ingful to the USAR leaders, because those evaluations are their own, as opposed to external evaluations. More important, the plan allows the AC cadre to coach without the communication problems that resulted from their previous role as evaluators.

In addition to bringing about the simplification of coordination and planning, the PRO-Train concept also limits the specialization of RC units by forcing them to conduct displacements throughout the OSUT cycle. The AC PRO-Train cadre cannot conduct OSUT alone. The USAR training divisions are committed to back-to-back displacements for the entire cycle without any gaps, and there are too many different rotations and too few units to allow the same specialization that existed when USAR units shopped around for displacements. Since the USAR training division is aligned with one company and committed to training entire OSUT cycles, all of their displacement opportunities are at Fort Benning's Infantry Training Brigade.

The significant improvement in the quality of planning and execution for displacement missions has resulted in better training opportunities for RC cadres. Most of the shortcomings identified with the various types of displacements have been either eliminated or significantly reduced.

The PRO-Train concept has also resulted in a marked improvement in the planning and conduct of both the displacements and the training conducted by the RC cadre. With subsequent USAR displacement missions to the same PRO-Train company, the real advantages of the concept should become even more apparent. The AC PRO-Train cadre should also develop as better coaches and mentors as the unit adapts its policies and procedures to better meet the mission requirements.

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In the environment of a shrinking Active Army force, the readiness of USAR training units to mobilize and produce trained infantrymen is critically important. The Echo Company PRO-Train concept marks a significant change in the way AC and RC units work to ensure that the total Army is prepared. This concept improves training and readiness and does so with an economy of personnel and resources. Hopefully, the Army will study this program and apply it to the training of other USAR training units to the benefit of the total force.

Captain Ron Kinser commanded an OSUT company and a PRO-Train company in the 2d Battalion, 58th Infantry, U.S. Army Infantry Training Brigade. He previously served as a senior platoon trainer for the Infantry Officer Basic Course. He is a 1986 ROTC graduate of Kansas State University and is now pursuing a master's degree at Indiana University.

Deception Objectives
Scarecrows, Puppets, and Mannequins

CAPTAIN ROBERT A. ALBINO

Imagine a group of soldiers faithfully executing their duties, standing firm under heavy fire without flinching. These soldiers are dummies, a ruse or trick of war called a *display,* intended to divert the enemy's attention and action away from the real soldiers.

The action, in this case, is the enemy's fire and maneuver. With the enemy maneuver based on intelligence gathered from the dummy displays, you can be well on your way to a tactical victory. In this case, the dummy troops help create a believable deception story for the enemy that leads him to an incorrect estimate of the situation. This faulty estimate, in turn, leads him to make a bad decision and implement a course of action that you want him to try. This is the *deception objective.* A simple example would be to place dummy troops where you are weak to trick the enemy into attacking where you are actually strong.

Another deception objective might be to cause the enemy to waste scarce resources reacting to your deception story, which could allow you to win a logistical victory. For example, you could occupy a remote position with

dummies made of old uniforms and—from a safe distance—watch the enemy lob artillery shells at it.

Dummies can also give you a chance to win a psychological victory; the fact that dummies seldom fall down after taking a few bullets can create nightmarish fantasies in the mind of the enemy. After taking careful aim at a dummy and firing, an enemy soldier will first think he has missed. After a few more shots, he may begin to doubt his marksmanship skills or the accuracy of his weapon and to admire the bravery of this unmoving American soldier. If he's sure his bullet has hit, he will wonder if this American soldier is wearing some sort of new and improved protective vest. Or he may imagine that his target is really some sort of futuristic Ultimate Soldier, impervious to bullets.

The enemy soldier will soon figure out that his target is really a dummy, but this won't really put his mind at ease. Not only will he be frustrated because he has wasted time and ammunition shooting at a dummy, but he will also wonder how many real soldiers his muzzle flash, smoke, and noise may have alerted to his exact location. He may also wonder what else has happened while his attention was on the dummy.

Even after the enemy soldier figures out the true identity of the dummy, that does not mean that he and his peers cannot be fooled again. They will still have to divert precious time, and perhaps ammunition, to finding out whether the next dummy is real.

Types of Dummies

In the near future, industry will no doubt mass-produce more sophisticated dummies—perhaps a dummy-in-a-can that inflates rapidly with compressed air, or an inflatable dummy with a glue type compound that hardens so a bullet won't deflate it. Until such devices are available, though, the scarecrow is a good solution.

