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GUIDELINE FOR DESIGNING
DRILL TRAINING PACKAGES

Jack H. Hiller, G. David Hardy, and Larry L. Meliza

Presidio of Monterey Field Unit
Training Research Laboratory

July 1984

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Jack Hiller, G. David Hardy, and Larry L. Meliza

Submitted by
Jack Hiller, Chief
Presidio of Monterey Field Unit

Approved as technically adequate
and submitted for publication by
Harold F. O'Neil, Jr., Director
Training Research Laboratory

U.S. ARMY RESEARCH INSTITUTE FOR THE BEHAVIORAL AND SOCIAL SCIENCES
5001 Eisenhower Avenue, Alexandria, Virginia 22333

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GUIDELINE FOR DESIGNING DRILL TRAINING PACKAGES

CHAPTER 1, INTRODUCTION

1-1. The Need for a New Collective Training Vehicle

a. U.S. Army combat arms training aims to develop and maintain combat readiness by training individual soldiers on Soldier's Manual tasks, and training units on ARTEP missions. The large numbers of Soldier's Manual tasks and ARTEP missions and tasks place two heavy training loads on the unit. If the unit is going to handle these loads, it has to use its resources, especially time, EFFICIENTLY--it has to get the most out of what it has.

b. The efficiency of training in units can be increased to the extent that individual skills training and collective skills training can be successfully integrated. One significant method of achieving integration is to imbed the conduct of individual skill training (Soldier's Manual tasks) into collective training efforts. In this way, individual skills training can be conducted at the same time that collective skill training is being conducted. The other method is to identify Soldier's Manual tasks which should be trained prior to collective training and indeed to teach them beforehand. In this way, soldiers would be better prepared to take part in collective training.

c. ARTEPs are not intended to be a primary vehicle for the conduct of individual skills training. The "conditions" and "standards" in ARTEPs lack the level of specificity required to fully support the conduct of individual skills training. It is precisely these specific details that determine which individual skills will be used in a collective exercise. For example, ARTEP T&EOs do not systematically include the use of enemy indirect fire. If indirect fire were

inserted in the tactical situation, the Soldier's Manual task "React to Indirect Fire" could be performed, trained and evaluated in a collective exercise. In sum, the integration of individual skills training into collective training exercises requires that collective exercises be based on training objectives (task, conditions and standards) which reflect the use of individual skills to a greater degree than do current ARTEP training objectives.

1-2. Drill Training

a. By revising certain ARTEP Task statements and "tightening up" Conditions and Standards it is possible to support both individual and collective training objectives without adding an additional training burden on top of the existing requirements for Soldier's Manual task and ARTEP training. A collective training concept which takes advantage of this approach is the small-unit "Drill."

b. A Drill training objective (Task, Conditions and Standards) is written for small units (e.g., Infantry fireteam and squad, Armor crew and platoon) and describes a "chunk" or "slice of battle" that is shorter than an entire ARTEP mission. The Drill training objective covers both individual skills and collective skills. Basing Drills on "chunks of battle" offers, in itself, an efficient means of preparing units for ARTEP mission training, since, certain "chunks of battle" are common to a number of different missions. Drills based on those "chunks of battle" which apply to a number of missions provide a powerful and efficient means of achieving individual and unit training in a limited period of time.

c. The small unit leader is the primary individual and collective skills trainer for that unit. The role of the unit leader/trainer during Drill training is markedly different from the role of the leader/trainer during ARTEP training. During ARTEP training exercises, the unit leader himself is being trained: the emphasis is on his role as a leader, in which he must analyze the tactical situation, decide which courses of action to take, make the necessary coordinations with elements outside the unit, direct (give orders to) members of the unit, and (if time permits) correct performance deficiencies of the unit. In Drill training exercises, on the other hand, the unit leader focuses on his training role, primarily directing the members of his unit and correcting individual and collective performance deficiencies. To make this possible, the "chunks of battle" on which Drills are based must be small enough and precise enough to minimize or exclude the tactical-decision-making and communication chores of the leader.

d. Under the Drill training concept, the trainer can interrupt the execution of a Drill to provide necessary training on individual or collective skills. Since Drills are short, a Drill can be repeated until all of the individual and collective skills covered by the Drill have been mastered.

e. The characteristics and benefits of Drills are summarized below:

(1) Drills are keyed to existing ARTEP missions.

- BENEFIT: Training based on Drills will help to prepare a unit to perform its ARTEP missions.

(2) Each Drill can be used to help prepare a unit to perform one or more ARTEP mission tasks (usually more!).

- BENEFIT: The overall combat skills training management process will be clarified and made more efficient.

(3) Drills are based on small "slices of battle."

- BENEFIT: Exercises will be easier for junior leaders to plan, prepare and conduct, than are exercises based on entire ARTEP missions.

- BENEFIT: Short exercises can be easily practiced, that is, repeated until the unit becomes proficient.

(4) Each Drill includes Task statement, Conditions, and Standards which are often more specific than those found in ARTEP mission tasks (while still accommodating terrain difference among divisions).

- BENEFIT: Standardization of training made possible by Drills will help to reduce the impacts of soldier turbulence.

1.3. Purpose and Organization of Guideline Document

a. The purpose of these guidelines is to provide procedures for developing Drills and Drill training/management aids.

b. A three-phased development procedure is as follows:

(1) Each Drill is described by a training objective (Drill Task, Conditions and Standards) just as ARTEP and Soldier's Manual tasks are. Phase One entails developing Drill training objectives. This phase is accomplished in three stages, in which the Developer

- identifies the "chunks" of the ARTEP that are appropriate for Drill training.
- identifies which Soldier's Manual tasks are to be performed as part of the Drill and which tasks must be trained before the Drill.
- prepares statements of Task, Conditions, and Standards for each Drill.

(2) In Phase Two, he develops the following materials to support unit training:

- A trainer's Guide (lesson plan) which the small 9-unit trainer uses to prepare for Drill training.
- A Trainer's Guide Outline for use during the conduct of Drill training in the field.
- An Evaluator's Checklist (field evaluation guide) for use by the trainer's Platoon Leader/Company Commander.

Development of these training aids is supported directly by materials produced in Phase One.

(3) In Phase Three, the Developer prepares a "Drill Training Management Guide" to support the integration of Soldier's Manual task training, Drill training, and ARTEP mission training. The Training Management Guide is used to explain the Drill training process to users in operational units and to provide information in tabular form to assist in planning and scheduling an integrated training program.

CHAPTER 2, PHASE ONE: DEVELOPMENT OF DRILL TRAINING OBJECTIVES

2-1. Overview

a. Four steps are involved in the development of Drill training objectives during Phase One. Each of the steps is discussed separately in paragraphs to follow. The first two steps involve identifying the "chunks of battle" on which Drills will be based; the third step involves identifying Drill-relevant Soldier's Manual tasks, and determining which should be trained during the Drill and which should be trained prior to it; the fourth step involves preparing the training objective for each Drill.

(1) The "chunks of battle" on which Drills are based are taken from the ARTEP. In step one, the Drill developer will look for those chunks of the ARTEP which have characteristics suitable for a Drill, such as relatively short-duration activities, routinely executed in a variety of situations on the command of the unit leader or in response to a change in the tactical situation.

(2) In step two, the developer will review the candidate Drills that he has identified in step one to find any cases where one Drill substantially duplicates another. Since many of the same "chunks of battle" show up in different missions, it is likely that the Drill developer will have selected the same "chunk of battle" more than once.

(3) After the developer has selected the "chunks of battle" on which Drills will be based (and removed any duplications), he then must decide, in step three, which Soldier's Manual tasks soldiers perform during each Drill. Once he identifies the Drill-relevant tasks, he must decide which of these are to be trained before Drill training, and which are to be trained during Drills.

(4) By the time the Drill developer reaches the fourth step of Phase One, he will have a good idea of what he wants soldiers to be trained to do in

each Drill. In step four, he will go beyond the role normally played by a training developer and perform some of the tasks which have traditionally been performed by trainers in the field. In preparing Drill training objectives, the Drill developer will provide detailed guidance for designing field exercises. For example, the developer may specify terrain aspects which are critical to meeting the Drill training objectives and leave it to the trainer to adapt the conditions to his terrain situation.

b. The Drill developer is referred to Appendix A for a discussion of the differences between ARTEP task training objectives and Drill training objectives. It is important that he clearly understand these differences before he attempts to follow the procedures detailed in the paragraphs to follow.

2-2. The Audit Trail Worksheet: A Drill Developer's Tool

a. During the process of Drill development, the Developer must keep track of how each Drill is related to specific ARTEP tasks so he can pass this information on to training managers. The procedure to be described is geared towards providing a good audit trail through the use of an Audit Trail Worksheet for each ARTEP mission. The layout of such a worksheet is shown in Table 1. The entries to be made in each of the columns are covered below and illustrated in steps in Tables 3, 4, and 5.

Table 1.

Layout of Audit Trail Worksheet

AUDIT TRAIL WORKSHEET				
MISSION: _____				
Col 1	Col 2	Col 3	Col 4	Col 5
ARTEP TASKS	NAMES OF CANDIDATE DRILLS	WHAT ARE SOLDIERS DOING?	CORRELATION	START AND STOP POINTS

b. This worksheet is a working document for the Drill developer and will not be given to users in the field. As a developer, you should fill out these worksheets in pencil because you may find that you want to change something you have written in one column as you work on other columns. The worksheet can be reviewed by the Drill developer's supervisor or peers to verify the Drill development process.

2-3. Procedures

a. Step 1: Select Candidate Drills

(1) The purpose of this step is to determine which ARTEP tasks or groups of tasks describe one or more "chunks of battle" that might make a good Drill or good Drills.

(2) In this step the developer reviews the tasks in the ARTEP and fills out the first three columns of the Audit Trail Worksheet. As a developer, you will do the following for each of the relevant ARTEP missions.

(a) Read over the mission statement with particular attention to the general conditions* and primary training/evaluation standards.* Take note also of the support requirements of opposing force and maneuver area. These will help you to visualize the conduct of the mission in the sub-steps below.

(b) Read over the mission Tasks, Conditions, and Standards in the T&EO. Based upon your experience, create a "typical" mission scenario that includes all of the tasks that are called out in the ARTEP for that mission. To help you do this, you may want to jot down that scenario, and tie the ARTEP tasks to events in it so that you can visualize a sequencing of the tasks as they are performed on that mission. It may help also to "map out" the mission on an imaginary piece of terrain. You prepare this scenario and mission graphic simply to assist you in your analysis.

(c) Now look at the first ARTEP task that the unit must perform according to your scenario. You will

- enter the ARTEP task name in the first column of the worksheet and
- read the ARTEP conditions and standards to identify all the actions--subtasks/activities/procedures/techniques--that are covered in that task. Remember to pay particular attention to what the soldiers are doing, individually and as a unit, to accomplish that task. If the set of actions seems to meet the definition of a Drill, as presented in Table 2, assign a descriptive name to it and enter that name in Column 2 next to the ARTEP task. As you read the ARTEP Conditions and Standards, bear in mind the following two thoughts:

1 The ARTEP standards may not tell the whole story. An excerpt from ARTEP 7-15, below, provides an example:

*These are identified as stated in ARTEP 7-15. They appear as "general situations" and "general standards" in ARTEP 71-2.

ARTEP 7-15

TRAINING AND EVALUATION OUTLINE

UNIT: SQUAD MISSION: MOVEMENT TO CONTACT

ID#/TASK	CONDITIONS	TRAINING/EVALUATION STANDARDS	S	U
9-1-B: Locate and report opposing force.	Opposing force engages the squad when lead elements of the squad are within 100-300 meters.	Squad leader reports contact to his platoon leader, including location, estimated size of opposing force, and his planned course of action.		

The T/E standards for Task 9-1-B describe the Squad Leader's actions, but fail completely to mention the squad members' actions in response to contact: e.g., taking up covered positions, returning fire, reporting information to the Squad Leader, etc.

2 Something else to watch for is that the same task may be performed differently depending upon the conditions, terrain, enemy situation, leader decisions, etc. Two additional excerpts from the "Squad Movement to Contact" mission provide examples:

ID#/TASK	CONDITIONS	TRAINING/EVALUATION STANDARDS
9-1-A: Movement to gain contact.	<u>During daylight:</u> A. Squad leader is given the platoon leader's oral frag order which provides: (1) Opposing force and friendly situations and mission described in general conditions. (2) Other necessary information (route, command, and signal). b. Squad personnel carry normal TOE weapons and equipment. c. Squad leader should have map, squad radio, and lensatic compass.	Squad uses traveling technique when contact is not likely, traveling overwatch when contact is possible, and bounding overwatch when contact is expected. The squad's execution of these movement techniques uses terrain to minimize the squad's exposure and to maximize its ability to deliver suppressive fires from the best available overwatch positions. The squad's movement must be aggressive. <u>NOTE:</u> When using SCOPES/MILES equipment, achievement of this standard is evaluated based on the casualties inflicted on the squad by the opposing force. If SCOPES/MILES equipment is not being used, determination is based on trainer/evaluator observation/judgment.
9-1-C: Develop the situation or request assistance.	Opposing force continues to engage, causing the squad to deploy. Squad leader decides to develop the situation or to request assistance from the platoon.	a. Develop the situation if covered and concealed routes of approach are available to squad, and/or if the opposing force positions are such that success in such development appears likely. Squad must eliminate the opposing force within a reasonable time without sustaining excessive casualties or equipment loss.

The T/E Standards for Task 9-1-A specify that the "squad uses traveling technique when contact is not likely, traveling overwatch when contact is possible, ... etc." You may identify very different actions to be performed by squad members under each of these three conditions. Similarly, Task 9-1-C requires different actions of the squad members depending upon the Leader's decision to develop the situation or to request assistance. To cover the unit actions thoroughly, refer as necessary to the "How to Fight" manuals and Collective Front-End Analyses or Mission-Task Analyses (if available) to refresh your memory on how the task is to be performed. Record references to these documents on the Audit Trail worksheet as you go.

Table 2

Drill Definition

A Drill is a unit performance requirement which is defined in terms of Task, Conditions, and Standards.

Every Drill

- requires performance of some action or actions by most, if not all, of the unit's members; (The actions may or may not require a high degree of coordination among individuals.)
- places minimal demands upon the leader for tactical decision-making and for coordination and communication with other units;*
- is keyed to one or more ARTEP mission Tasks; (A Drill may be either a part, a combination, or a restatement of one or more ARTEP Tasks.)
- has natural start and finish points (i.e., the tactical situation provides cues for starting and finishing;
- can be defined to maximize its applicability across ARTEP missions;
- includes activities that require a rapid response to a specific event or order issued by the unit leader;
- requires actions that are relatively standard across situations, i.e., that are Drill-like in character.

*Here the emphasis is upon the leader as trainer (see also pages 2-3). By directing prescribed actions under programmed conditions, the leader is able to concentrate on the performance of his soldiers in the execution of those actions. In the Drill, where the leader has carefully selected the terrain and the conditions, the soldiers respond to orders which reflect sound tactical decisions and may, indeed, involve the coordination of their actions with those of another unit, but the leader has carefully, with the help of the Drill, responsibility of making the tactical decisions and communications with other units in an unstructured, free-play situation.

d. Now, carefully review each of the other ARTEP Tasks in your scenario to find Candidate Drills. You will find that any ARTEP task may contain no Candidate Drills, may contain one or more Drills, or may itself be suitable for definition as a Drill. Assign a descriptive name to each set of actions that seems to meet the requirements for a Drill and enter that name in Column 2 next to the task called out in Column 1. You will later examine these "Candidate Drills" closely, so don't worry too much now about precision in naming Candidate Drills. Table 3 presents a sample of how the first two columns on the Worksheet might look after an analysis of the first three ARTEP tasks in the Squad Movement to Contact Mission.

