

**COMMANDER'S GUIDANCE**

- **Enemy courses of action.**
- **Restated mission.**
- **Commander's intent:**
  - **Identification of decisive point.**
  - **Desired effects on the enemy.**
- **Concept of the operation—approved COA.**
- **BOSs.**
- **Deception objective (if applicable).**
- **Priorities—CCIRs.**
- **Approved time plan.**
- **Type of order to issue.**
- **Type of rehearsals to conduct.**

Table 3

repetition of the OPORD. Unit commanders must identify their essential tasks and convey their missions to the task force commander.

In addition to the backbrief, the task force needs to conduct a detailed rehearsal. There are many types of rehearsals and obviously the more detailed the better, depending on the available time. Like the wargame, specific time is allocated to the events identified for rehearsal. The task force commander must prioritize these events and run the rehearsal.

The plan is irrelevant if the situation is not as anticipated. As part of the rehearsal, possible contingencies, as envisioned by the commander, must be addressed. During the execution of the mission, some task forces have a bad habit of fighting the plan instead of the enemy. Adapting to the situation, within the

framework of the intent, must be the common understanding.

The checklists and graphs of a decision making process will not solve our problems. But a reasoned approach to defeating the enemy, along with conveying the concept to our subordinates, will give us the edge. Our only measure is success or failure in battle.

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# Dismounted Infantry Training

## A Mechanized Approach

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Field Manual (FM) 25-101, *Battle Focused Training*, states that "well trained units do not train to 'peak' for selected events or at pre-determined times" but adds that "their proficiency naturally fluctuates as a result of training frequency, leader changes, key personnel turnover, new equipment fielding, and many activities that occur on an installation."

In the Republic of Korea, these observations are particularly accurate. With a hostile enemy within field artillery range, units of the 2d Infantry Division routinely turn over 99 percent of their personnel in one year, and maintaining a well-trained force is extremely challenging. The training program must be simple and efficient and, at the same time, establish continuity for the units' training.

The battle readiness of a mechanized infantry unit must include both mounted and dismounted training. Mounted training, or Bradley gunnery, is a well-established

system for developing crews. Gates and other requirements verify the training level of crews by objectively evaluating their ability to execute particular tasks. An effective dismounted training plan should incorporate many of the same elements. It should be a well-

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established training plan with gates, or requirements, for different levels of training.

A logical basis for this training plan is drill training for the mechanized infantry platoon and squad. Battle drills are the essence of company and platoon training.

The core of small-unit combat skills is the collective ability to execute battle drills to standard. They are in the "must know" category. By executing routine tasks routinely, a unit can maintain a high level of battle readiness. Developing a standardized program of battle drill training will establish a well-defined and structured system similar to Bradley gunnery. Incorporating standard packages of tactical and live-fire scenarios leads to maximum efficiency in training. Much as the unit conduct-of-fire trainer does for Bradley crews, the battle drill training will provide systematic, low-cost training for the dismounted infantry in the squads and platoons.

The most efficient and effective technique of training battle drills must involve performance-oriented training in a lane training format. Using practical application with clear tasks, conditions, and standards results in better understanding

## BATTLE DRILL 1: BRADLEY PLATOON ATTACK

**TASK:** CONDUCT BRADLEY PLATOON ATTACK (DISMOUNTED)(7-3-D301)

**CONDITIONS (CUE):** (FROM FM 7-7J-DRILL)

**STANDARDS:**

**REFERENCES:**

**TRAINING SEQUENCE:** Conduct the training program in four (4) phases for each battle drill.

**PHASE 1:** The first phase is the supporting squad level collective task training. For the platoon attack, the primary supporting collective task is squad fire and maneuver. Begin by executing the task in unrestricted terrain to ensure that all newly assigned personnel understand all of the moving parts of the drill. Establishing situational awareness at the lowest level will increase confidence and proficiency.

Lane 1: Squad Fire and Maneuver in unrestricted terrain. This portion also includes task, conditions, and standards for the battalion SOP on squad fire and maneuver.

Lane 2: Squad Fire and Maneuver in restricted terrain.

Lane 3: Squad Fire and Maneuver live fire in restricted terrain.

**Training Tips:** Training tips in the packet and the unit TACSOP will provide inexperienced leaders with assistance in conducting and evaluating training.

**Support Requirements:**

Ammunition: Lane 1/2:	A075 5.56mm Blk Ink	1200
	A080 5.56mm Blank	1140
Lane 3:	A059 5.56mm Ball	1170
	A064 5.56mm MG	900

**MILES:**

Recommended training area: Unrestricted terrain = Corregidor Field  
Restricted terrain - Area Oscar, Romeo  
Live Fire = Story and Kansas ranges (see overlay)

**PHASE II:** The next phase is the platoon baseline and practice. Similar to the squad phase, start with the platoon battle drill in unrestricted terrain. Progress to restricted terrain, then restricted terrain in limited visibility. Each section includes Training Tips and Support Requirements to facilitate unit training and training resource management.

**PHASE III:** Advanced platoon battle drill execution. This includes execution on severely restricted terrain in clear and limited visibility conditions. These not only serve as training events but can also be used as rehearsals for Phase IV.

**PHASE IV:** Platoon battle drill live fire.

Thursday each week. Each packet includes a training sequence; tasks, conditions, and standards; training tips; standing operating procedures (SOPs); training support requirements, including ammunition; MILES equipment; recommended training area; and opposing force requirements.

The training resource requirements can be found in DA Pamphlet 350-38, *Standards in Weapons Training*, FM 7-7J-DRILL, *Battle Drills for the Bradley Fighting Vehicle Platoon, Section, and Squad*, and ARTEP 7-8 MTP, *Mission Training Plan for the Infantry Rifle Platoon and Squad*. The techniques for executing particular tasks can be standardized for the unit and incorporated into the lane training packet. Execution evaluation requires the addition of a training and evaluation outline, which can be found in the drill manual and the MTP. Thus, these are almost "off-the-shelf" packages that lay out most of the basic requirements for the drill training. The packet can be published in a pocket size that enables leaders to take it to training as a single source for tasks, conditions, and standards, unit SOPs, and training tips. As an example, an abridged version of the first battle drill lane training packet (the Bradley platoon attack) is shown in the accompanying box.

Although maintaining a high level of proficiency in training is always difficult, those challenges are magnified in the 2d Division. Standardized packets of training enable us to conduct effective training with low overhead for our dismounted squads. The off-the-shelf packets use multi-echelon scenarios to control conditions and conduct formal or informal evaluations to assess unit proficiencies accurately. An effective dismounted training program with a solid gunnery program makes the most of training for all elements, tremendously increasing the battle readiness of the mechanized infantry company.

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of the desired result. Performance-oriented training allows soldiers to achieve a higher degree of proficiency by requiring elements to execute tasks under more demanding conditions while standards remain constant.

Lane training is a technique for training units of company size and smaller on selected tasks using specific terrain and

other resources. This lends itself to standardized packages of training, training support, and tasks, conditions, and standards that leaders can modify to fit their training needs.

In the 1st Battalion, 9th Infantry, we developed the eight battle drills into separate lane training packets and conduct dismounted lane training Tuesday through