The design for a scarecrow is simple, and the materials for its construction are readily available. Even the most Spartan of unit packing lists contains a spare battle dress uniform (BDU), and nature provides the rest of the materials—sticks for the frame, legs, arms, neck and head, and even the fake rifle the scarecrow will hold. Leaves and straw can make the hands and face look more realistic.

An even quicker way of making a dummy requires only an MRE (meal, ready to eat) bag and a coat hanger, plus the uniform. Use the MRE bag as the head, button the pants to the bottom of the shirt, and hang it on the lower branch of a tree. This dummy can be carried in a rucksack, then pulled out and deployed in seconds at the end of a night patrol. Being light, it will move with the wind and seem even more alive.

A dummy doesn't necessarily have to be life size, especially when there are no objects in the background for comparison. Half-sized dummies can be used, with all the advantages of easy transportability and savings in construction materials. The Allied powers of World War II used this concept in executing the D-Day deception plan when they dropped puppets with parachutes over the Normandy countryside, effectively confusing the German occupation forces as to the actual drop area. Against the sky and in the wind, these puppets looked both full-size and alive enough to deceive German ground troops.

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As easy as it is to make a scarecrow-like dummy, there are situations in which it might be easier and better to get a mannequin. Every urban environment has stores with mannequins, and they are a big improvement over scarecrow dummies quickly thrown together in the field. (The realism of mannequins is already successful in highway law enforcement. An off-duty officer parks his patrol car on the roadside and places a mannequin in the driver's seat, knowing well that the sight of a manned patrol car will make people drive more cautiously.) A mannequin has other advantages—it usually comes with a base to support it in a standing position, is easy to pose in a variety of ways, and its parts are interchangeable with mannequins of the same brand name.

Any big department store in a city will have enough mannequins to field a whole platoon of dummies, and even a smaller store is likely to have one or two in its display window. A commander who follows the correct administrative procedures can requisition this civilian property and incorporate mannequin dummy positions into his defense plan.

Employment

The employment of scarecrow or mannequin dummies requires as much flair as their construction. There's no guarantee that what worked once will work again, even in the same situation, but the following guidelines should be helpful:

Don't put your dummies too close to your soldiers. The basic rules of dispersion also apply with a mix of real and dummy soldiers. You don't want munitions that are aimed at the dummies to hit the soldiers. A corollary to this rule is not to put your own soldiers directly *behind* the dummies in relation to the enemy for obvious reasons.

Don't camouflage the dummy positions as well as you camouflage real positions. If the dummies are hidden from the enemy's intelligence collection means and targeting systems, your real soldiers may be seen and targeted first. Well-camouflaged dummies wouldn't even be a distraction in this case.

Just how well-camouflaged the dummies should be depends upon the situation. If the enemy has artillery, uncamouflaged dummies could be barrage bait, not just for themselves but for the whole battle position. This is not bad, of course, if there are no soldiers in

the entire battle position, since the deception objective is to attract artillery away from real battle positions.

If the existence of this particular battle position is not to be known to the enemy—or if the patrol base or mission support site is in a nonpermissive fire environment—the dummies should be only slightly less camouflaged than the real soldiers. This will ensure that the dummies are discovered and engaged, or somehow reacted to, just before the soldiers would have been engaged.

If you want to conceal the fact that you're thinning the lines or reducing the manpower at an installation, you can substitute dummies for its personnel, allowing the real personnel to be used elsewhere.

Even as the firefight progresses, the dummies will continue to be engaged instead of the soldiers. But the soldiers' actions during a firefight—movement and weapon muzzle flash, smoke, and noise—will then make them much more noticeable than the silent dummies. Consider, however, that the more noticeable you make them, the more likely the whole position will be discovered.

For the security of fixed installations, relocate dummy positions often. Although fixed installations usually don't have to hide their existence, they may want to hide their use of dummies. Under continued enemy observation, a dummy standing guard in the same place for an unnaturally long time will eventually be identified as a dummy. Relocate the dummies at irregular intervals, and make sure the new locations don't accent the dummies' imperfections. The relocation should be as clandestine as possible.