Table 3

Partially Completed (Sample) Audit Trail Worksheet:
Relationships Between ARTEP Tasks and Candidate Drills

AUDIT TRAIL WORKSHEET

MISSION: SQUAD MOVEMENT TO CONTACT

Col 1

Col 2

ARTEP TASKS	NAMES OF CANDIDATE DRILLS	
Movement to Gain Contact (9-1-A)	1. Squad Moves in Traveling Formation 2. Squad Moves in Traveling Overwatch 3. Squad Moves in Bounding Overwatch	
Locate and Report Opposing Force (9-1-B)	1. Squad Reacts to Contact	
Develop the Situation or Request Assistance (9-1-C)	1. Squad Fires and Maneuvers 2. Squad Overwatches Assault	

(e) At this point, the Drill developer needs to make sure that each of his candidate Drills does not cover too large a "chunk of battle." ARTEPs differ from one another in the extent to which missions are broken up into tasks. Some ARTEP missions may be broken up into many tasks, while others are broken up into only a few tasks. Some ARTEP tasks may be so involved that they cover an entire mission; any candidate Drill based on such a task might take too much time to execute as a Drill. The time limits for Drills will depend on judgment, and will differ from one branch to another. The Drill developer must consider carefully how to break up Candidate Drills that are too long into two or more shorter Drills so that trainers can make efficient use of unit training opportunities.

(f) After the Drill developer has prepared his list of Candidate Drills, he will find it helpful to list in greater detail what soldiers will be doing in each Drill. He will record these activities in the third column of the worksheet. The activities may include specific Soldier's Manual (individual) tasks. An example of a worksheet with the first three columns completed is shown in Table 4.

Table 4

Partially Completed (Sample) Audit Trail Worksheet:
Soldier Activities During Candidate Drills

AUDIT TRAIL WORKSHEET			
MISSION: <u>SQUAD MOVEMENT TO CONTACT</u>			
Col 1	Col 2	Col 3	
ARTEP TASKS	NAMES OF CANDIDATE DRILLS	WHAT ARE SOLDIERS DOING?	
Movement to Gain Contact (9-1-A)	1. Squad Moves in Traveling Formation	1. Move in wedge formation under leader's control. 2. Look for signs of the enemy.	
	2. Squad Moves in Traveling Overwatch	1. Move in wedge formation under leader's control. 2. Look for signs of the enemy. 3. Overwatch route of advance of lead team.	
	3. Squad Moves in Bounding Overwatch	1. Move in wedge formation under leader's control. 2. Look for signs of the enemy. 3. Overwatch route of bounding team. 4. Select and occupy overwatch positions.	
Locate and Report Opposing Force (9-1-B)	1. Squad Reacts to Contact	1. Seek cover. 2. Return fire. 3. Report what they observe to leaders. 4. React to leader's firing instructions.	
Develop the Situation or Request Assistance (9-1-C)	1. Squad Fires and Maneuvers	1. High crawl and low crawl. 2. Rush from covered position to covered position. 3. Fire to cover movement of buddies.	

After the Developer has made a list of what soldiers would be doing in each Drill (column 3), he checks himself by carefully reviewing his entries for all the tasks for all the missions on his worksheet.

b. Step 2: Review Candidate Drills

(1) The purpose of this step is to eliminate unnecessary overlap or duplication among the Drills.

(2) In reviewing the Drills, the Developer may notice that the ones that he has called out overlap in varying degrees. For example, in the case of Light Infantry squads, he would notice that squads move in traveling overwatch within a number of different ARTEP missions and that a Candidate Drill "Squad Moves in Traveling Overwatch" would similarly be identified for those missions. On the other hand, he would notice that several Candidate Drills might contain only a minor degree of overlap. For example, several Light Infantry Squad Drills would require soldiers to select and occupy covered/concealed positions, but each of these Drills require soldiers to perform many other tasks.

(3) This guideline cannot provide an absolute rule that the Drill Developer can use to decide when one Drill overlaps so much with another Drill that only one Drill should be defined. One thought the Developer should keep in mind is that training management in units is already difficult, and the addition of a large number of Drill training requirements will further complicate management. In contrast, a carefully selected small set of high-payoff Drills will support efficient training management. In considering whether to delete Drills which appear to overlap quite a bit, consider these questions:

- o Is the candidate Drill the best way to train? (could the training be done well as individual Soldier's Manual skill training, or as part of ARTEP mission training?).
- o Does the Drill cover a critical activity that cannot be covered by another Drill?
- o Does the Drill have a high payoff by serving as a building block for two or more missions?

If the answer to any of these questions is "Yes" the Developer should keep the Candidate Drill.

(4) The Developer's worksheet may now have essentially the same Drill appearing more than once. For each Candidate, check the Drill Title in Column 2 against the Soldier Tasks in Column 3. Be sure that the Title accurately reflects the tasks, and make sure that two or more Drills which include the same tasks have the same name. Now, for each Drill, list in Column 4 (labeled CORRELATION) all the ARTEP Missions and Tasks that that particular Drill applies to.

(5) Once the Developer has settled on his set of Drills, he will enter the start and end points for each Drill in Column 5. The start and stop points for a sample of Candidate Drills are presented in Table 5, below.

Table 5
Sample Drill Start/Stop Points

Candidate Drill	Starts When:	Stops When:
Squad Moves in Traveling Formation	Squad Leader issues FRAGO and orders squad to move out.	Squad reaches end of training lane.
Squad Moves in Traveling Overwatch	Same as Above	Same as Above
Squad Moves in Bounding Overwatch	Squad Leader positions overwatch team and orders bounding team to move out.	Each fireteam has twice acted as the bounding team.
Squad Overwatches Assault Force	Squad Leader issues FRAGO and orders squad to take up overwatch positions.	Squad shifts its fires.

c. Step 3: Integrate Soldier's Manual Task Training into Drill Training

(1) The purpose of this important step is to provide for the integration of individual training into the collective Drill training program, either by conducting individual training before the execution of the Drill, or by conducting it during the execution of the Drill itself.

(2) The integration of Soldier's Manual task training into Drill training requires the developer to identify the following for each Drill:

- Leader Soldier's Manual Tasks to be trained before the Drill.
- Unit member Soldier's Manual Tasks to be trained before the Drill.
- Soldier's Manual Tasks which are completely covered by Drill standards.

- Soldier's Manual Tasks that are partially covered in the Drill and that might conveniently be trained completely during the Drill training period.

The Drill developer incorporates this information into the Drill Trainer's Guide for each Drill. Table 6 shows how each type of information is used by the Drill trainer.

Table 6

Soldier's Manual Tasks to be Identified: Type-classified
for Incorporation into Drills.

SOLDIER'S MANUAL TASK CATEGORY	DRILL TRAINER USE
Leader Tasks to be Trained before the Drill	Prepare Leader/Trainer to Conduct Drill Training
Unit member tasks to be Trained before Drill Training	Prepare Soldiers for efficient Drill Training
Tasks Completely Covered by Drill Standards	Score Tasks as a "GO" in Job Books when Soldiers have Mastered a Drill
Optional Tasks which can be Trained during Drill Training	Select "Targets of Opportunity" for Training during the Drill Training period

It is important that the Developer clearly understand these different Soldier's Manual task categories before he attempts to follow the procedures detailed in paragraphs to follow.

(3) To start this step, the Developer makes a list of all the Soldier's Manual tasks that both soldiers and leaders could or should use, in whole or in part, during each Drill.

(a) Examples of Soldier's Manual tasks that could be included in Drills, though they are not found in particular ARTEP missions, include React to Indirect Fire (071-326-0510) and Call for/Adjust Indirect Fire (061-283-6003). The Drill Developer may include such tasks in the list of Soldier's Manual tasks relevant to a Drill if they might naturally or reasonably be performed under the Drill Conditions.

(b) As previously mentioned, many individual Soldier's Manual tasks are used in collective training (or in combat) only when a specific tactical situation requires them. The Candidate Drills that have been used as examples were taken from ARTEP training objectives, and these ARTEP training objectives rarely specified the Conditions which call for and support the use of specific individual Soldier's Manual tasks. Bear in mind that the Drill training objectives do identify these Conditions for both individual and collective tasks (See Step 4).

(c) One "trick" that the developer can use to identify additional Soldier's Manual tasks for inclusion in his Drills is to think about specific threat situations that a unit might run into if it were to execute each Drill in combat (see discussion earlier on developing a scenario). For example, a rifle squad (or fireteam) might encounter any of the following when moving:

- enemy indirect fire
- enemy minefields
- NBC contaminated areas
- NBC attacks
- danger areas

- flares
- specific types of injuries
- booby-trapped obstacles
- etc.

(4) Next, the developer must decide which Drill-relevant Soldier's Manual tasks in whole or in part should be trained before the start of Drill training. The developer must bear in mind that training on certain kinds of individual tasks within Drills can "bog down" Drill training, and can even cause injury to inexperienced soldiers. You will use the factors defined below to make your decisions.

(a) Decision Factors are:

1 Hazard. If performance of the task creates a safety hazard, the task must be trained before Drill training.

2 Leader Tasks. Ordinarily, a leader should be proficient in a task before he needs to perform it during a Drill (however, if the training and evaluation can be conducted quickly, and if all unit members would profit from seeing the training, you might include the training in the Drill).

3 Natural Setting vs Classroom. It's usually best to train a task where the trainees can practice it. For this reason, you should try to avoid using classrooms for training. However, certain classroom training aids may be so effective that you will recommend their use in the classroom before conducting Drill training in the field.

4 Training Difficulty/Time. Soldier's Manual tasks which take a long time (ten minutes or longer) to demonstrate and explain, or to practice, should be trained before the Drill is trained (however, if teamwork is essential for effective training on a task, disregard this factor).

5 Evaluation Difficulty/Time. If a Soldier's Manual task

can be effectively evaluated while the soldiers perform it during a Drill, then it may be trained during the Drill. When it is difficult to observe the task being performed to standard, or when the trainer/evaluator must concentrate his attention on one soldier at a time for more than about one minute, the task should be trained before the Drill.

(b) Whenever possible, Soldier's Manual tasks should be trained as part of the Drills, because motivation to learn and ability to apply what is learned are generally higher in natural settings where a group is working toward a shared goal. The procedure for classifying tasks, shown below in Figure 1, is structured so that Soldier's Manual tasks will be included in Drills, if at all possible. To classify a Soldier's Manual task, all you need to do is to examine the task, using each factor in turn. If any factor leads you to decide that a task needs to be trained before Drill training, then you can skip over any remaining factors. The diagram below shows how this procedure works.

(c) You may find that certain SM tasks you have decided to include in a Drill do not have a perfect fit. For example, the 11B Task, "Use Visual Signals to Control Movement," contains several sections which provide very extensive coverage of signals. In fact no one Drill will need to employ all of these signals, so that only a portion of this SM task will be included in any Drill. When you have SM tasks which you intend to cover only partially in a Drill, note this fact. Later, when the Trainer's Guide for the Drill is prepared, you will have to decide which of these SM tasks should be identified as "optional" training opportunities.

(5) When you have type-classified each Soldier's Manual Task in your list, you may find it helpful to rewrite the list, organizing the tasks by classification.

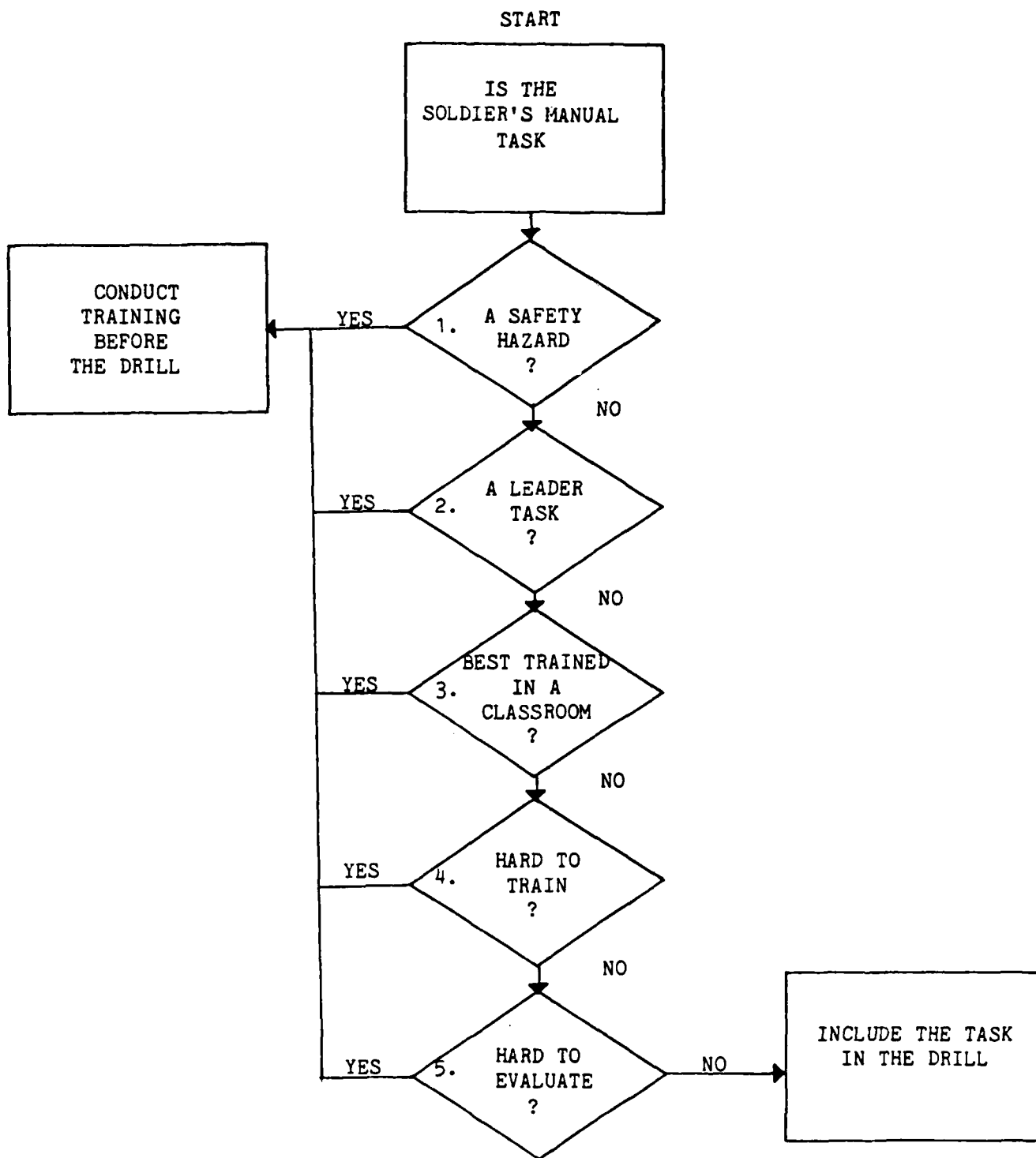


Figure 1. Procedure for assignment of Soldier's Manual tasks for Drill Training.

d. Step 4: Prepare Drill Training Objectives (Task, Conditions and Standards)

(1) The purpose of this step is to prepare a detailed statement of the training objective for each Drill. These training objectives are WORKING DOCUMENTS FOR THE DRILL DEVELOPER. The Training Objectives themselves do not go to the eventual user, but the Developer will incorporate the information from them into the final Drill Training Package.

(2) The format of the Drill Training Objective is shown in Figure 2 (See also the sample Training Objective in Appendix B). Each of the sections/subsections of a Drill Training Objective is discussed below. It is recommended that the Developer prepare the training objective by performing the work in the sequence a to o in Figure 2. However, he will find that the various parts of the training objective are highly related. For example, he may have to change his original statement of Drill conditions (lines d, e, f, and g) once he spells out the Drill's individual and collective Standards (o). The Developer may, of course, vary the sequence, if using another sequence makes the job easier.

(3) The line references below correspond to the line references for the sections called out in Figure 2. Where necessary, the descriptions of the sections are supplemented by hints to the Developer for preparing them.

