infiltration route, hot-cold LZ, and hot-cold objective. I did this again, doubling the scores of just the infiltration and LZ factors. Both times, I noticed no real changes in the data points, just an increase in the spread. From this I draw several general conclusions: Post-mission scores *appear* to be lower than pre-mission scores. When I add five more scores from the two groups to Figure 2, I have a total of 19 missions (the infantry liaison officers did two of the air assaults). These points show successes at 19, 19, 21, and 24 and a failure at 19. Even given the small sample, these five additional data points indicate that post-mission scores are equal to or less than pre-mission scores.

I also tried to "fit" the air assaults from the two rotations after adding weights to both the scores and the success-failure spread. Although I do not feel a need to do so, it makes sense (or at least adds comfort) to weight the factors that are most critical to the success of the operation. In predicting success and failure, they fit well in all cases, weighted and unweighted.

I believe this instrument is basically reliable, but its accuracy can be improved with the use and refinement of the factors involved. It offers a way to select the least risky COA and, by extension, the best chance of survival for air assaults. And without survival, even the highest payoff possibility turns into no payoff at all.

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Readiness in the Reserves
Active Component Support to RC Training

LIEUTENANT COLONEL ROBERT W. BROWN

The "Active Component to Reserve Component" (AC/RC) dedicated support program is an aggressive, Congressionally mandated measure designed to improve the readiness of selected RC units. Unfortunately, the program is complex and not well understood by most soldiers in both components.

The AC officers and noncommissioned officers (NCOs) assigned to the program help RC units plan, prepare, and conduct collective training at company level and below and command and staff training at battalion and brigade level during premobilization periods. Upon mobilization, the AC soldiers provide dedicated assistance to mobilization station commanders in validating Army National Guard (ARNG) and U.S. Army Reserve (USAR) units for deployment.

The mission of this program is to improve the ability of the RC commanders and staffs to train their units. As part of this effort, regional training teams (RTTs) and resident training detachments (RTDs) exist to help the commanders of selected RC units develop and execute training plans that support their mission essential task lists (METLs).

RTTs and RTDs are the critical links between RC units and their wartime counterpart AC organizations. The members become personally involved in teaching, coaching, and mentoring RC units. They provide unit commanders with accurate and timely feedback on the execution of training and then help develop plans for any corrective training that may be needed. The AC soldiers assigned to the teams and detachments are highly proficient subject matter experts in their technical and tactical areas and in the application of battle-focused training and after-action review (AAR) techniques.

The initial RTDs were assigned to readiness groups (RGs) for command and control but were stationed for duty with a supported RC battalion or brigade and its subordinate units. A detachment consisted of four AC soldiers—two officers and two NCOs. Members of an RTD normally provided direct-support advice and assistance for one RC commander and staff and worked with that RC unit on a daily basis.

The RTD's primary mission consisted of the following:

- Help with battle-focused training management (including the development of METLs, command training guidance, yearly training calendar, and yearly training briefing).
- Help in developing and conducting high-quality soldier, leader, and battle staff training.
- Help in integrating simulation devices and software-based training.
- Help in developing training sites,

establishing lanes, coordinating ranges, and conducting leader drills.

• Provide feedback to the unit commander on all training.

Readiness groups coordinated or provided basic administrative and logistical support. Efficiency report raters could be either AC or RC, but senior raters were always AC. Duty locations were normally more than an hour's driving time or 60 miles from an active service installation. This meant that the assigned soldiers usually had to "live on the economy"—that is, rent or buy a home, shop at local supermarkets, buy insurance supplements to offset the cost of local medical treatment, and the like.

RTTs were assigned to RGs for command and control but were centrally located to provide regional coverage for several RC companies and battalions. Depending on the regional alignment, one location might have 5 to 15 positions for AC officers and NCOs. As a rule, these teams provided priority general support to the contingency force pool units and enhanced brigades (in the past, called roundout or roundup brigades) in their regions.

Members of RTTs worked out of the same facility, but traveled to an RC unit's location to provide advice and assistance. A team's training support mission was the same as that of the RTD. Readiness groups provided basic life support, but efficiency report raters and senior raters were strictly AC. Duty locations were either remote or located on or near military installations.

A second and often misunderstood type of RTT is AC/RC duty with an exercise division (or "Div Ex"). In October 1993 the Army activated five regional USAR TDA (tables of distribution and allowances) organizations: the 85th Division (Exercise) in Arlington Heights, Illinois; the 78th in Edison, New Jersey; the 87th in Birmingham, Alabama; the 75th in Houston, Texas; and the 91st at Ft. Mason, California.