Even if your use of dummies becomes known, don't stray from the course of moving them. Each dummy relocation presents the enemy with a new scenario to plan and execute against, and it is mostly irrelevant whether he knows you once used dummies. If you vary the number of dummies and real security guards, this further complicates even the pre-strike observation that the enemy must do. Your constantly changing use of dummies forces the enemy to conduct a sustained surveillance with continued updating and reporting. Your knowledge of the area around the installation, and the enemy observer's requirement to report, can help you pinpoint and eliminate his observation positions.

Or, even more likely, the enemy will be discouraged by the increased complexities in surveillance, planning, and execution that the use of dummies has created. In this case, he will be deterred from striking against your installation and if deterrence is part of your security force mission you have certainly accomplished that part.

Dress your scarecrow dummies in MOPP (mission oriented protective posture) gear to further confuse the enemy. At the sight of dummies wearing protective masks, an enemy soldier's first reaction may be to put on his own mask or other protective gear before engaging them. In addition to delaying the enemy's operation, this also reduces the ability of the individual enemy soldiers. The sight of the dummies may initiate a series of confusing and time-consuming enemy radio reports in an effort to determine why these soldiers are in MOPP. When the enemy breaks radio silence with these transmissions, your electronic warfare radio scanners may be able to pinpoint and target his location.

One word of caution: In the fog of war, the sight of your dummies in MOPP gear may fool the enemy into believing that the situation has escalated to the free use of nuclear, biological, chemical (NBC) weapons, and his logical response will be to use his own NBC weapons. With this possibility, ensure that your commander is informed of your deception plan and authorizes the use of MOPP gear in it, especially if NBC weapons have not yet been introduced to the conflict.

The use of MOPP gear also has other advantages. The protective mask eliminates the need for facial details on the dummy. Furthermore, the mask, even without its NBC implications, creates an ominous gorilla-like stare that demands the attention of the enemy more than any human facial features you might create on a dummy.

Consider making one or more dummies with enemy uniforms. It is both confusing and demoralizing to an enemy soldier to see what he believes is one of his comrades pointing a weapon at him with the intent to kill. In his mind, then, his own uniform no longer means that the wearer is necessarily an ally. Thus, one or more dummies in enemy uniforms also increases the likelihood of fratricide on the enemy's part. But make sure your own soldiers are not confused by dummies in enemy uniforms in their midst.

Your use of dummies can deceive the enemy about your troop movements and troop strength. For example, if you want to conceal the fact that you're thinning the lines or reducing the manpower at an installation, you can substitute dummies for its personnel, allowing the real personnel to be used elsewhere.

On the other hand, if you want the enemy to believe you are committing your reserve to reinforce a place you're actually not reinforcing, use dummies. At night, mannequins sitting in the backs of open trucks moving down the road can look quite realistic. Put a few lighted cigarettes in their hands, and add two or three real soldiers to each truck for the noise and movement, and the enemy will believe he sees truckloads of real soldiers. At the destination, clandestinely load all the

The dummies draw fire and cause the enemy to leave his weapon signature on the countryside, and the noise, smoke, and flash can pinpoint the enemy's position.

dummies onto one covered truck, and have all the trucks go back to the start point. An enemy observer will see empty trucks, except for that one covered truck that might be carrying garbage or something insignificant. At the start point, reconfigure the trucks, away from enemy observation, for the next shuttle run. The enemy will believe another convoy of soldiers is going to join the first load when in fact the trucks are carrying the same dummies as before.

Dummies can delay an enemy in hot pursuit. By establishing dummy positions overwatching the planned withdrawal route, you can divert enemy attention and fire away from your withdrawing unit. Thus, the enemy will be preoccupied with the dummies while you break contact. If the planned withdrawal route runs through friendly territory that is often patrolled by the enemy—or if the route is totally within an enemy-occupied, semipermissive or nonpermissive environment—you may want to hide these dummy positions until they are to be employed.

One way to do this is to have the dummy positions camouflaged in such a way that they are invisible until your soldiers run by and rip away the camouflage. Another way is to have the dummies lying down and covered with leaves but with a trip lever, rope, or other device that withdrawing soldiers can quickly activate. Since the soldiers being chased certainly will not have much time, the important thing is to expose the dummy position quickly.

