are important in every phase of the training. The following are some specific rehearsal and briefback techniques:

The "Human Chess Set" rehearsal is a great opportunity to practice the command and control measures a battalion, company, or platoon will use during operations. On a well-marked parade field, key leaders, support element leaders, staff leaders (such as the tactical operations center and NCOs in charge of the trains), and radio telephone operators can walk from the intermediate staging base through the assembly area across the line of departure and on to the intermediate and final objectives. This kind of rehearsal is easy to standardize and should be included in every tactical standing operating procedure. The leaders and critical communicators at unit level can quickly synchronize an operation during a short practice period.

Before any collective exercise, squads and platoons should also conduct rehearsals (usually actions on an objective or drills) directed at specific training shortcomings. The rehearsals start with a leader talk-through, followed by members of the unit moving through each phase of the

drill or operation at slow speed. The pace of the rehearsal then increases as the unit again runs through it this time at combat speed. This rehearsal should be echeloned to allow for successful completion of the task at team, squad, and platoon levels.

Unit briefbacks serve as a verbal rehearsal of sorts. These should occur with all key leaders at the start of any operational planning phase in training or war. This important leader task can follow a specified format that mirrors the estimate process and reflects the specific needs of a unit. Commanders should conduct a briefback exercise at every available planning opportunity and institutionalize the procedure so that each key unit leader is also present for the briefback of a flanking or supporting unit. Again, this forum allows for a common operational understanding between units and adds to the overall unit training effect.

Putting the entire training process together warrants some discussion. The proper assessment, evaluation, planning, and preparation set the conditions for a successful training event. The notion of multi-echelon training, or the training of different tasks at different levels, becomes reality in the preparation and execution phases of training. The key to this

success is operating under a variety of tough conditions, with continual repetition.

Units can plan to operate day or night during hot, wet, or cold periods and under conditions of poor communications. A unit that can perform basic tasks well in all of these conditions will be successful in combat. The success of a unit training under difficult conditions helps foster trust and confidence between seniors and their subordinates, allay fears of the unknown, and establish a foundation or training legacy that the organization can perpetuate.

As leaders, we are fundamentally responsible for training our units for war. Any hope of success requires our commitment to a set of principles and practices that guides our approach. I offer these thoughts in the hope that they may help leaders and units be even better than they already are.

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# Marksanship Training

## A Better Way

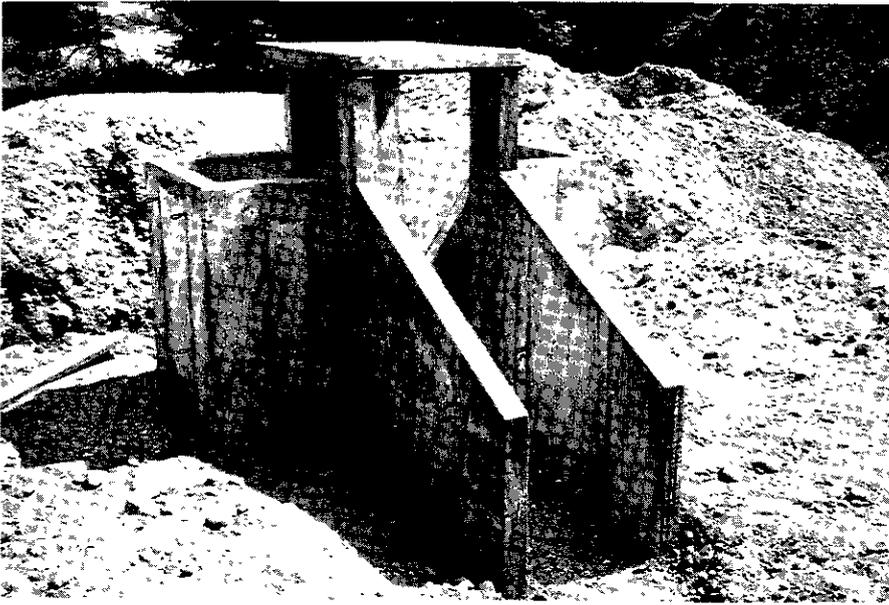
MAJOR MICHAEL C. OKITA

As the United States Army continues to reshape itself for the 21st century, "train as you fight" is still a common theme in units. In this era of change, leaders and soldiers are challenged to train creatively, always searching for innovative ways to make the most of the

available resources and still operate under the most realistic combat conditions.

Recently, a simple but progressive concept of marksmanship training was introduced at Fort Lewis, Washington. This concept ties the individual soldier task of engaging targets with an M16 ri-

file (STP 21-1—SMCT, *Soldier's Manual of Common Tasks*, task 071-311-2007) to a requirement for him to engage targets from a fully prepared fighting position. Although the task does not include the construction of the fighting position, it does include the ability to detect, en-



Concrete fighting position measures 30 inches deep, 72 inches wide, and 54 inches high (66 inches high at point of overhead cover).