Authorized more than 2,500 USAR observer-controllers (OCs), each exercise division is organized with one battle command staff training (BCST) brigade and four lane-training brigades. The BCST brigade provides for a battle projection center and for mobile OC teams to conduct and evaluate simulation-based staff training exercises. The lane-training brigades conduct and evaluate lane training at company level and lower, primarily for combat support (CS) and combat service support (CSS) units.

Each exercise division RTT consists of 12 AC officers—two lieutenant colonels, three majors, three captains, and four sergeants first class. Like other RTTs, exercise division RTTs are assigned to RGs for command and control and stationed for duty with the supporting exercise division. By the nature of their mission, these teams are employed differently from the other RTTs and the RTDs assigned to RC TOE (tables of organization and equipment) units.

Unfortunately, some exercise division RTTs have not been used effectively because they were broken up and pigeon-holed with various staff sections or were in direct support of one or two brigades. The most successful use of this type of RTT (as well as the correct and logical use) has been in general support of the division. In this role, they could focus their hands-on, train-the-trainer assistance on planning, preparing, and conducting OC training and certification, BCST exercises, and lane training.

During Fiscal Year 1994, RTDs and RTTs were highly successful, primarily with CS units (military police, chemical, signal, non-combat engineer) and CSS units (adjutant general, finance, medical, quartermaster, transportation). Beginning in Fiscal Year 1995, additional legislation authorized another 3,000 AC soldiers for duty with RC combat arms maneuver units (defined as infantry, armor, field artillery, air defense, aviation, military intelligence, and combat engineer) as well as CS and CSS units and exercise divisions.

This new legislation also authorized the TDA fielding of regional training brigades (RTBs) and operational readiness evaluation (ORE) teams:

An RTB is an AC organization aligned under a Continental U.S. Army (CONUSA) headquarters for command and control. Its mission is primarily to help in gunnery training and in company, platoon, and squad combat lane training. An RTB consists of 345 AC soldiers organized into 11 battalion observer-controller teams under the command and control of a brigade headquarters.

Like the RTBs, ORE teams are TDA organizations aligned under a CONUSA for command and control. ORE teams consist of AC soldiers who conduct inspections and evaluations of selected RC units to determine whether they meet premobilization requirements for deployment and deployability standards.

AC/RC Assignments

What is it like serving in an AC/RC assignment? Daily routines can vary unit to unit, but they are essentially similar to my experience as a member of RTT, 87th Division (Exercise). Duty hours are normally 0730-1630 hours. RTT soldiers work Monday through Friday plus one or two weekends each month (drill weekends) and two or three weeks during each RC unit's annual training period.

As AC role models, the team's soldiers ensure that Army standards for appearance, discipline, ethics, physical fitness, and so forth are met (the assignment itself motivates us to set an example). If PT is conducted in the morning, the duty day begins at 0830; if PT is conducted in the afternoon, the duty day ends at 1530. PT is done on an individual basis and is usually conducted in a local gym (contracted and paid for by the RC unit).

The RC unit commander or operations officer passes daily work requirements to the RTT chief. The team chief monitors all taskings and funnels all work back to the RC unit chain of command.

AC/RC soldiers can be assigned to locations with duty in areas more than 60 miles from military installations that offer quarters, medical/dental, commissaries, and exchanges. For example, my RTT in Birmingham is 120 miles

south of Redstone Arsenal, 85 miles west of Fort McClellan and the Anniston Army Depot, and 75 miles north of Maxwell Air Force Base.

As a result, the first priority is finding suitable quarters. Since most duty locations have non-transient populations, soldiers should not expect to see much in the way of quality rental property (except in one or two-bedroom apartments), which leaves purchasing a house as a scary option. Rent or mortgage payments usually equal or exceed basic allowances for quarters, and variable housing allowances can be minimal or nonexistent.

The second priority is enrolling school-age dependents in the local schools, and since most schools are zoned into districts, proof of address (lease or mortgage agreement) is required. Shopping opportunities are limited to the local supermarkets and malls. While routine medical services can be scheduled long distance, emergency medical treatment is obtained locally through civilian doctors or hospitals, which may or may not file CHAMPUS paperwork; medical supplements are recommended if charges routinely exceed the CHAMPUS allowable cost. Civilian dental care is easier, as most dentists accept Delta Dental Insurance.

The readiness groups provide most life support functions for the teams and detachments. They provide command and control by exercising Uniform Code of Military Justice (UCMJ) authority, establishing rating schemes, and ensuring that the AC/RC mission priority meets legislative guidance. They provide training by establishing and conducting an RC orientation program within 90 days of assignment, and by coordinating individual training requirements such as common task training and officer or NCO professional development.