<u>Line</u>	<u>Section</u>
a.	Correlation
b.	<u>Drill Title</u>
c.	<u>Drill Task</u>
d.	<u>Conditions</u>
e.	• <u>Friendly</u>
f.	• <u>Enemy</u>
g.	• <u>Other</u>
h.	<u>Set-Up Directions</u>
i.	• <u>Training Site</u>
j.	• <u>OPFOR</u>
k.	• <u>Unit</u>
l.	<u>Start/Finish Directions</u>
m.	• <u>Start</u>
n.	• <u>End</u>
o.	<u>Performance Standards</u>
o ₁	1.
o ₂	2.
o ₃	3.
o ₄	4.
o ₅	5.

Figure 2. Format of Drill Training Objectives (See also the example in Appendix B).

EXPANDED FIGURE 2, DRILL TRAINING OBJECTIVES

Line	Section
------	---------

- | | |
|----|---|
| a. | <u>Correlation to ARTEP Mission/Tasks and to Prior Drills</u> tells which ARTEP mission/tasks the Drill supports, and identifies any Drills which should be trained before this Drill is executed. |
| b. | The <u>Drill Title</u> identifies the Drill, using the name chosen by the developer. The title both identifies the task and identifies the unit (echelon) intended to perform the task (for example, "Fireteam Assaults in Short Rushes" or "Squad Moves in Bounding Overwatch"). |
| c. | The <u>Drill Task</u> provides a short description of the task. This task statement will be an expanded version of the title, unless the title is sufficiently descriptive. |
| d. | The <u>Conditions</u> state the <u>tactical</u> situation under which the Drill Task is to be performed. The information herein is the sort that would be provided to a unit in an OPOD or FRAGO. The section is divided into friendly and enemy situations, and additional tactical conditions, as needed. |
| e. | ● The <u>Friendly</u> situation describes the role of surrounding and supporting friendly units, as necessary, to clarify the unit's task. |
| f. | ● The <u>Enemy</u> situation <u>might</u> indicate the probability of enemy contact, identify the enemy type (as armor or infantry, etc.), indicate the approximate size of the enemy force, and/or describe the deployment of the enemy force (e.g., in bunkers, etc.). |
| g. | ● <u>Other</u> tactical conditions are stated as necessary. The developer must bear in mind the importance of the conditions in Drill training and must be careful to include sufficient guidance to the user to insure |

that the Drills are properly set up and executed. One type of information which might be included in this subsection is a description of the terrain.*

- h. The Set-Up Directions provide administrative instructions to the trainer/evaluator on how to set-up the Drill. This section is divided into topics covering the training site, and positioning/preparation of both the OPFOR and the unit being trained.
- i. ● The Training Site describes training lane or terrain characteristics which are required to meet the training objectives of the Drill. For example, if the objective of a Drill were to train soldiers to maintain dispersion (to close up in a wedge when vegetation makes it difficult to maintain eye contact, and to spread out when vegetation is light), then the Training Site section must specify these terrain features (i.e., heavy and light vegetation).
- j. ● The OPFOR includes instructions for the OPFOR, and a description of their positioning.
- k. ● The Unit section provides instructions to the trainer/evaluator regarding the initial placement of the unit, and any special instructions needed to arrange for the conduct of training. This section also identifies attached weapons systems.

* A requirement exists to describe the terrain here only in those cases where terrain is a factor in determining how a Drill task is to be executed. For example, training a unit to move under fire in short rushes, by high crawling and by low crawling, requires at least three different types of terrain/vegetation.

l,m, n. The Start/Finish Directions specify how or when to start the Drill, and how or when to stop it. These directions are stated operationally, and explicitly (See Table 5, page 20).

o. The Performance Standards contain the steps that the soldiers perform when the Drill Task is correctly executed. The Standards are stated in terms of observable individual and collective actions. Two pointers for writing observable standards are provided in Table 7.

Table 7

Tips for Writing Observable Standards

1. Whenever you can, use the active verb form and specify who is supposed to perform the action.

This way - - -

Leaders inform all squad members of the route of advance of the assault element.

Not this way - - -

Squad members are informed of the route of advance of the assault element.

2. State as specifically as possible what the unit is expected to do.

This way - - -

Machinegunner sets up to cover most likely avenue of approach.

Riflemen take up positions providing overlapping sectors of fire.

Not this way - - -

The squad distributes its firepower.

(4) As he prepares the training objectives, the Developer must keep in mind that the Conditions and the Set-up Directions drive the Standards. If the training situation defined by the Conditions and Set-up sections is loosely sketched, then the task steps, or Standards, can only be loosely sketched--training and evaluation will not be standardized and confusion will result. On the other hand, if the training situation is too rigid, training/evaluation may be standardized at the expense of realism. In this case, the task will apply to only one narrowly defined situation, and not to the many kinds of variations of combat situations that can occur. The Developer must, therefore, use his best judgment on how tightly he specifies the training situation. He must balance the needs for standardization of training and evaluation with the needs for realism, for flexibility, and for developing the ability of soldiers to transfer skills learned from the Drills to a variety of combat situations.

(5) Tight specification of training objectives can, and must, be balanced with the need for tactical realism by encouraging the trainer to vary the Drill practice conditions. The guidance provided in the next section (Phase Two) will show you how to do this.

(6) The Drill training materials that the Developer will produce in Phase Two are based on the training objectives produced in this phase. Unless the Drill training objectives are done thoroughly and properly, the Developer will run into problems in preparing the training materials. He can check out his training objectives using the checkpoints in Table 8.

Table 8

Guidelines for Evaluating Drill Training Objectives

1. The Drill standards describe what soldiers must do in response to either (a) a specific event, or (b) a specific order from the leader.*
2. The Drill standards are clearly and simply enough stated that they can be applied by even inexperienced trainers/evaluators.
3. Each Drill has definite beginning and end points (a trainer should be able to easily recognize where the Drill task fits into one or more ARTEP missions).
4. The Drill calls for no more tasks to be performed at the same time than the trainer/supervisor can realistically train or evaluate at once.
5. The Drill standards cover both individual and collective activities required to execute the Drill task.

(7) After he has prepared and checked the training objectives, the Developer should review and revise his list of ARTEP tasks covered by Drill standards and his list of "Optional" Soldier's Manual tasks.

* See page 30 for text and table on performance standards.

CHAPTER 3, PHASE TWO: PREPARATION OF
DRILL TRAINING MATERIALS

3-1. Overview

a. Materials that the Developer will prepare to support the planning, preparation, and conduct of Drill training (the Drill Training Package or DTP) are identified in Table 9. The preparation of each document is described in detail below.

Table 9
Contents of Drill Training Package (DTP)

Document	Purpose
Drill Training Management Guide (One per DTP)	Used by leaders (training managers) to plan and schedule Drill training.
Drill Trainer's Guide (One per Drill)	Used by trainer in garrison to plan and prepare for Drill training.
Drill Trainer's Guide Outline (One per Drill)	Used by trainer in the field to conduct Drill training
Drill Evaluator's Checklist (One per Drill)	Used by trainer's supervisor in the field to evaluate unit performance at the end of Drill practice.

b. The Developer is reminded that the Drill Training Objective is a working document and is not included as such in the Drill Training Package (DTP) for the user. It has been found that, while all the steps in the production of the DTP are closely related, it is best to approach the tasks in the following

order: First, the Developer produces the Drill Training Objectives, then the Trainer's Guides, then the Trainer's Guide Outlines, then the Evaluator's Checklists, and finally, the Drill Training Management Guide. Although the Developer must bear in mind certain aspects of the Management Plan during each step, he must wait on the development of the complete set of Drill Trainer's Guides, Trainer's Guide Outlines, and Evaluator's Checklists to finalize the Management Guide. The steps below are covered in the order recommended above.

3-2. Procedures

a. Step 1: Prepare Drill Trainer's Guides

(1) The purpose of this step is to prepare the materials that the trainer will use in garrison to plan and prepare for Drill training.

(2) An example of a Trainer's Guide for a Light Infantry Squad Drill appears at Appendix C. . The Drill developer is encouraged to remove Appendix C and refer to it as he reads through the following paragraphs.

(a)

Section 1. RESPONSIBILITIES

- a. Primary Trainer; Alternate Trainer
- b. Primary Evaluator; Alternate Evaluator

In Section 1, the Developer identifies primary and alternate Drill trainers and evaluators. In most cases, the primary Drill trainer will be the unit's primary individual skills trainer, e.g. in the case of Light Infantry squads, the primary Drill trainer is the Squad Leader, the alternate trainer the Platoon Sergeant. In certain Drills, conducted at the fireteam or crew level, one of the unit's subordinate trainers (such as a fireteam leader) will be designated the primary

trainer. In this case, the alternate trainer is the Squad Leader. The alternate trainer is, in all cases, the primary trainer's supervisor. Similarly, the primary and alternate evaluators are the supervisors of the primary and alternate trainers.

(b)

- | | |
|------------|--------------------|
| Section 2. | TRAINING OBJECTIVE |
| a. | Task Description |
| b. | Conditions |
| | (1) Friendly |
| | (2) Enemy |
| c. | Standards |
| | (1) First Action |
| | (2) Second Action |
| | (3) Etc. |

The Developer extracts Section 2 directly from the Drill Training Objectives that he prepared in Phase One (See Chapter 2).

(c)

- | | |
|------------|---|
| Section 3. | TRAINER/EVALUATOR PREPARATION |
| a. | Leader Soldier's Manual Tasks |
| b. | Training Resources |
| c. | Background Materials |
| | (1) Prior Drills |
| | (2) ARTEP Missions/Tasks supported by Drill |
| | (3) References |

The Developer prepares Section 3 to: (1) alert the trainer to what he will need to know to conduct the training, and to what resources he will have to arrange for; and (2) give him a list of the sources of information that he can use in his planning/preparation.

1 In Section 3a, the Developer lists the Leader Soldier's Manual tasks that the trainer should have down pat before he tries to conduct training on the Drill. The developer will already have identified these tasks in Phase One as Leader Soldier's Manual Tasks to be trained before the Drills.

2 In Section 3b, the developer lists the training resources required for the Drill, including:

- organic or attached weapon systems
- blank or live ammunition
- pyrotechnics
- radios
- POW/document tags
- tape
- OPFOR
- vehicles

3 In Section 3c(1), the developer lists the Drills that a unit should be trained on before training on this one. This Section comes directly from the upper right-hand corner of the Drill Training Objectives, written in Phase One.

4 In Section 3c(2), he lists ARTEP mission tasks that the Drill supports. The developer finds this information also in the upper right-hand corner of the Drill Training Objectives.

5 In Section 3c(3), he lists references that the Squad Leader might find useful in training his squad on this Drill task.

(d)

- | | |
|------------|---|
| Section 4. | MANDATORY SOLDIER'S MANUAL TASKS FOR SOLDIERS |
| a. | Tasks to be trained before the Drill |
| b. | "Optional" tasks to be trained during the Drill period. |

Section 4 lists Soldier's Manual tasks that should be trained before the Drill training, and Soldier's Manual tasks that might be trained along with the Drill at the trainer's option.

1 In Section 4a, the Developer includes his list of Soldier's Manual tasks to be trained before Drills, that he prepared in Phase One. To assist the trainer, the Developer lists the training sources (such as TEC Lessons, FMs, and TCs) for each task, as found in the Soldier's Manual.

2 In Section 4b, the Developer lists Soldier's Manual tasks which can be trained during the Drill training period at the trainer's option. The Developer pulls these tasks from his list of "Optional"-Soldier's-Manual-Tasks-to-be-trained-during-Drills that he prepared in Phase One. As before, he lists the training sources for each "Optional" task.

(e)

Section 5.

DRILL PREPARATION

a. Summary of Training Objectives presented as informal statements covering

- (1) Task
- (2) Conditions
- (3) Standards

b. Orientation Statement

- Tells why the Drill is important.
- Explains when the Drill task would be used in combat.
- Explains how proper or improper performance of Drill task influences individual and unit survivability and mission accomplishment.

c. Caution

From Section 5 on, the Developer tells the trainer how to execute the Drill in the field. The developer must bear in mind that experience has shown that the trainer will use the materials in Sections 5 through 8 as he executes the Drill in the field. In preparing these Sections, the developer must draw upon his troop leading experience as well as published doctrine. The developer needs to remind himself that many of the small-unit leaders who will be conducting the training in the field do not have his experience and time-in-training, so they need all the help they can get. Assume nothing! Even if more experienced trainers already know the substance of a Drill, the Drill may still serve as a valuable organizer for them.

1 In Sections 5a and 5b he gives the trainer a "model" for presenting the Drill training objective and for motivating the troops. While the Developers' "styles" will vary from one to the next, each Developer should include certain types of information in Section 5b. This section should at a minimum, include (1) a mention of when the Drill Task would be executed in combat, (2) a statement of the major individual and collective activities to be trained during the Drill, and (3) an explanation of how the tasks relate to accomplishing the Drill.

2 In Section 5c, the Developer tells the trainer what cautions are required to prevent injury during the Drill training. Cautions may cover any use of pyrotechnics, obstacles, terrain, etc. that might impose a hazard to life and limb.

(f)

Section 6. PRETEST

The developer includes this section simply to remind the Drill trainer to plan on pretesting when appropriate.

(g)

Section 7. PRESENTATION

a. Optional Demonstration

- (1) If a nearby unit has successfully performed the task, have the unit demonstrate the Drill.
- (2) Explain what they are doing and why, as they demonstrate. Use the standards as a guide.
- (3) Summarize what the demonstrating squad did.

b. Set-up Directions

- (1) Training Site
- (2) OPFOR
- (3) Unit

c. Walk-thru

- (1) Before the Walk-thru
- (2) During the Walk-thru

Section 7 covers the presentation of formal Drill training.

1 Section 7a is boiler-plate and will require little, if any, modification by Developers from Branch to Branch, and probably none from Drill to Drill in the same DTP.

2 The Developer takes Section 7b directly from the "Set-up Directions" in the Drill Training Objectives that he wrote in Phase One.

3 In Section 7c, the Developer provides a step-by-step walk-thru of the Drill and incorporates the Drill Standards and coaching tips for

the trainer (see the sample Trainer's Guide at Appendix C). The Developer draws boxes around any necessary instructions to the trainer, along with the Standards for each successive action in his scenario. The Developer must remember that, throughout a Drill, soldiers will be reacting to orders given by the unit leader (trainer). The instructions within the boxes should prompt the unit leader to issue these orders at the appropriate time in the Drill. These boxes may also contain hints to the trainer on how to apply a particular Standard.

4 Below each block of Instructions/Standards, the Developer should list "coaching points." "Coaching points" may refer to actions that soldiers should be taking, or to techniques that soldiers should be using when they perform a particular Drill, regardless of whether or not the Standards call out the use of these actions/techniques. The coaching points permit clarification and expansion of the Standards, and thus help to keep the formal list of Standards short and precise.

(h)

Section 8. PRACTICE

- a. Conduct the Drill according to the directions in the walk-thru.
- b. Variations for repeating a Drill.

In Section 8, the Developer provides guidance on how the trainer is to conduct practice on the Drill.

1 In Section 8a, boiler-plate again; the Developer inserts a standard reminder to conduct Drill practice according to Walk-thru instructions contained in 7c(2).

2 Section 8b contains tips for varying training during the practice on the Drill. This guidance is extremely important for one or both of the following reasons: (1) Drills do not represent a "cookie-cutter" approach to training--the situation must be varied, within the limits of the conditions, so that the troops learn to apply the Drills in a variety of situations; (2) certain skills are best learned in a simplified situation and then sharpened with practice in tougher ones. In this section, Developers should always include a reminder to practice in different situations (for maneuver units, on different pieces of terrain), and a reminder to reduce coaching as the Drill is repeated. The Developer might also include other tips to encourage tactical realism by varying the OPFOR and other conditions, once the squad has mastered the basic Drill.

(i)

Section 9. PERFORM

Section 9, again boiler-plate, contains the developer's reminder to the trainer to "Go for Record."

b. Step 2: Prepare Drill Trainer's Guide Outlines

(1) The purpose of this step is to prepare materials for the trainer to use to execute Drill training, either in garrison, or in the field.

