

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.

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# 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 (CMTTC) 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 CMTTC. 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.)*

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