RGs provide administrative and personnel support by developing and implementing memorandums of agreement between the supported RC unit and the RG for AC/RC support, conducting in-processing and out-processing with local military installations, ensuring that RTT/RTD soldiers forward personnel and finance transactions through the RG, and coordinating soldier and family medical and dental care from available military installations.

RGs manage logistical support by ensuring that AC/RC soldiers receive CTA-50 equipment and supplies, office furniture, telephones, ADT equipment, and general office supplies. They also handle budgeting and funding of temporary duty and submit unfinanced requirements to a supporting CONUSA.

The Reserve Component units themselves also provide support. They help the RGs develop RTT/RTD mission statements, duty descriptions, and mission guidance. Further, they maintain direct liaison with RGs on RTT/RTD command and control, standardized reports, and other matters concerning the AC/RC program. RC units provide full-time offices, office furniture, supply accounts, and administrative supplies for conducting day-to-day business. The units integrate RTT/RTD soldiers into all aspects of unit planning and execution of training by establishing specific goals to focus or make the most of AC/RC assistance.

The RTTs and RTDs exist solely to provide dedicated hands-on, train-the-trainer support to selected RC units. AC soldiers are assigned to facilitate maximum daily contact. They do not fill RC unit vacancies or become project officers. They do not represent the supported RC unit or its soldiers, or perform official functions for them. Neither do they compete with or replace

AC full-time unit support or Active Guard and Reserve (AGR) soldiers assigned to the RC unit. Upon mobilization of the RC unit, the AC/RC soldiers do not deploy unless directed by the supporting RG or CONUSA.

Overall, AC/RC duty is not a bad assignment, and its efforts have already borne fruit. Professionally, I have seen tremendous growth and development in the RC units that have received dedicated AC/RC assistance.

In sum, both the AC and RC have identified "growing pains" and a general lack of standardization and guidance with regard to RTT/RTD assignments, funding, use, and command and control. The U.S. Army still depends on the continued training progress of the RC force, however, and U.S. Army Forces Command, together with the CONUSAs, the Army National Guard, and the U.S. Army Reserve, will continue to refine the AC/RC program.

Regional training teams and resident training detachments must continue to ensure the training fidelity of RC readiness by thorough planning, coordination, and AC commitment. All AC personnel have an obligation to become personally involved in teaching, coaching, and mentoring the Reserve Components, as well as assessing RC training performance.

Lieutenant Colonel Robert W. Brown, now assigned to RTT, 87th Division (Exercise), Birmingham, Alabama, previously served in Europe as executive officer for the Combat Maneuver Training Center's opposing force regiment and for the 3d Infantry Division's 4th Battalion, 7th Infantry. He is scheduled to assume command of 1st Battalion, 16th Infantry, 1st Infantry Division, at Fort Riley, Kansas, in June 1995. He is a 1978 ROTC graduate of Virginia Military Institute and holds a master's degree from Troy State University.

SWAP SHOP

A Company Tactical SOP

As an executive officer and a staff officer, I observed the limited value of a thick company tactical standing operating procedure (TACSOP) book that sits on the shelf during training. As a result, when I took command of an infantry company, I decided to include in the TACSOP only the tactical SOPs the company would train on and the written operations order format I would use when we trained in the field or in simulation.

I used both the draft TACSOP and OPORD format during the train-up for a rotation to the Combat Maneuver Training Center (CMTC) in Germany and was rewarded with input and refinements from the company leaders as well as my fellow commanders.

I used Harvard Graphics and the Army's reproduction system to ensure that every leader and attachment in my company team had a pocket-sized copy of the final version before we deployed to the CMTC. I also had in my field desk (in the back of my Bradley fighting vehicle) extra copies of the TACSOP and packets of each page of my standard OPORD format with carbon paper between them for rapid order production.

But the big reward came during the rotation itself—the company team was very successful, and I was happy to hear the leaders referring to the TACSOP. The phrase "per unit SOP" actually had meaning and greatly simplified the OPORD.

This company TACSOP may not be a perfect solution (it is somewhat inflexible in sub-unit missions and formations), but it is a vast improvement over a huge TACSOP that has been written primarily to "check all the blocks" for the observer-controllers at the training center and is never actually used or referred to by unit leaders.

As with many problems in the Army, simplicity is the key to solving this one. A unit's TACSOP must include only its understood tactical SOPs.

(EDITOR'S NOTE: INFANTRY will send a copy of the contents of this TACSOP to anyone who requests it. The address is P.O. Box 52005, Fort Benning, GA 31995-2005.)

(Submitted by Captain Thomas Goss, 3d Battalion, 5th Cavalry, 1st Armored Division.)