(2) The Developer prepares a separate 8-paragraph Drill Trainer's Guide Outline (TGO) for each Drill (an example TGO is at Appendix D). All the TGOs for a DTP are bound together in a pocket-sized volume.

(3) In the Trainer's Guide Outline, the Developer includes a shortened version of the first six sections, and a complete duplication of Sections 7 through 9 of the Drill Trainer's Guide; he also adds guidance for the trainer on optional Soldier's Manual Tasks for training as well as Soldier Manual Tasks to be scored "GO" upon successful completion of the Drill.

(a) An example of the first four paragraphs of a Trainer's Guide Outline for the complete Guide in Appendix C is shown below.

TRAINER'S GUIDE OUTLINE
SQUAD PROVIDES COVERING FIRE

1. TRAINING OBJECTIVE: Tell the squad the training objective in your own words.
 - a. Task: Squad provides covering fire for an assaulting squad.
 - b. Conditions:
 - (1) Friendly: Platoon is conducting a hasty attack.
 - (2) Enemy: Enemy is located on the platoon objective, 200 meters from the overwatching squad.
 - c. Standards: See Walk-thru.
2. ORIENTATION: Tell the squad in your own words why the task is important. Stress the squad as an element of the platoon and company; teamwork to gain and maintain fire superiority.
3. CAUTION: Deliver the standard caution for using blank ammunition.
4. PRETEST: See Set-up Directions and Walk-thru.

(b) The Developer inserts the contents of paragraphs 7-9 of the Drill Trainer's Guide as paragraphs 5-7.

(c) To complete the TGO, the Developer, in paragraph 8a lists the optional Soldier's Manual tasks for training from paragraph 4b of the Trainer's Guide; and, in paragraph 8b, lists the SL1 and SL2 Soldier's Manual tasks to be scored "GO" upon successful completion of the Drill based on the earlier decision made to incorporate specific Soldier's Manual tasks in the Drill Standards.

NOTE: It is recommended that the Drill TGOs be printed and bound in paper of a distinctive color (other than red as this color is reserve for Evaluator's Checklists (See below).

c. Step 3: Prepare Drill Evaluator's Checklists

(1) The purpose of this step is to prepare Checklists to help the training supervisor to evaluate the performance of a unit when it goes for record on each Drill.

(2) In the checklist for each Drill, the Developer includes a complete statement of the Task, Conditions, and Performance Standards for that Drill. (An example of such a checklist is shown in Table 10.) All the Evaluator's Checklists for a DTP are bound together in one pocket-sized volume.

(a) Compare the Performance Standards on the Evaluator's Checklist in Table 10 with the Standards in the Trainer's Guide for the same Drill on page 1 of Appendix C. You will note that they are not exactly the same. Some of the standards on the Checklist have been rewritten to make it easier for the evaluator to use the checklist to key on specific aspects of performance. For example, the Trainer's Guide Standard, "Squad returns heavy volume of fire from covered and concealed positions when the enemy open fire" has been broken into two Evaluator's Checklist items:

- Squad immediately returns heavy volume of fire when hit.

AND

- Squad maintains covered/concealed positions.

(b) Whenever he expands or breaks up a Standard, the Drill Developer will group the Checklist items into blocks (that are identified with a letter in parenthesis) corresponding to the lettered standards in paragraph 7c(2) of the Drill Trainer's Guide. Correlating the evaluator's checklist items with the Standards in the Trainer's Guide help communication between evaluators and trainers.

Table 10
Sample Drill Evaluator's Checklist

DRILL EVALUATOR'S CHECKLIST
SQUAD PROVIDES COVERING FIRE

TASK: Squad provides covering fire for an assaulting squad.

CONDITIONS:

Friendly: Platoon is conducting a hasty attack.

Enemy: Enemy is located on the platoon objective 200 meters from the overwatching squad.

PERFORMANCE STANDARDS:

NO
GO GO

	• Squad immediately returns heavy volume of fire when hit		
a.	• Squad maintains covered/concealed positions		
b.	• Squad reduces fire within 10 seconds after enemy reduces their rate of fire		
	• Squad maintains appropriate rate of fire		
c.	• Squad members promptly reload and clear malfunctions.		
	• SL/TL signals to increase volume of fire prior to assault		
d.	• Squad increases volume of fire		
	• SL/TL signals to shift fire for assault		
e.	• Squad shifts fire		

CHAPTER 4, PHASE THREE: PREPARATION OF A
DRILL TRAINING MANAGEMENT GUIDE

4-1. Overview

a. The Developer must prepare one Drill Training Management Guide to cover the planning, preparation, and execution of all of the Drills in the DTP. He develops the Management Guide to meet the following three objectives:

(1) To explain the Drill training concept and its benefits to users in operational units;

(2) To describe the Drill training materials (Trainer's Guides, etc.), and to explain how to use them;

(3) To provide information in convenient form (e.g., lists, tables, and charts) that can help the trainer and supervisor to plan/schedule Drill training and Drill-related SM Task training.

b. The Drill Training Management Guide is organized as shown in Table 11.

c. The Developer is referred to the Drill Training Management Guide for Light Infantry Squads at Appendix E. The Drill Developer can, with some revision, incorporate certain sections of that guide into management guides for units other than Light Infantry squads. Such revisions entail the Developer's replacing examples of Drills related to Light Infantry squads with examples related to the target unit, and also replacing the lists, tables, and charts specific to Light Infantry. The Developer can make most of these changes by using information in the Drill Trainer's Guides.

Table 11

Organization of Drill Training Management Guide

- | | |
|---------|--|
| Para 1. | Introduction |
| 2. | Description of Drills |
| 3. | Advantages of Drills |
| 4. | ARTEP Mission Preparation |
| 5. | Integration of Individual and Collective Training |
| 6. | Drill Training System |
| 7. | Drill Training Package |
| a. | Drill Trainer's Guide |
| b. | Drill Trainer's Guide Outline |
| c. | Drill Evaluator's Checklist |
| 8. | Planning and Scheduling Drill Training |
| 9. | Planning and Scheduling Soldier's Manual Task Training |

The developer will note that paragraphs 1-6 correspond to Phase 1; 7, Phase 2; and 8 and 9, Phase 3.

d. Each of the paragraphs in the Management Guide is discussed below. An asterisk (*) beside a paragraph denotes a paragraph that the Developer must rewrite or adapt for each new Drill Training Package.

4-2. Procedures

The purpose of each paragraph in the Training Management Guide, and the actions required of the Developer in modifying the Light Infantry Training Management Guide to apply to a new DTP, are covered below.*

* Many of these sections are boiler-plate, and can be lifted directly from the Sample (Light Infantry) Drill Package. The developer should review carefully each element of the package so used and, even if there are no actions required, make sure that appropriate examples are used for his particular application, appropriate terminology is used (e.g., Squad Leader/Section Chief/Team Leader), etc.

a. Para 1, Introduction

(1) Purpose: to tell Drill users in operational units that:

- Drills do not create an additional training burden.
- Drill training materials have been designed to bridge the gap between Soldier's Manual task and ARTEP mission training, to make both easier to do, and, wherever possible, to do both at the same time.

(2) Action Required: None

b. Para 2, Description of Drill

(1) Purpose: to introduce users in operational units to the Drill training concept by describing the characteristics of Drill training and providing a sample Drill Training Objective (Task, Conditions, and Standards).

(2) Action Required: Replace training objective example in Table 1.

c. Para 3, Advantages of Drills

(1) Purpose: to explain advantages of Drills, including standardization of training, integration of individual and collective training, and overall effectiveness and/or efficiency of training.

(2) Action Required: None

*d. Para 4, ARTEP Mission Preparation

(1) Purpose: to explain how Drills help prepare soldiers and units for ARTEP mission training. the table identifying the ARTEP mission/tasks which are supported by each Drill in the DTP provides critical information for training management, and helps to convince leaders to support Drill training.

(2) Action Required: Drill developer will construct the required table from the information that he has included in Section 3c(2) of the Drill Trainer's Guides.

e. Para 5, Integration of Individual and Collective Training

(1) Purpose: to present and discuss the three ways in which Soldier's Manual task training is integrated into Drill training.

(2) Action Required: None

f. Para 6, Drill Training System

(1) Purpose: to provide an overview of the Drill training system from the points of view of the leader and the Drill trainer.

(2) Action Required: None

g. Para 7, Drill Training Package

(1) Purpose: to describe the materials that are provided in the DTP to support the planning, preparation, and conduct of Drill training and evaluation.

(2) Action Required: None

h. Para 7a, Drill Trainer's Guide

(1) Purpose: to describe the format, content, and use of the Drill Trainer's Guides.

(2) Action Required: None

i. Para 7b, Drill Trainer's Guide Outlines

(1) Purpose: to describe the format, content, and use of the Drill Guide Outline.

(2) Action Required: None

j. Para 7c, Drill Evaluator's Checklists

(1) Purpose: to describe the format, content, and use of the Drill Evaluator's Checklist.

(2) Action Required: Replace Drill Evaluator's Checklist example.

*k. Para 8, Planning and Scheduling Drill Training

(1) Purpose: to provide Drill-specific scheduling and resource requirements in tabular form for use by the leader in planning a Drill training program.

(2) Actions Required: Drill developer will prepare Drill roadmaps and resource requirements based upon the list of "Prior Drills" found in Section 3c(1), and upon information in Section 3b of the Drill Trainer's Guides.

*l. Para 9, Planning and Scheduling Soldier's Manual Task Training

(1) Purpose: to describe the three ways that Soldier's Manual task training is related to Drill training, and to provide charts which can be used to (1) identify Soldier's Manual tasks to train before Drill training, (2) identify those Soldier's Manual tasks that can be scored "GO" in Job Books at the end of training on each Drill, and (3) identify Soldier's Manual tasks that might be trained during the Drill training period at the trainer's option.

(2) Actions required: Drill developer will prepare these charts using the list of Soldier's Manual tasks that he has developed in Step 3 of Phase One.

m. CHECK YOUR WORK

APPENDIX A

COMPARISONS OF ARTEP TASK TRAINING OBJECTIVES WITH DRILL TRAINING OBJECTIVES

1. Understanding the differences between ARTEP Task training objectives and Drill training objectives is critical to successful Drill development. The Developer MUST understand these differences before he tries to work through the procedures for developing Drills.

2. It's hard to make blanket statements about the differences between Drills and ARTEP tasks, because there are such big differences among ARTEP tasks themselves. All the same, the following comparisons between ARTEP tasks and Drills should give the reader a better understanding of the Drill concept. Each comparison will contain either an example from ARTEP 7-15 for Light Infantry, an example from Light Infantry Squad Drills, or examples from both sources.

a. While some ARTEP Task training objectives describe "chunks of battle" that involve nothing more than the use of tactical decision-making skills by leaders, Drill training objectives always describe "chunks of battle" in which unit members are actively involved. For instance, the ARTEP Task training objective below, from the Squad Antiarmor Ambush mission, covers only tactical leadership functions. The "chunk of battle" described by this task would not be appropriate for a Drill, because squad members are not involved.

TASK	CONDITIONS	STANDARDS
9-2-B: Select ambush site	During daylight or darkness, the squad leader is given an order by Platoon Leader...	Squad leader, using map and aerial photographs, selects general location of ambush site that makes maximum use of organic antitank weapons' capabilities and the terrain. Indirect fires are planned which cover the kill zone, withdrawal routes, and opposing force routes of withdrawal/reinforce- ment

b. While many ARTEP training objectives describe a "chunk of battle" in which the unit leader is required to use tactical decision-making skills, Drill training objectives either do not require the use of such skills, or impose minimal requirements for their use (e.g., selecting routes while moving in traveling formation). The ARTEP training objective below is taken from the Squad Movement to Contact mission. Notice here that the Squad Leader must decide whether to develop the situation or to request assistance, and that the actions that are required of the squad members, and thus the standards to be applied, are very different depending upon which decision he makes. Since Drills are designed to train specific small-unit actions, the ARTEP training objective lacks the specificity required of Drill training objectives.

TASK	CONDITIONS	STANDARDS
9-1-C: Develop the situa- tion or request assistance.	Opposing force continues to engage, causing the squad to deploy. Squad leader decides to develop the situation or to request assistance from the platoon.	a. Develop the situation when covered and concealed routes of approach are available to squad, and/or if the opposing force positions are such success in such development appears likely. Squad eliminates the opposing force within a reasonable time without sustaining excessive casualties or equipment loss. b. Request assistance of additional maneuver elements if unable to eliminate opposing force resistance: the squad fixes the opposing force, identifies his positions, coordinates with the friendly elements, and supports by fire.

c. While the Conditions in an ARTEP training objective may be optional or left to the discretion of the trainer, the Conditions in Drill training objectives are relatively fixed. The conditions in the example below, from the ARTEP Squad Movement to Contact mission, do not specify whether contact with the enemy is "not likely," "possible," or "expected." Therefore, the unit might be moving in traveling formation, traveling overwatch, or bounding overwatch. This loose definition of conditions does not support the drafting of specific Drill Standards.

TASK	CONDITIONS	STANDARDS
9-1-A Movement to gain	During daylight a. Squad leader is given the platoon leader's oral frag order which provides: (1) Opposing force and friendly situations and mission described in the general conditions. (2) Other necessary information (route command, and signal). b. Squad personnel carry normal TOE weapons and equipment. c. Squad leader should have map, squad radio, and lensatic compass.	Squad uses traveling when contact is not likely, traveling overwatch when contact is possible, and bounding overwatch when contact is expected. The squad's execution of these movement techniques uses terrain to minimize the squad's exposure and to maximize its ability to deliver suppressive fires from the best available overwatch positions. The squad's movement must be aggressive. <u>NOTE:</u> When using SCOPES equipment, achievement of this standard is evaluated based on the casualties inflicted on the squad by the opposing force. If SCOPES equipment is not available, determination is based on trainer/evaluator observation/judgment.

d. Many ARTEP Standards are indicated implicitly as subtasks, leaving it to the trainer to use his experience to evaluate the unit's performance of them. Drill Standards, on the other hand, are explicitly stated. These Drill Standards are derived from doctrine and from the experience of the Drill developers. Thus, Drill Standards, unlike the ARTEP Standards in the example below, can be effectively applied by relatively inexperienced trainers and/or can serve as reminders to more experienced trainers.

STANDARDS FROM ARTEP TASK
9-1-C: DEVELOP THE SITUATION
IN THE SQUAD AMBUSH PATROL
MISSION

STANDARDS FROM DRILL
"SQUAD EXECUTES FIRE AND
MANEUVER."

Develop the situation if covered and concealed routes of approach are available to squad, and/or if the opposing force positions are such that success in such development appears likely. Squad must eliminate the opposing force within a reasonable time without sustaining excessive casualties or equipment loss.

- (1) Base-of fire team maintains suppressive fire as maneuver team moves out.
- (2) Maneuver team moves promptly and together on signal from team leader.
- (3) Maneuver team makes use of available cover and concealment.
- (4) Maneuver team members avoid bunching.
- (5) Maneuver team moves rapidly to position to assault OPFOR from flank.
- (6) Maneuver team avoids masking the fires of base-of-fire.
- (7) Maneuver team delivers a heavy volume of fire just before, and during the assault.
- (8) Base-of-fire team shifts/lifts fire as maneuver team assaults.

e. Consistent with the specificity of the Task Statement, Tactical Conditions, and Standards for Drills, Drill training objectives also contain a description of the "administrative" conditions which support the Drill training objective. These conditions provide the experienced and less-experienced trainer alike guidance to insure that the Drills are conducted to meet the training objectives.

The Light Infantry Squad Drill training objective "Squad Provides Covering Fire" - - -

(a) Describes the type of training site needed to support the training objective as follows:

- Training Site: Terrain provides for:
 - (1) Platoon objective to be occupied by squad-sized OPFOR element.
 - (2) Protected route of approach to objective for assaulting squad.
 - (3) Covered and concealed positions for overwatching squad to cover the objective by observation and fire.