Since the dummies will attract not only the enemy's attention but also his presence, put mines and booby traps in and around the dummy position. Planting a claymore mine in the chest of a dummy can be quite effective against enemy soldiers who get too close. One word of caution, though: Make sure your own soldiers know where these mines and booby traps are and that they do not stray from the route. Or if you do put mines on the route you plan to use, make sure these are dummy mines. Your own soldiers, knowing they are dummies, will continue to run the route, not caring if they hit a trip wire. But the enemy will be more cautious upon seeing the mines; he will either slow down to work his way through the dummy mines or go around them and run into your real mines and booby traps.

Another idea is to have a dummy posed with his hands up. If realistic, this will cause the enemy to go into his prisoner-handling procedures and delay his pursuit. Do not, however, place mines and booby traps around this dummy; it is questionable whether this would be in accordance with the Geneva conventions or the laws of land warfare and could set a dangerous precedent for the future treatment of prisoners.

Finally, it is important to note that while these ideas can supplement your withdrawal under pressure, they are no substitute for a well-rehearsed withdrawal plan that calls for the units leapfrogging or bounding back under the cover of each other's protective fire.

Just as scarecrow dummies can delay or prevent the enemy from pursuing you down your withdrawal route, they can also deter the enemy from using a particular withdrawal route when he wants to escape. For example, when trying to seal off a kill zone or an engagement area, you can place dummies on the far side to deter or delay the enemy's escape. Placing real soldiers there would risk fratricide, but dummies are just as impervious to friendly fire as to enemy fire.

Granted, the dummies will not be as effective as mines and obstacles in preventing a desperate enemy from escaping, but they will neither cost nor weigh as much. Nor will they take as much time to emplace or entail as much noise while being emplaced. The best solution, situation permitting, is to use a mix of mines, obstacles, and dummies to help seal off the enemy's withdrawal route.

Use a lot of dummies to make the enemy hesitate when encountering your real troops. Using numerous dummies can give you a reverse psychology advantage where the enemy will hesitate to engage a real soldier, believing him to be just another dummy. At the worst, it will cause him to hesitate a split second, which could be enough of an edge to let your soldier win the engagement.

A situation in which this is possible is populating the countryside with dummies. The first two or three frustrating engagements of the next enemy patrol through the area will have the enemy shooting at dummies that do nothing but stare back at them. By the time the enemy point man finally discovers what he thinks is one of your real soldiers, the rest of his patrol will probably think he is just "crying wolf" again. This will cause a delay while the point man cautiously tries to double check what he thinks he sees. During this delay, your soldiers take careful aim and fire first. Or if these soldiers are not ready to fire, the enemy patrol leader will just tell his point man to move along, that he's seeing more dummies.

Don't use more dummies than you can keep track of. A "lot of" dummies doesn't mean more than you can keep track of. In the Chinese Army, each man reputedly carries a dummy. This could mean that they have 50-50 mix of real and dummy soldiers, or that there is one man to keep good track of one dummy. But it is a little more complex than that. Your one soldier needs to keep track of more than just the one dummy in his assigned sector or field of fire; he also has to keep track of all the dummies in his greater surrounding area. The danger of not knowing the whereabouts of all the nearby dummies is that your own soldiers will fall victim to your reverse psychology. Here, one of your soldiers might hesitate or fail to engage enemy soldiers because he thinks they are your own dummies. Therefore, do not use much more than one dummy for each friendly soldier; otherwise, it will be too easy to lose track of all the dummies.

Regardless of the type of dummies used, deception techniques will be effective in wartime only if they are emphasized and implemented down to the lowest levels in peacetime training.

Use your dummies to reveal the enemy's location. Dummies can provide so much good intelligence that it is almost as if they can point and talk. The Germans used this technique against snipers on the Russian front in World War II. They would place a helmet and overcoat on a thick board and raise it above their trench lines, then lower it once the dummy was hit. The bullet's path through the board would give an azimuth to the Russian sniper position, and with a little map analysis the Germans would have his exact location. Their next step was to call in artillery or mortar fire until the sniper was neutralized.

Use puppet paratroopers to confuse the enemy as to the actual landing sites. This is just like the D-Day example. If your paratrooper insertion is large, or if it cannot be hidden for some other reason regardless of how stealthy you are, this method can deceive the enemy in the same manner as false helicopter insertions. With the puppet being smaller than a real man, several puppet teams can be loaded on the same air frame as your real parachutist team and take up a fraction of the space. Before and after, and possibly even with the real team jumping, the puppet teams can be dropped over the enemy occupied territory. This will overload the enemy's intelligence network with reports of parachutists falling everywhere and hopefully overwork his reaction forces to the extent that the real team will be able to accomplish its mission without much enemy interference.