Each position is surveyed into place, and dirt is filled in around it.

gage, and destroy or disable a target. One might conclude, then, that the ability to do so “under combat conditions” or “from a fighting position” is an implied subtask.

With this concept in mind, planners at Fort Lewis made design changes to one of the installation’s M16 marksmanship ranges as part of the post’s facilities modernization program. The changes included erecting concrete fighting positions instead of the traditional round concrete sewer pipes. These individual positions place the marksmen in conditions

comparable to those found while fighting in the defense.

The positions meet the requirements outlined in Field Manual 7-8, *Infantry Rifle Platoon and Squad*. The interior measurements are 30 inches deep, 72 inches wide, and 54 inches high, and each has rear entry access and overhead cover. (At the point of overhead cover, the height is 66 inches.)

For durability, the construction materials include four inches of poured concrete reinforced with #4 reinforcing rods. Each position is surveyed into place to ensure

orderly appearance and correct distance to targets. Dirt is filled in around the concrete structure to give the position depth and protection. Camouflage—sandbags, vegetation—may be added.

Selectively incorporating this concrete fighting position into key ranges, as Fort Lewis did during renovation of its modified record fire (MRF) range, is a highly efficient and cost-effective way to improve marksmanship training. For example, when fully operational the range provides target arrays for rifle qualification, field fire, night, and NBC

(nuclear, biological, chemical) fire to the standards of FM 23-9, *Rifle Marksmanship*, and of STRAC (Standards in Training Commission). The downrange enhanced remote target system (E-RETS)—complete with target lifters, flash simulators, and immediate scoring printouts—further complement the range setup and the overall training program.

Since money is a primary concern during any modernization effort, planners must consider the number of ranges to be upgraded. For instance, it may be more cost effective to continue conducting zero firing from the open cylindrical concrete pipes currently found on most Army ranges. As the firers' confidence and competence grow, they can progress to the more advanced ranges—M16 qualification, field fire, or MRF ranges. When

equipped with concrete firing positions, these ranges offer more comprehensive combat conditions and give the marksmen a more realistic target engagement experience.

Training planners can further reinforce the need to commit resources to range improvements of this type by asking themselves two questions: Is there a need to engage targets as we might in combat? and When was the last time our soldiers participated in live fire training from fully prepared fighting positions? If the answers to these questions indicate a training deficiency, planners should consider introducing concrete firing positions into their marksmanship programs as quickly as possible.

If one or more ranges on each installation can be outfitted with these posi-

tions, every unit—from combat to combat service support, Active Army to Army Reserve and National Guard—can improve its individual marksmanship skills and, more important, its combat readiness.

Anyone who would like additional information on the range modification and the concrete fighting position at Fort Lewis may call Del Larson, Deputy Range Officer, DSN 357-6361 or commercial (206) 967-6361.

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# Escape and Evasion Training

CAPTAIN JOHN S. ZACHAU

There are several situations in which infantrymen may need to know and use escape and evasion techniques: a change in the enemy situation, being in a downed aircraft during an air assault, or being captured in combat. Unfortunately, not everyone can attend the Survival, Evasion, Resistance, and Escape (SERE) Course taught at Fort Bragg. As an alternative, I would like to offer some points on escape and evasion training and some general training information that I used in the 7th Infantry Division (Light), along with a sample course that can be set up at company level.

A unit's planning for escape and evasion contingencies in any operation depends upon the leader's estimate of the situation. If he is conducting an air assault or a reconnaissance mission in which soldiers are to be inserted deep in

enemy territory, he needs to develop an escape and evasion plan and include it in his operations order. The plan should include criteria for continuing the mission, a plan for linking up with other soldiers on the mission, movement, method of exfiltration, routes out of enemy territory, a point of rendezvous with friendly forces, and the equipment that should be carried.

Escape and evasion training should emphasize stamina and endurance, expedient navigation techniques, medical skills, hand-to-hand-combat skills, evasion techniques, and tracking skills.

Since only a limited amount of time can be allocated to survival training, it is important for the trainer to look at Field Manuals 21-76, *Survival*; 7-85, *Ranger Operations*; 21-75, *Combat Soldier Skills*; and 21-150, *Combatives*. All of

these manuals contain important escape and evasion skills and techniques from which a leader can choose the ones that apply to his unit.

The sample training program lasts 48 to 72 hours. The first day consists of nine one-hour blocks of instruction. I used the three platoon leaders, the three platoon sergeants, the executive officer, and the first sergeant—a total of eight trainers—but the noncommissioned officers in a company headquarters platoon can also be used. This allows the line squads to remain intact and the training event to be a team-building exercise geared to squad level. About 20 opposing force (OPFOR) members are needed. This can be an external force or can be formed from the headquarters platoon.

All the personnel involved in the training are equipped with MILES (multiple