(b) Tells how and where to position an OPFOR and describes the instructions to be given to the OPFOR as follows:

- OPFOR: Emplace two or three OPFOR riflemen in covered/concealed positions on objective. Instruct OPFOR to remain in position and open fire on signal from trainer. Firing rates are as follows:
 - (1) Initially deliver high rate of fire (each man fires one round per second) for about 10 seconds.
 - (2) Then fire at reduced rate in response to overwatching squad's fire until assault begins.
 - (3) Increase rate of fire in response to assault element's fire or on signal from trainer.

f. ARTEP training objectives rarely indicate when, in the flow of battle, a particular ARTEP task begins and ends. In contrast, Drill training objectives have precisely defined beginning and ending points. For example:

The Light Infantry Drill "Squad Clears a Room/Building"

begins when the Squad Leader issues a FRAGO from a halt position which allows observation of the building to be cleared, and

ends when the assault element leader reports to the Squad Leader that all rooms are cleared and secured.

3. See Appendix B for an example of a Drill Training Objective.

APPENDIX B
SAMPLE DRILL TRAINING OBJECTIVE

ARTEP* MISSION: SQUAD CLEAR AN URBAN AREA
TASK: SUPPORT ATTACK BY ADJACENT SQUAD (9-4-D)

ARTEP MISSION: SQUAD MOVEMENT TO CONTACT
TASK: DEVELOP THE SITUATION OR REQUEST ASSISTANCE (9-1-6)

ARTEP MISSION: SQUAD RAID
TASK: EXECUTE THE RAID (9-7-6)

PRIOR DRILLS: SQUAD PREPARES TO PROVIDE COVERING FIRE
SQUAD EMPLOYS DIRECT FIRE

DRILL TITLE: SQUAD PROVIDES COVERING FIRE

TASK: SQUAD PROVIDES COVERING FIRE FOR AN ASSAULTING SQUAD.

CONDITIONS:

FRIENDLY: PLATOON IS CONDUCTING A HASTY ATTACK.

ENEMY: ENEMY IS LOCATED ON THE PLATOON OBJECTIVE, ROUGHLY 200 METERS FROM THE OVERWATCHING SQUAD.

SET-UP DIRECTIONS:

TRAINING SITE: TERRAIN PROVIDES FOR:

- PLATOON OBJECTIVE TO BE OCCUPIED BY SQUAD-SIZED OPFOR ELEMENT.
- PROTECTED ROUTE OF APPROACH TO OBJECTIVE FOR ASSAULTING SQUAD.
- COVERED AND CONCEALED POSITIONS FOR OVERWATCHING SQUAD TO COVER THE OBJECTIVE BY OBSERVATION AND FIRE.

OPFOR: EMPPLACE TWO OR THREE OPFOR RIFLEMEN IN COVERED/CONCEALED POSITIONS ON OBJECTIVE. INSTRUCT OPFOR TO REMAIN IN POSITION AND OPEN FIRE ON SIGNAL FROM TRAINER. FIRING RATES ARE AS FOLLOWS:

*ARTEP 7-15, 18 Jun 79

DRILL TITLE: SQUAD PROVIDES COVERING FIRE (cont.)

- INITIALLY DELIVER HIGH RATE OF FIRE (EACH MAN FIRES ONE ROUND PER SECOND) FOR ABOUT 10 SECONDS.
- THEN FIRE AT REDUCED RATE IN RESPONSE TO OVERWATCHING SQUAD'S FIRE UNTIL ASSAULT BEGIN.
- INCREASE RATE OF FIRE IN RESPONSE TO ASSAULT ELEMENT'S FIRE, OR ON SIGNAL FROM TRAINER.

UNIT: SQUAD IS IN PLACE AFTER HAVING SUCCESSFULLY EXECUTED THE DRILL TASK "SQUAD PREPARES TO PROVIDE COVERING FIRE."

START/FINISH DIRECTIONS:

- START DRILL WHEN SQUAD IS IN POSITION BY SIGNALING OPFOR TO COMMENCE FIRING.
- END DRILL WHEN SQUAD HAS SHIFTED FIRE IN RESPONSE TO SIGNAL THAT THE ASSAULT HAS BEGUN. (WHEN THIS DRILL IS RUN CONCURRENTLY WITH "ASSAULT" DRILL, END DRILL AFTER ASSAULTING ELEMENT HAS SWEEPED THE OBJECTIVE.)

PERFORMANCE STANDARDS:

1. SQUAD RETURNS HEAVY VOLUME OF FIRE FROM COVERED AND CONCEALED POSITIONS WHEN THE ENEMY OPENS FIRE.
2. SQUAD REDUCES FIRE WITHIN 10 SECONDS AFTER ENEMY REDUCES THEIR RATE OF FIRE.
3. SQUAD MAINTAINS APPROPRIATE RATE OF FIRE, AND AVOIDS LULLS CAUSED BY RELOADING, MALFUNCTIONS, ETC.
4. SQUAD INCREASES VOLUME OF FIRE WHEN ITS LEADER OR THE ASSAULTING SQUAD SIGNALS.
5. SQUAD SHIFTS ITS FIRE ON SIGNAL FROM ITS LEADER BEFORE THE ASSAULT ELEMENT REACHES ITS OBJECTIVE.

APPENDIX C
SAMPLE DRILL TRAINER'S GUIDE

TRAINER'S GUIDE

SQUAD PROVIDES COVERING FIRE

1. RESPONSIBILITIES

- a. Trainers: Squad Leader; Platoon Leader/Platoon Sergeant
- b. Evaluators: Platoon Leader/Platoon Sergeant; Company Commander

2. TRAINING OBJECTIVE

- a. Task: Squad provides covering fire for an assaulting squad.
- b. Conditions:
 - (1) Friendly: Platoon is conducting a hasty attack.
 - (2) Enemy: Enemy is located on the platoon objective, roughly 200 meters from the overwatching squad.
- c. Standards:
 - (1) Squad returns heavy volume of fire from covered and concealed positions when the enemy opens fire.
 - (2) Squad reduces fire within 10 seconds after enemy reduces their rate of fire.
 - (3) Squad maintains appropriate rate of fire and avoids lulls caused by reloading, malfunctions, etc.
 - (4) Squad increases volume of fire when its leader or the assaulting squad signals
 - (5) Squad shifts its fire on signal from its leader before the assault element reaches its objective.

3. TRAINER/EVALUATOR PREPARATION

- a. Leader Soldier's Manual Tasks: None
- b. Resources:
 - (1) 5.56 Blank ammunition

(2) Two-three OPFOR riflemen

(3) Location: Field (See Set-up Directions, below, for details)

c. Background Materials:

(1) Prior Drills:

(a) Squad prepares to provide covering fire.

(b) Squad employs direct fire.

(2) ARTEP 7-15 missions/tasks that the Drill supports:

(a) Squad Movement to Contact/Develop the situation or request assistance (9-1-C).

(b) Squad Raid/Execute the raid (9-7-C).

(c) Squad Clear an Urban Area/Support attack by adjacent squad (9-4-D).

(3) References:

(a) FM 7-8, The Infantry Platoon and Squad.

(b) FM 31-50, Combat in Fortified and Built-Up Areas.

(c) TC 7-3, The Rifle Platoon.

4. MANDATORY SQUAD MEMBER SOLDIER'S MANUAL TASKS

a. Task to be trained before training on this Drill:

Load, Reduce a Stoppage, and Clear an M16A1 Rifle, FM 7-11B1/2, page 2-III-A-1.

Additional Training Sources:

(1) TM 9-1005-249-10, Operator's Manual M16A1 Rifle, Apr 77 (page 11, 36-37, 42-45)

(2) TEC Lesson 939-071-009-F, Loading and Unloading the M16A1 Rifle

(3) TEC Lesson 939-071-0012-F, Preventing and Correcting Common Malfunctions

b. Task to be trained during Drill training, if necessary:

Control rate and distribution of fire, FM 7-11B1/2, page 2-VII-A-1.1.

Additional Training Sources:

TEC Lesson 020-071-1051-F, Control Rate and Distribution of Fire

5. DRILL PREPARATION

- a. Summary of Training Objective: Tell the squad the training objective in your own words. Use the following task, conditions, and standards statements as a guide.
- (1) "Task: You will be learning the technique of providing covering fire for another element that is assaulting the platoon's objective to your front (point out objective)."
 - (2) "Conditions: Your platoon is in the attack against an enemy squad located on that objective. You have moved into position without being detected by the enemy. The assault force is moving toward the objective along a covered and concealed route to your left (or right) front (point out route of advance)."
 - (3) "Standards: When the enemy detects and engages you, or before that if possible, you will deliver a high volume of fire to gain fire superiority. You will then adjust your rate of fire. Your Fireteam Leaders and I will give you orders to adjust and to shift your fires for the assault."
- b. Orientation: Tell the squad in your own words why the task is important. Use the following as a guide for doing this.
- (1) "It is important that you master this drill because your squad normally does fire and maneuver as a part of a larger force--the platoon or company. In this Drill you will be supporting the maneuver of an assaulting squad."
 - (2) "Your job in this Drill is not easy--you will need to deliver a heavy volume of fire at first to gain fire superiority. After that, you will need to adjust your fire, but still keep up enough fire to keep the enemy down. You will need to pay close attention to me and your Fireteam Leaders to adjust your fire properly. You will need to adjust your own rate of fire to pick up for others in your squad if their weapon malfunctions and as they are reloading. It takes practice to do this well, but once you get good at it, you can give the assaulting element the support it needs to close with and kill the enemy."
- c. Caution: Tell the squad the standard safety caution for using blank ammunition.

6. PRETEST

7. PRESENTATION

a. Optional Demonstration:

- (1) If a nearby squad has successfully performed the task have this squad demonstrate the Drill.
- (2) Explain what they are doing and why as they demonstrate. Use the standards as a guide.
- (3) Summarize what the demonstrating squad did.

b. Set-Up Directions:

- (1) Training Site: Terrain provides for:
 - (a) Platoon objective to be occupied by squad-sized OPFOR element.
 - (b) Protected route of approach to objective for assaulting squad.
 - (c) Covered and concealed positions for overwatching squad to cover the objective by observation and fire.
- (2) OPFOR: Emplace two or three OPFOR riflemen in covered/concealed positions on objective. Instruct OPFOR to remain in position and open fire on signal from trainer. Firing rates are as follows:
 - (a) Initially deliver high rate of fire (each man fires one round per second) for about 10 seconds.
 - (b) Then fire at reduced rate in response to overwatching squad's fire until assault begins.
 - (c) Increase rate of fire in response to assault element's fire, or on signal from trainer.
- (3) Unit: Squad is in place after having successfully executed the Drill "Squad prepares to provide covering fire."

c. Walk-Thru:

- (1) Before the walk-thru:

(a) Explain the term "heavy volume of fire"

(b) Instruct the soldiers to

- 1 fire in semi-automatic mode
- 2 fire at suspected enemy positions
- 3 vary individual rate of fire so all do not reload at once
- 4 place magazines where they can easily get to them

(2) During the walk-thru:

(a) Signal OPFOR to commence firing. When OPFOR begins firing, order squad to open fire, and apply the Standard:

- "SQUAD RETURNS HEAVY VOLUME OF FIRE FROM COVERED AND CONCEALED POSITIONS WHEN THE ENEMY OPENS FIRE."

Coach soldiers to

- a Remain in position
- b Cover entire sector of fire
- c Use high individual rate of fire
- d Attend to Fireteam Leaders for directions

(b) When OPFOR reduces rate of fire, order squad to reduce its rate of fire and apply the Standard:

- "SQUAD REDUCES FIRE WITHIN 10 SECOND AFTER ENEMY REDUCES THEIR RATE OF FIRE."

Coach soldiers to

- a Pay attention to Fireteam Leaders
- b Relay Fireteam Leader orders
- c Reduce individual rate of fire (conserve ammunition).

(c) During period of reduced rate of fire, apply the Standard:

- "SQUAD MAINTAINS APPROPRIATE RATE OF FIRE AND AVOIDS LULLS CAUSED BY RELOADING, MALFUNCTIONS, ETC."

1 Explain to soldiers that

- a They must maintain fire superiority (keep enemy suppressed).
- b Maneuvering element is advancing to assault position.

2 Coach soldiers to

- a Vary individual rate of fire.
- b Correct malfunctions immediately.
- c Pick up fire for teammate as required.

(d) Allow time for the supported squad to reach its assault position, then order OPFOR to increase their fire. Order squad to increase its rate of fire and apply the Standard:

- "SQUAD INCREASES VOLUME OF FIRE WHEN ITS LEADER OR THE ASSAULTING SQUAD SIGNALS."

1 Explain to soldiers that

- a Assaulting squad has reached its assault position.
- b Enemy has detected assaulting squad.

2 Coach soldiers to

- a Pay attention to Fireteam Leaders.
- b Relay orders from Fireteam Leaders.
- c Build up fire to regain fire superiority.

(e) Order the squad to shift fire to left (or right) and apply the Standard:

- "SQUAD SHIFTS ITS FIRE ON SIGNAL FROM ITS LEADER BEFORE THE ASSAULT ELEMENT REACHES ITS OBJECTIVE."

1 Explain to soldiers that

Assaulting squad is closing on the enemy positions.

2 Coach soldiers to

- a Pay attention to Fireteam Leaders.
- b Relay orders from Fireteam Leaders.

- c Watch for enemy moving off the objective.
 - d Cease fire on command.
 - (f) Signal OPFOR to cease firing. Order squad to cease firing, clear weapons, and remain in place.
 - 1 Explain to soldiers that
 - a Report was received from the assaulting Squad Leader that the objective is secure.
 - (g) Review the squad's performance on meeting each of the standards.

8. PRACTICE

- a. Conduct the Drill according to directions in the blocks above.
- b. Introduce the following variations as you repeat the drill:
 - (1) Vary event times (length of time that OPFOR sustains initial high rate of fire, length of time allowed for movement to assault position).
 - (2) Select different terrain.
 - (3) Reduce coaching until the squad can perform to standards without it.

9. PERFORM

Inform PL/PSG that squad is ready for evaluation.

APPENDIX D
SAMPLE DRILL TRAINER'S GUIDE OUTLINE

TRAINER'S GUIDE OUTLINE
SQUAD PROVIDES COVERING FIRE

1. TRAINING OBJECTIVE: Tell the squad the training objective in your own words.
 - a. Task: Squad provides covering fire for an assaulting squad.
 - b. Conditions:
 - (1) Friendly: Platoon is conducting a hasty attack.
 - (2) Enemy: Enemy is located on the platoon objective, 200 meters from the over-watching squad.
 - c. Standards: See Walk-thru.
2. ORIENTATION: Tell the squad in your own words why the task is important. Stress the squad as an element of the platoon and company; teamwork to gain and maintain fire superiority.
3. CAUTION: Deliver the standard caution for using blank ammunition.

9-1

4. PRETEST: See Set-up Directions and Walk-thru.
5. PRESENTATION:
 - a. Optional Demonstration:
 - (1) If a nearby squad has successfully performed the task have this squad demonstrate the Drill.
 - (2) Explain what they are doing and why as they demonstrate. Use the standards as a guide.
 - (3) Summarize what the demonstrating squad did.
 - b. Set-up Directions:
 - (1) Training Site: Terrain provides for:
 - (a) Platoon objective occupied by OPFOR squad-sized element.
 - (b) Protected route of approach to objective for assaulting squad.
 - (c) Covered and concealed positions for over-watching squad to cover the objective by observation and fire.