Another advantage of the puppets' small size is that enemy observers will think they are real parachutists falling at a greater distance. Moreover, the advantage of their light weight is that puppets dropped over a thickly forested area will not reach the ground but will remain high in the branches, further deceiving patrols the enemy sends through the area. Even if a puppet is discovered, it will not, in itself, tell the enemy whether or not your real paratroopers landed nearby.

The MOUT environment is ideal for dummies. MOUT deserves particular mention, because dummy positions there are especially easy to make. Even if mannequins cannot be found, there will be enough rubble and trash to provide construction material. Actually, not much is needed; a pipe hanging out a window in the direction of the enemy is enough to attract his attention and a cardboard silhouette in a window can be an effective dummy position. Besides windows, the buildings provide numerous doors, rooms, roofs, and crannies for dummy position locations, all of which will require an enemy to react.

Regardless of the type of dummies used, deception techniques will be effective in wartime only if they are emphasized and implemented down to the lowest levels in peacetime training. It is the individual soldier who will construct the dummy that takes the bullet

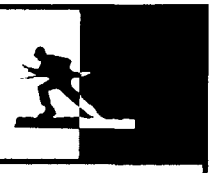
with his own name on it, and we must provide him with the training opportunities and resources to do it properly.

Few resources are needed for a scarecrow dummy; the most vital one is the uniform. Most U.S. Army units do not issue uniforms to their soldiers for that purpose, and soldiers are understandably reluctant to make scarecrows out of the ones they have paid for. The solution is to issue salvage uniforms so that leaders can emphasize making dummies without worrying about their orders causing wear and tear on the soldiers' personal property. This will be an added expense to the Army's logistical system, but it will cost far less to field a platoon of scarecrow dummies than to field, or bury, a single soldier.

All training, from combat training center deployments to local field training exercises, must be analyzed to see whether dummies can be employed in them. This article offers suggestions for only the most basic of scarecrow techniques. But it is important for our soldiers to learn these fundamentals, because technology will soon add a new twist to the age-old scarecrow idea: When the age of robotics arrives, dummies will be able to shoot back.

Captain Robert A. Albino, a Special Forces officer, is assigned to 2d Battalion, 10th Special Forces Group. He previously served in the 8th Infantry Division, where he conducted personal experiments with scarecrow dummies. He is a 1986 graduate of the United States Military Academy.

SWAP SHOP



OPTICAL CAMOUFLAGE

The shine from binoculars, scopes, infrared viewers, night vision goggles, and even individual sun, wind, dust goggles (SWDGs) can give away your presence, especially in the open expanse of the desert, and draw enemy fire. Glint from an officer's binoculars gave away the Confederate attack at Gettysburg, killed the German Army's top sniper in World War II, cost an Israeli general an eye, and allowed a Marine gunnery sergeant to take out the Viet Cong's top sniper.

Visiting paratroopers from the former Soviet Union said recently that looking for reflections from our optics was a major scouting tactic in the Cold War. And during major U.S. Army exercises, at least one scout helicopter is usually assigned the sole mission of looking for optic reflections from ground forces.

You can shield binoculars by cupping your fingers around the outer lenses. But you can't cup your fingers around a weapon scope or around the SWDGs you're wearing or resting on your helmet.

A field expedient solution is to make lens covers from a pair of women's brown nylon pantyhose, preferably a pair with the thicker nylon in the upper part. This technique will give you immediate camouflage for your optics while preserving their normal use.

FOR BINOCULARS AND SCOPES:

(1) Cut off the ends (toes).

(2) Stretch the fabric over the lenses.

(3) Secure with a rubber band and tape.

FOR THE SWDG LENS:

(1) Lay lens on the thicker nylon.

(2) Outline shape with a pen, and cut out.

(3) Stretch fabric over the lens as you return it to the frame, leaving a little overhang.

(4) When lens is back in place, trim excess nylon from inside the goggles.

Industry has developed special lens covers that can be retrofitted to issue binoculars, vehicle headlights, sunglasses, sniper scopes, and infrared thermal sights such as those used on the Dragon and Javelin missiles. Hopefully, similar covers will also be developed for use on SWDGs and prescription eyeglasses.

(Submitted by Mike Sparks, U.S. Army National Guard, Raeford, North Carolina.)