9-2

D-1

- (2) OPFOR: Emplace OPFOR riflemen in covered/concealed positions on objective. Instruct OPFOR to remain in position and open fire on signal from trainer. Firing rates are as follows:
- (a) Initially deliver high rate of fire (each man fires one round per second) for 10 seconds.
 - (b) Then fire at reduced rate in response to overwatching squad's fire until assault begins.
 - (c) Increase rate of fire in response to assault element's fire, or on signal from trainer.
- (3) Unit: Squad is in place after executing the Drill "Squad prepares to provide covering fire."

c. Walk-thru:

- (1) Before the walk-thru:

- (a) Explain the term "heavy volume of fire."
9-3

- (b) Instruct the soldiers to

- 1 Fire in semi-automatic mode.
- 2 Fire at suspected enemy positions.
- 3 Vary individual rate of fire so all do not reload at once.
- 4 Place magazines where they can easily get to them.

- (2) During the walk-thru:

- (a) Signal OPFOR to commence firing. When OPFOR begins firing, order squad to open fire, and apply the Standard "SQUAD RETURNS HEAVY VOLUME OF FIRE FROM COVERED AND CONCEALED POSITIONS WHEN THE ENEMY OPENS FIRE."

- 1 Coach soldiers to

- a Remain in position.
- b Cover entire sector of fire.
- c Use high individual rate of fire.
- d Attend to Fireteam Leaders for directions.

- (b) When OPFOR reduces rate of fire, order squad to reduce its rate of fire and apply the Standard "SQUAD REDUCES FIRE WITHIN 10 SECONDS AFTER ENEMY REDUCES THEIR RATE OF FIRE."

1 Coach soldiers to

- a Pay attention to Fireteam Leaders.
- b Relay Fireteam Leader orders.
- c Reduce individual rate of fire (conserve ammunition).

- (c) During period of reduced rate of fire, apply the Standard "SQUAD MAINTAINS APPROPRIATE RATE OF FIRE AND AVOIDS LULLS CAUSED BY RELOADING, MALFUNCTIONS, ETC."

1 Explain to soldiers that

- a They must maintain fire superiority (keep enemy suppressed).
- b Maneuvering element is advancing to assault position.

9-5

2 Coach soldiers to

- a Vary individual rate of fire.
- b Correct malfunctions immediately.
- c Pick up fire for teammate as required.

- (d) Allow time for the supported squad to reach its assault position, then order OPFOR to increase their fire. Order squad to increase its rate of fire and apply the Standard "SQUAD INCREASES VOLUME OF FIRE WHEN ASSAULTING SQUAD (OR LEADER) SIGNALS."

1 Explain to soldiers that

- a Assaulting squad has reached its assault position.
- b Enemy has detected assaulting squad.

2 Coach soldiers to

- a Pay attention to Fireteam Leaders.
- b Relay orders from Fireteam Leaders.
- c Build up fire to regain fire superiority.

9-6

- (e) Order the squad to shift fire to left (or right) and apply the Standard "SQUAD SHIFTS ITS FIRE ON SIGNAL FROM LEADER BEFORE THE ASSAULT ELEMENT REACHES ITS OBJECTIVE."

1 Explain to soldiers that

a Assaulting squad is closing on the enemy positions.

2 Coach soldiers to

a Pay attention to Fireteam Leaders.

b Relay orders from Fireteam Leaders.

c Watch for enemy moving off the objective.

d Cease fire on command.

- (f) Signal OPFOR to cease firing. Order squad to cease firing, clear weapons, and remain in place.

Explain to soldiers that

Report was received from the assaulting Squad Leader that objective is secure.

9-7

- (g) Review the squad's performance on meeting each of the standards.

6. PRACTICE:

- a. Conduct the Drill according to directions in the blocks above.
- b. Introduce the following variations as you repeat the drill:
 - (1) Vary event times (length of time that OPFOR sustains initial high rate of fire, length of time allowed for movement to assault position).
 - (2) Select different terrain.
 - (3) Reduce coaching until the squad can perform to standards without it.

7. PERFORM:

Inform PL/PSG that squad is ready for evaluation.

9-8

8. SOLDIER'S MANUAL TASKS:

a. Train if necessary:

(1) Control rate and distribution of fire.

b. Score GO in Job Books

(1) None.

APPENDIX E
SAMPLE DRILL TRAINING MANAGEMENT GUIDE

DRILL TRAINING MANAGEMENT GUIDE
FOR
LIGHT INFANTRY SQUADS

September 1981

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DRILL TRAINING MANAGEMENT GUIDE FOR LIGHT INFANTRY SQUADS

Introduction

The goal of U.S. Army combat training is to develop the capability to win in battle. The primary types of training are based on Soldier's Manuals to guide individual skill development, and ARTEP T&EOs to guide development of teamwork under simulated combat conditions. Given the large number of tasks in SMs and ARTEP missions, two heavy training loads exist. The Drill training materials, explained in the following pages, have been designed to form a bridge between SM and ARTEP mission training to make both easier to do.

Drills do not provide a brand new training requirement. Instead, Drills cover a large portion of unit training requirements in a way which makes individual and collective training more effective and efficient. A unit which has been trained and evaluated on Drills will require only a small amount of additional training to meet its ARTEP mission/task standards. In fact, leader tactical training given after the Drills are mastered may be all that is necessary to reach ARTEP mission/task standards.

Description of Drills

The critical characteristics of Drills are as follows:

- Drills are based on "slices of battle" which are smaller than ARTEP missions.
- Drills are keyed to ARTEP mission/tasks, and each Drill can often be used to prepare a unit to perform more than one ARTEP mission task.
- Drill are to be performed under conditions which are usually more specific than the conditions found in ARTEP mission T&EOs.

- Drill standards cover collective skills and related SM tasks.
- Drills apply only to lower echelon unit training (for example, in the case of light infantry, Drills apply to fireteams and squads).

An example of a Drill Training Objective (task, conditions and standards) for light infantry is presented in Table 1, below.

Table 1
Training Objective for Drill
"Squad Provides Covering Fire"

-
- a. Task: Squad in overwatching position provides covering fire for an assaulting squad.
 - b. Conditions:
 - (1) Friendly: Platoon is conducting a hasty attack.
 - (2) Enemy: Enemy is located on the platoon objective, 200 meters from the overwatching squad.
 - c. Standards:
 - (1) Squad returns heavy volume of fire from covered and concealed positions when the enemy opens fire.
 - (2) Squad reduces fire within 10 seconds after enemy reduces their rate of fire.
 - (3) Squad maintains appropriate rate of fire and avoids lulls caused by reloading, malfunctions, etc.
 - (4) Squad increases volume of fire when assaulting squad (or leader) signals.
 - (5) Squad shifts its fire on signal from leader before the assault element reaches its objective.
-

Advantages of Drills

Training to perform Drills offers the following advantages:

- Drill training supports the standardization of training and evaluation in the Army, and standardized training helps to reduce the negative effects of soldier turbulence.
- Since Drills are based on small "slices of battle," they can be easily repeated until the unit has mastered the critical individual and collective skills.
- Since Drills are relatively brief and involve small units (for example, fireteam and squad, or tank crew and platoon) most performance errors made by individual soldiers can be corrected and trained on the spot.
- Drills require certain SM tasks to be trained and evaluated during collective training exercises. Training and evaluating these tasks in a collective exercise provides for more realistic training and will help to motivate soldiers to master their individual skills.
- The simultaneous conduct of individual and collective skills training allows for a more efficient use of valuable training time.

ARTEP Mission Preparation

At the end of a successful Drill training program, Squad Leaders have units which are ready to undertake ARTEP mission training. A group of soldiers will have been trained to operate as a unit under the control of a leader, units will have been trained to respond immediately and correctly to a number of specific threat situations, and soldiers will have mastered many of their SM tasks to standards. Units will, in fact, have mastered many of the individual

and collective skills needed to execute their ARTEP missions--before the start of ARTEP mission training. Thus, squad leaders will be able to concentrate on their own training needs (i.e., assessing the situation and quickly making a valid tactical decision).

A list of Drills and the ARTEP mission tasks supported by each Drill is provided on the following three pages (Table 2), in order to illustrate the relationship between Drills and ARTEP mission tasks. In most cases, the only ARTEP mission tasks not covered by at least one Drill are those involving tactical decisions or individual leader skills. Many of the Drills support more than one ARTEP mission task, indicating the efficiency of Drills as an ARTEP training vehicle.

Integration of Individual and Collective Training

The Drill training process integrates individual skills training and collective training in three ways. First, SM tasks which soldiers should master before collective skill training are identified, so they can be trained and evaluated before the start of Drill training. Second, certain SM tasks are written into the Drill performance standards, so that they are trained naturally as a part of Drill training. Third, SM tasks which can conveniently be trained/evaluated during Drill training periods are identified (for example, ...part of what a soldier must learn to perform the SM task "React to Indirect Fire" will be trained in the Drill "Fireteam Moves in Formation," but a leader might choose to provide the additional training on this task required to bring performance up to SM standards).

Table 2

SQUAD ARTEP MISSIONS/TASKS SUPPORTED BY DRILLS

DRILLS	MISSIONS/TASKS									
	MOVEMENT TO CONTACT					AREA RECONNAISSANCE PATROL				
	MOVEMENT TO GAIN CONTACT	LOCATE & REPORT OPP FORCE	DEVELOP SITUATION OR REQUEST ASSIST	REORGANIZE & PREPARE FOR NEW MISSION		PREP FOR A RECON PATROL	CONDUCT AREA RECON PATROL	BREAK CONTACT	REORGANIZE AT RALLY POINT	TREAT CASUALTIES
1. FT MOVES IN WEDGE FORMATION	X						X		X	
2. SQD MOVES: TRAVELING O/W	X						X	X		
3. SQD CROSSES A DANGER AREA							X			
4. SQD ACTION ON CONTACT (TRV O/W)		X						X		
5. SQD MOVES: BOUNDING O/W	X							X		
6. SQD ACTION ON CONTACT (BND O/W)		X								
7. SQD EMPLOYS DIRECT FIRE		X								
8. SQD PREP COVERING FIRE				X						
9. SQD PROVIDES COVERING FIRE			X							
10. SQD OCCUPIES POS/EXEC AMB AND SEARCH										
11. FT MANEUVERS: H/L CRAWL				X						
12. FT ADVANCES: SHORT RUSHES			X							
13. SQD EXECUTES FIRE & MANEUVER			X							
14. SQD CLEARS ROOM/BLDG										X
15. SQD DISENGAGES										
16. SQD EXECUTES DEF/SUPPL POSNS										

Table 2 (cont.)

SQUAD ARTEP MISSIONS/TASKS SUPPORTED BY DRILLS

MISSIONS/TASKS

DRILLS	MISSIONS/TASKS	
	CLEAR AN URBAN AREA	DEFENSE OF AN URBAN AREA
1. FT MOVES IN WEDGE FORMATION	PREPARE TO ATTACK	OCCUPY HASTY
2. SQD MOVES: TRAVELING O/W	ENTER THE BLDG	FIRING POSNS
3. SQD CROSSES A DANGER AREA	CLEAR ROOMS	PREPARE POSNS
4. SQD ACTION ON CONTACT (TRV O/W)	SUPPORT ATTACK	PREVENT OPP FORCE
5. SQD MOVES: BOUNDING O/W	BY ADJACENT SQD	FROM ENTERING BLDG
6. SQD ACTION ON CONTACT (BND O/W)	ASSAULT & CLEAR	DESTROY OPP
7. SQD EMPLOYS DIRECT FIRE		FORCE IN BLDG
8. SQD PREP COVERING FIRE		WITHDRAW TO
9. SQD PROVIDES COVERING FIRE		SUPP POSNS
10. SQD OCCUPIES POS/EXEC AMB AND SEARCH		
11. FT MANEUVERS: H/L CRAWL		
12. FT ADVANCES: SHORT RUSHES		
13. SQD EXECUTES FIRE & MANEUVER		
14. SQD CLEARS ROOM/BLDG		
15. SQD DISENGAGES		
16. SQD EXECUTES DEF/SUPPL POSNS		

Drill Training System

The Drill training system is shown in Figure 1, from the point of view of the Platoon Leader. In Figure 2 on the next page, the system is shown from the Squad Leader's point of view.

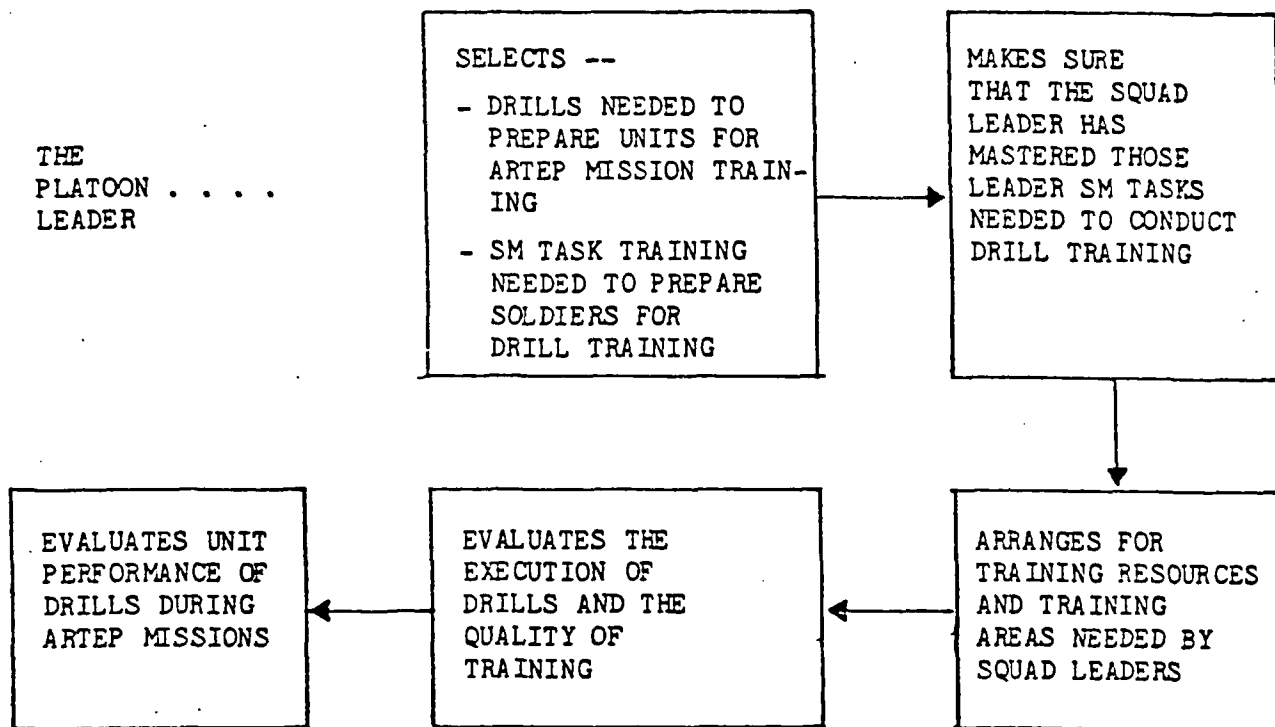


Figure 1. The Drill training system from the Platoon Leader's view.

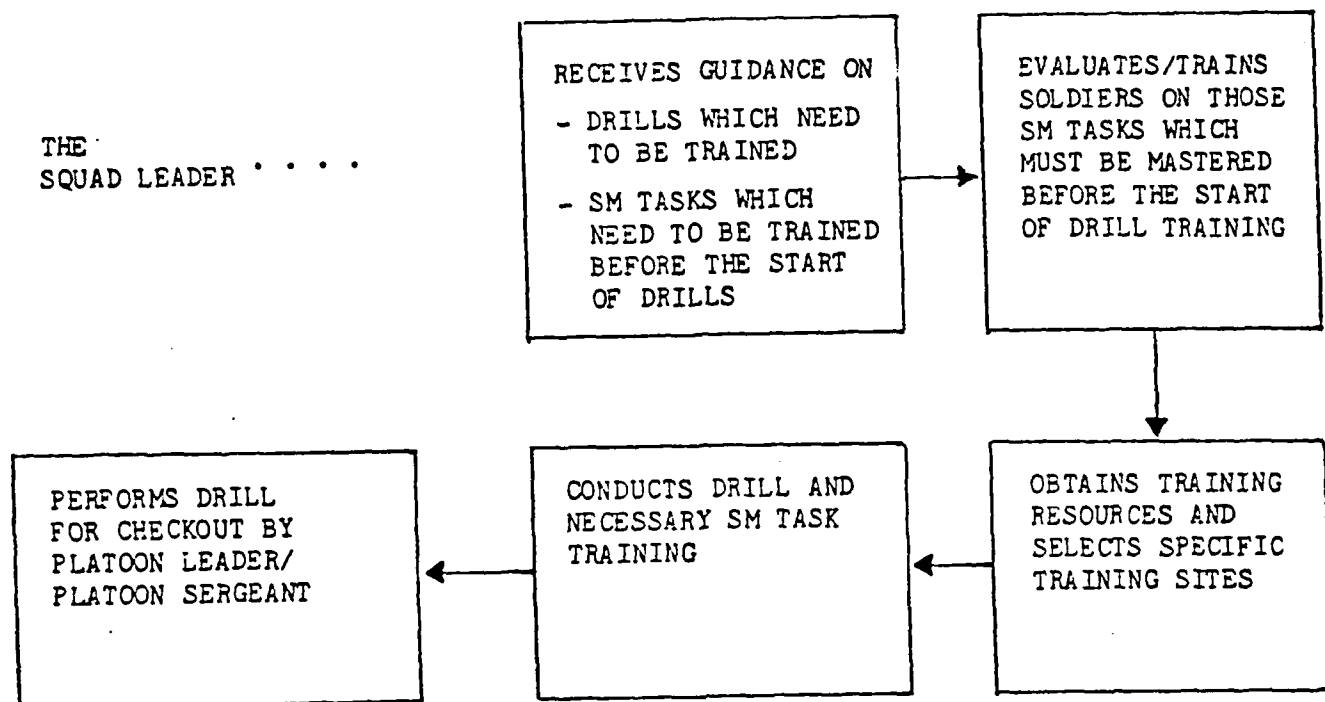


Figure 2. The Drill training system from the Squad Leader's point of view.

Drill Training Package

A number of aids have been developed to support the planning, preparation, conduct and evaluation of Drill training within units. These aids are identified and briefly described in Table 3. A more detailed description of each training aid is provided below.

Table 3

Contents of Drill Training Package

Aid	User and Purpose of Aid
Trainer's Guide	Used by Squad Leader to plan and prepare for Drill training.
Trainer's Guide Outline	Used by Squad Leader as an aid in the actual conduct of Drill training in the field. This aid can also be used by the Platoon Leader/Platoon Sergeant to evaluate the conduct of Drill training.
Evaluator's Checklist	Used by Platoon Leader/Platoon Sergeant to evaluate performance at the end of Drill practice.
Training Management Guide (this manual)	Used by Platoon Leader in the planning and scheduling of training. This guide includes the following charts: - Training Roadmap for Drills - Resource Requirements - Mandatory Prior SM Tasks - Train as Required SM Tasks - Soldier's Manual Tasks Scored GO after Drills are mastered.

For all of the aids described above, with the exception of the Training Management Aids, there is an aid which is specific to each Drill. For example the Drill called "Squad Moves in Bounding Overwatch," has a Trainer's Guide called "Squad Moves in Bounding Overwatch," a Trainer's Guide Outline by this same name, and an Evaluator's Checklist by the same name.

Drill Trainer's Guide

The Drill Trainer's Guides are used by the Squad Leader to plan and prepare for Drill training. One guide has been provided for each Drill. An example of a Trainer's Guide for Light Infantry Squads is included in Appendix A.

The Drill Trainer's Guide contains materials organized into three sections (paragraphs 1-4, 5, and 6-9). The first section identifies the primary and back-up trainers and evaluators, and calls out for them the training objectives, materials they will need for preparation, and the Soldier's Manual tasks associated with the Drill. The primary trainer (usually the Squad Leader) is provided a back-up resource (usually the Platoon Leader or Platoon Sergeant) from whom he can seek guidance in preparing to execute the training. Similarly the primary evaluator (usually the Platoon Leader or Platoon Sergeant) has identified for him his source for guidance (usually the Company Commander). If the squad leader lacks experience on a Drill, the Platoon Leader or Sergeant must train him. The format for this section of the Drill Trainer's Guide is as follows --

DRILL TITLE

1. RESPONSIBILITIES
 - a. TRAINER IDENTITIES
 - b. EVALUATOR IDENTITIES

2. TRAINING OBJECTIVE

- a. TASK DESCRIPTION
- b. CONDITIONS
 - (1) FRIENDLY
 - (2) ENEMY
- c. STANDARDS
 - (1) FIRST ACTION
 - (2) SECOND ACTION
 - (3) ETC.

3. TRAINER/EVALUATOR PREPARATION

- a. LEADER SM TASKS
- b. TRAINING RESOURCES
- c. BACKGROUND MATERIALS
 - (1) PRIOR DRILLS (DRILLS WHICH SHOULD BE CONDUCTED BEFORE THIS DRILL.)
 - (2) ARTEP MISSIONS/TASKS SUPPORTED BY DRILL
 - (3) REFERENCES FROM TCs AND FMs.

4. MANDATORY SM TASKS

- a. SM TASKS TO BE TRAINED BEFORE THE DRILL
- b. SM TASKS TO BE TRAINED AS REQUIRED DURING THE DRILL PERIOD

The second section of the Drill Trainer's Guide deals with information provided to soldiers in the field at the start of Drill training. Such information is used to prepare soldiers to receive the maximum benefits of training on a particular Drill. The format for the second part of the Drill Guide is as follows:

5. DRILL PREPARATION

- a. SUMMARY OF TRAINING OBJECTIVE PRESENTED AS INFORMAL STATEMENTS COVERING

- (1) TASKS
- (2) CONDITIONS
- (3) STANDARDS
- b. ORIENTATION STATEMENT
 - MOTIVATE LEARNING
 - RELATE DRILL TO COMBAT
- c. CAUTION

The third and final section provides step-by-step guidelines for the actual conduct of Drill training. This section begins with a reminder to pretest, if appropriate, covers walk-through procedures and practice, and ends with a reminder to "go for record." The format of this final section of the Drill Guide is shown below.

- 6. PRETEST (REMINDER)
- 7. PRESENTATION
 - a. OPTIONAL DRILL DEMONSTRATION
 - b. SET-UP DIRECTIONS
 - (1) TRAINING SITE
 - (2) OPFOR PLACEMENT AND DIRECTIONS
 - (3) UNIT PLACEMENT
 - c. WALK-THRU
 - PERFORMANCE STANDARDS
 - TRAINING POINTS
- 8. PRACTICE
 - a. AS DESCRIBED ABOVE
 - b. TIPS FOR VARYING TRAINING
- 9. PERFORM (REMINDER TO GO FOR RECORD)

Drill Trainer's Guide Outline

A separate Drill Trainer's Guide Outline has been prepared for use with each Drill. Each outline is provided in a field-expedient form for use by the Squad Leader during the actual conduct of Drill training. The outline contains the same information as the last two parts of the Drill Trainer's Guide from paragraph 5, Drill Preparation, through paragraph 9, Perform (see Appendix B for a sample outline), as well as a list of "optional" Soldier's Manual tasks for training with the Drill and a list of Soldier's Manual tasks to be scored as "GO" when the Drill is successfully performed.

This field-expedient training aid assists the Squad Leader by providing suggestions for explaining the importance of the Drill to soldiers, by providing step-by-step procedures for walking soldiers through the Drill, by providing observable standards to evaluate performance, and by providing "coaching points" which the trainer can use to enrich training and make it more interesting for soldiers.

The Drill Trainer's Guide Outline can also be used by the Platoon Leader/Platoon Sergeant to evaluate the conduct of Drill training. Some of the things that a Platoon Leader might want to look at when observing a Squad Leader's conduct of training include:

- Does the Squad Leader give the training objective (task, conditions and standards) to soldiers and explain the importance of the Drill to individual/unit survival on the battlefield?
- Does the Squad Leader select a training site that supports the training objective?
- Does the Squad Leader correctly apply the performance standards?
- Does the Squad Leader summarize unit performance at the end of each run-through of a Drill (thus providing feedback to the unit)?

Drill Evaluator's Checklist

The Drill Evaluator's Checklist is used by the Platoon Leader/Platoon Sergeant to evaluate a unit when it goes for record. Each checklist contains a complete statement of the task, conditions and performance standards for a particular Drill. An example of such a checklist is shown below.

DRILL EVALUATOR'S CHECKLIST SQUAD PROVIDES COVERING FIRE

TASK: Squad provides covering fire for an assaulting squad.

CONDITIONS:

Friendly: Platoon is conducting a hasty attack.

Enemy: Enemy is located on the platoon objective 200 meters from the overwatching squad.

PERFORMANCE STANDARDS:

GO NO
GO GO

a.	• Squad immediately returns heavy volume of fire when hit		
	• Squad maintains covered/concealed positions		
b.	• Squad reduces fire within 10 seconds after enemy reduces their rate of fire		
	• Squad maintains appropriate rate of fire		
c.	• Squad members promptly reload and clear malfunctions.		
	• SL/TL signals to increase volume of fire prior to assault		
d.	• Squad increases volume of fire		
	• SL/TL signals to shift fire for assault		
e.	• Squad shifts fire		

Planning/Scheduling Drill Training

A leader may decide to train on all of the Drills, or to select a portion of the Drills according to the unit's needs and resources. The tables and figures on the following pages will be of assistance to leaders in selecting the Drills to be trained. The first table of this set, Table 4, provides a list of the available Drills. Figure 3 (on pages 19 and 20) provides a Drill Training roadmap. Finally, Table 5 provides a listing of the resource requirement for each Drill.

Roadmaps

After a leader has selected the Drills to be trained, he must decide the order in which the Drills will be covered. The Drill Training Roadmaps are used in making this decision Figure 3, on pages 19 and 20. Two rules need to be followed when using a Drill Training roadmap. First, in general, Drills lower on the roadmap cover more basic skills and should be covered before Drills higher on the roadmap. Second, more specifically, a Drill lower on the roadmap connected by a vertical line to a Drill higher on the roadmap covers prerequisite skills and be trained before the Drill higher on the roadmap. For example, a unit should be trained on the Drill "Fireteam Moves in Wedge Formation" before being trained on the Drill "Squad Moves in Bounding Overwatch."

Resources

The resources required for each Drill are identified in Table 5, page 21. In the future, this guide will contain estimates of the amount of time and amount of expendable resources (ammo, practice hand grenades, etc.) required to train on each Drill, based on actual experience. For the present time

leaders must provide their own estimates of the amount of time and amount of resources required to train on each Drill.

Once leaders have decided which Drills to train and the order in which the Drills will be trained, they must further prepare long-range and short-range schedules according to guidance provided in the Battalion Training Management System (BTMS).

Table 4

DRILLS SUPPORTING LIGHT INFANTRY SQUAD
COMBAT-ESSENTIAL MISSIONS

1. FIRETEAM MOVES IN WEDGE FORMATION
2. SQUAD MOVES IN TRAVELING OVERWATCH
3. SQUAD CROSSES A DANGER AREA
4. SQUAD TAKES ACTION ON CONTACT (TRAVELING OVERWATCH)
5. SQUAD MOVES IN BOUNDING OVERWATCH
6. SQUAD TAKES ACTION ON CONTACT (BOUNDING OVERWATCH)
7. SQUAD EMPLOYS DIRECT FIRE
8. SQUAD PREPARES TO PROVIDE COVERING FIRE
9. SQUAD PROVIDES COVERING FIRE
10. SQUAD OCCUPIES POINT AMBUSH POSITION AND EXECUTES AMBUSH AND SEARCH
11. FIRETEAM MANEUVERS USING HIGH/LOW CRAWL
12. FIRETEAM ADVANCES MOVING IN SHORT RUSHES
13. SQUAD EXECUTES FIRE AND MANEUVER
14. SQUAD CLEARS A ROOM/BUILDING
15. SQUAD DISENGAGES
16. SQUAD EXECUTES DEFENSE/WITHDRAWAL TO SUPPLEMENTARY POSITIONS (URBAN AREA)

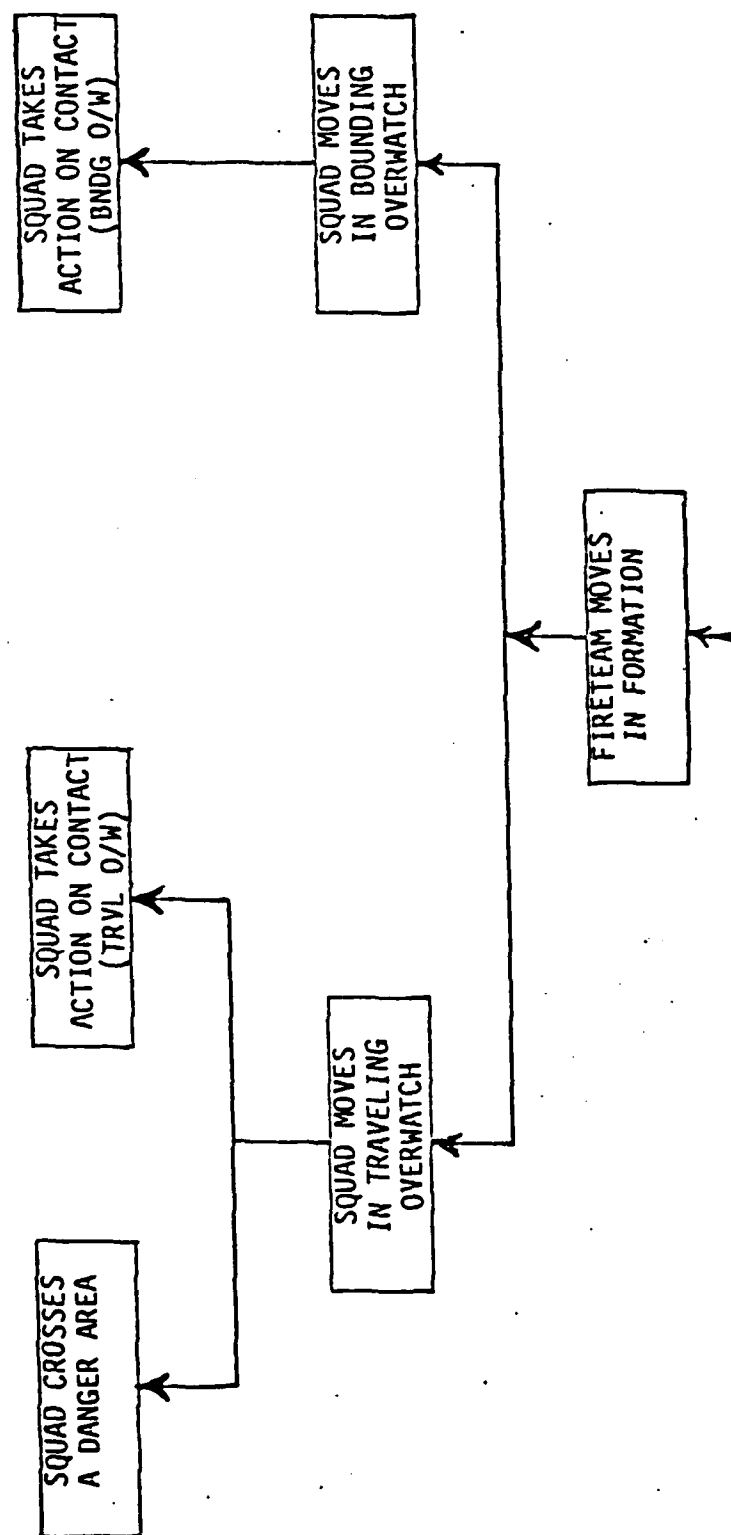


Figure 3. DRILL TRAINING ROADMAP #1: MOVEMENT THROUGH REACTION TO CONTACT

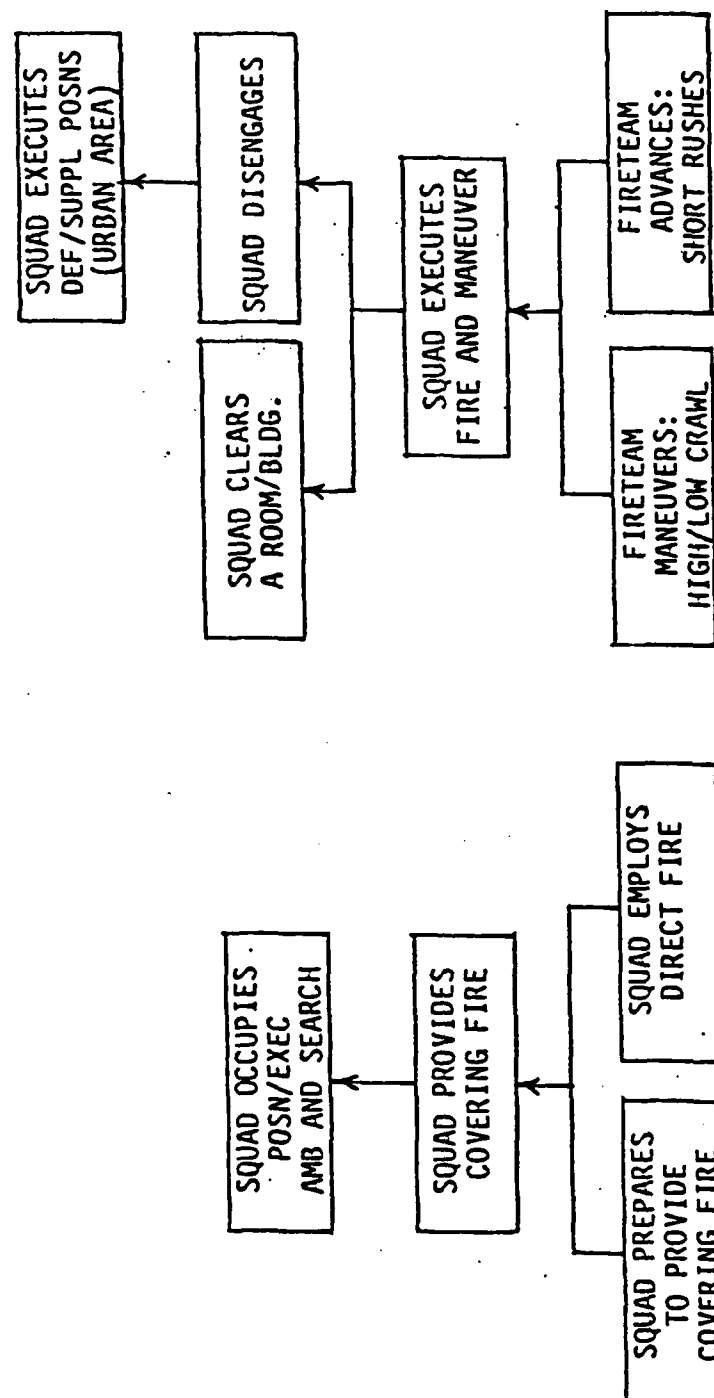


Figure 3. (cont.) DRILL TRAINING ROADMAP #2: DEVELOPMENT OF THE SITUATION

Table 5
RESOURCES REQUIRED FOR DRILL TRAINING

RESOURCES	DRILLS															
	1	2	3	4	5 [#]	6	7 ^{**}	8	9	10	11	12	13	14	15	16
5.56 BLANK AMMO (AMOUNT <u> </u>), BLANK ADAPTORS (NO. <u> </u>), & MAGS (NO. <u> </u>)				X		X		X	X	X	X	X	X	X	X	X
7.62 BLANK AMMO, LINKED, (AMOUNT <u> </u>)				(X)		(X)							X			X
M60 MACHINEGUN AND TEAM (ATTACHED)					(X)								X			X
M60 MACHINEGUN AND TEAM (OPFOR)				(X)		(X)										
ONE DRAGON, ATTACHED					(X)											
5.56 BALL AMMO (AMOUNT <u> </u>), & MAGS (NO. <u> </u>)							X									
OPFOR RIFLEMEN (1 OR 2)				(X)		(X)			X	X	X	X	X		X	X
M18A CLAYMORE MINES (NO. <u> </u>)										X						
PRACTICE GRENADES (NO. <u> </u>)														X		
TAPE FOR MARKING CLEARED ROOMS/BLDGs														X		
ARTILLERY SIMULATORS (NO. <u> </u>)																
ENGINEER TAPE/MINEFIELD MARKERS																
MAP OF MANEUVER AREA		X														

NOTE: Camouflage paint sticks should be used for all Drills. An attached M60 machinegun team, M60 machinegun, and 7.62 blank ammunition (linked) should be used whenever possible.

* Either M60 MG Team or DRAGON is required.

** Minimum resources for firing M16 Rifles only (See Trainer's Guide).

Optional use is indicated with parentheses.

Planning/Scheduling SM Task Training

Only a portion of the tasks from Soldier's Manual are used in Drills, and the present guidance deals only with these Drill-relevant SM tasks. Drill-relevant SM tasks fall into three groups as follows:

1. SM tasks which should be trained and evaluated before the start of the Drill training period ("Mandatory Prior" SM Tasks).
2. SM tasks which are completely trained and evaluated to SM standards during the execution of a Drill (scored GO after training).
3. SM tasks which are partially trained and/or partially evaluated during the execution of a Drill (optional SM training).

Each of these groups of SM tasks will now be identified and discussed.

Mandatory Prior SM Tasks

A Squad Leader should not, for practical reasons, wait until the start of Drill training to provide training/evaluation on certain Drill-relevant SM Tasks. "Safety" is one factor which determines whether a particular SM task should be trained/evaluated before Drill training. For example, one of the Infantry Drills will train/evaluate soldiers on, among other things, the ability to use a grenade to clear a room/building. Before training on that Drill, a Squad Leader would want to make sure that his soldiers know how to properly handle and use grenades, and would train/evaluate his unit on the SM task "Perform safety checks on Hand Grenades."

Other SM tasks should be trained before the start of Drill training for reasons of efficiency. A Squad Leader would not want to spend most of his Drill training periods on SM tasks that are difficult to train (such as the

SM task "Perform Operator Maintenance on an M60 Machinegun and Ammunition").

Training on "Prior Mandatory" SM Tasks helps to prepare a unit to receive the benefits of Drill training. Failure to address such SM task training needs before the start of Drill training may make it necessary for the trainer to bring Drill training to a halt in order to meet an excessive number of individual skills training requirements (or even to take care of injured soldiers). A list of the "Mandatory Prior SM tasks for each Drill" is provided in Table 6 (page 25).

SM Tasks Scored Go after Drills are Mastered

In certain instances, successful execution of a Drill by a unit indicates that soldiers are able to perform one or more tasks to SM standards. Soldiers can be given credits for these SM tasks, in Job Books, after the Drills have been mastered. The SM tasks to be scored GO for each Drill are provided in Table 7 (page 26).

Optional SM Tasks Trained During Drill Periods

A number of SM tasks are partially trained and/or partially evaluated during the execution of Drills; however, the degree of training and evaluation provided on these tasks does not, in itself, warrant giving soldiers credit in Job Books. Fortunately, a small amount of additional training on some of these tasks would bring soldiers to SM standards. Such training might be provided during the Drill training period at the trainer's option.

Table 8 (page 27) shows the optional SM tasks for each Drill. Care has been taken to mention only those tasks which can easily be trained during the Drill training period. Tasks which can be trained only after hauling

a lot of extra equipment to the field, and tasks which require a long period of time to train or evaluate are not included in these tables.

Table 6

SOLDIER'S MANUAL TASKS TO BE TRAINED BEFORE THE DRILLS

SM TASKS	Skill	DRILLS															
		1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16
MOVE AS MEMBER OF FIRETEAM	1		X	X		X											
COLLECT/REPORT INFO - SALUTE	1				X		X										
LOAD/RED STOPGE/CLEAR M16A1	1				X		X	X			X	X	X	X	X	X	X
PERF OP MAINT M16A1, MAG/AMMO	1						X										
BATTLE SIGHT ZERO M16A1	1						X										
QUALIFY WITH M16A1	1						X										
ESTIMATE RANGE	1						X										
CONDUCT SURVEILL W/O ELCTRNC DEV	1						X										
OPERATE M60 MACHINEGUN	1				(X)		(X)					X	X				X
PERF OP MAINT M60 MG & AMMO	1				(X)		(X)					X	X				X
INSTALL/FIRE/RECOVER M18A1	1										X						
SAFETY CHECKS, HAND GRENADES	1													X			
ENGAGE ENEMY W/HAND GRENADES	1													X			
ID TERRAIN FEATURES ON MAP	1		X			X											
ORIENT MAP BY MAP-TERRAIN ASSOC	2		X			X											
CONTROL FIRETEAM MOVEMENT	2	X															
CONTROL RATE/DISTRIB OF FIRE	3		X		X	X	X										
IMPLEMENT SQD MOVEMENT TECH	3		X		X	X	X										
DIRECT FIRE & MANEUVER OF SQD	3				X		X				X		X			X	
DESIGNATE ALT/SUPP POSITIONS	3																X
DESIG FIGHT'G POSNS FOR SQD MBRS	3																X
DIRECT SQD FIRES IN DEFENSE	3																X

NOTE: Squad Leaders should master the SM task "Analyze Terrain Using the Five Military Aspects of Terrain" before the start of Drill Training.

*Minimum tasks for firing M16 Rifles only (See Trainer's Guide).

Table 7

SOLDIER'S MANUAL TASKS SCORED AS GO AFTER DRILLS ARE MASTERED

SM TASKS	Skill Level	DRILLS															
		1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16
MOVE AS MEMBER OF FIRETEAM	1	X															
MOVE UNDER DIRECT FIRE*	1										X	X					
CONDUCT PERF-ORIENTED TRAINING SESSION	2	X										X					
PREPARE AND ISSUE AN ORAL SQUAD OPORD	3		X		X	X	X										
PREPARE AND CONDUCT A PERF- ORIENTED TRAINING SESSION (INDIVIDUAL AND COLLECTIVE)	3		X	X	X	X	X	X	X	X	X	X	X	X	X	X	X

* Scored as a GO after unit has been trained on both Drills.

Table 8
OPTIONAL SOLDIER'S MANUAL TASKS TO BE TRAINED DURING THE DRILLS

SM TASKS	Skill Level	DRILLS															
		1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16
REACT TO INDIRECT FIRE	1	X															
SELECT TEMPORARY BATTLEFIELD POSITIONS	1			X	X	X	X	X					X			X	
USE VISUAL SIGNALS TO CONTROL MOVEMENT (DISMOUNTED)	1	X	X		X	X							X			X	
MOVE UNDER DIRECT FIRE	1				X		X				X		X				
CONTROL RATE AND DISTRIBUTION OF FIRE	2				X		X	X		X							X
SELECT FIRETEAM OVERWATCH POSITION	2															X	
CONTROL FIRETEAM MOVEMENT	2	X	X		X	X											

APPENDIX A

SAMPLE TRAINER'S GUIDE

TRAINER'S GUIDE

SQUAD PROVIDES COVERING FIRE

1 RESPONSIBILITIES

- a. Trainers: Squad Leader; Platoon Leader/Platoon Sergeant
- b. Evaluators: Platoon Leader/Platoon Sergeant; Company Commander

2. TRAINING OBJECTIVE

- a. Task: Squad provides covering fire for an assaulting squad.
- b. Conditions:
 - (1) Friendly: Platoon is conducting a hasty attack.
 - (2) Enemy: Enemy is located on the platoon objective, roughly 200 meters from the overwatching squad.
- c. Standards:
 - (1) Squad returns heavy volume of fire from covered and concealed positions when the enemy opens fire.
 - (2) Squad reduces fire within 10 seconds after enemy reduces their rate of fire.
 - (3) Squad maintains appropriate rate of fire and avoids lulls caused by reloading, malfunctions, etc.
 - (4) Squad increases volume of fire when its leader or the assaulting squad signals
 - (5) Squad shifts its fire on signal from its leader before the assault element reaches its objective.

3. TRAINER/EVALUATOR PREPARATION

- a. Leader Soldier's Manual Tasks: None
- b. Resources:
 - (1) 5.56 Blank ammunition

(2) Two-three OPFOR riflemen.

(3) Location: Field (See Set-up Directions, below, for details)

c. Background Materials:

(1) Prior Drills:

(a) Squad prepares to provide covering fire.

(b) Squad employs direct fire.

(2) ARTEP 7-15 missions/tasks that the Drill supports:

(a) Squad Movement to Contact/Develop the situation or request assistance (9-1-C).

(b) Squad Raid/Execute the raid (9-7-C).

(c) Squad Clear an Urban Area/Support attack by adjacent squad (9-4-D).

(3) References:

(a) FM 7-8, The Infantry Platoon and Squad.

(b) FM 31-50, Combat in Fortified and Built-Up Areas.

(c) TC 7-3, The Rifle Platoon.

4. MANDATORY SQUAD MEMBER SOLDIER'S MANUAL TASKS

a. Task to be trained before training on this Drill:

Load, Reduce a Stoppage, and Clear an M16A1 Rifle, FM 7-11B1/2, page 2-III-A-1.

Additional Training Sources:

(1) TM 9-1005-249-10, Operator's Manual M16A1 Rifle, Apr 77 (page 11, 36-37, 42-45)

(2) TEC Lesson 939-071-009-F, Loading and Unloading the M16A1 Rifle

(3) TEC Lesson 939-071-0012-F, Preventing and Correcting Common Malfunctions

b. Task to be trained during Drill training, if necessary:

Control rate and distribution of fire, FM 7-11B1/2, page 2-VII-A-1.1.

Additional Training Sources:

TEC Lesson 020-071-1051-F, Control Rate and Distribution of Fire

5. DRILL PREPARATION

- a. Summary of Training Objective: Tell the squad the training objective in your own words. Use the following task, conditions, and standards statements as a guide.
- (1) "Task: You will be learning the technique of providing covering fire for another element that is assaulting the platoon's objective to your front (point out objective)."
 - (2) "Conditions: Your platoon is in the attack against an enemy squad located on that objective. You have moved into position without being detected by the enemy. The assault force is moving toward the objective along a covered and concealed route to your left (or right) front (point out route of advance)."
 - (3) "Standards: When the enemy detects and engages you, or before that if possible, you will deliver a high volume of fire to gain fire superiority. You will then adjust your rate of fire. Your Fireteam Leaders and I will give you orders to adjust and to shift your fires for the assault."
- b. Orientation: Tell the squad in your own words why the task is important. Use the following as a guide for doing this.
- (1) "It is important that you master this drill because your squad normally does fire and maneuver as a part of a larger force--the platoon or company. In this Drill you will be supporting the maneuver of an assaulting squad."
 - (2) "Your job in this Drill is not easy--you will need to deliver a heavy volume of fire at first to gain fire superiority. After that, you will need to adjust your fire, but still keep up enough fire to keep the enemy down. You will need to pay close attention to me and your Fireteam Leaders to adjust your fire properly. You will need to adjust your own rate of fire to pick up for others in your squad if their weapon malfunctions and as they are reloading. It takes practice to do this well, but once you get good at it, you can give the assaulting element the support it needs to close with and kill the enemy."
- c. Caution: Tell the squad the standard safety caution for using blank ammunition.

6. PRETEST

7. PRESENTATION

a. Optional Demonstration:

- (1) If a nearby squad has successfully performed the task have this squad demonstrate the Drill.
- (2) Explain what they are doing and why as they demonstrate. Use the standards as a guide.
- (3) Summarize what the demonstrating squad did.

b. Set-Up Directions:

- (1) Training Site: Terrain provides for:
 - (a) Platoon objective to be occupied by squad-sized OPFOR element.
 - (b) Protected route of approach to objective for assaulting squad.
 - (c) Covered and concealed positions for overwatching squad to cover the objective by observation and fire.
- (2) OPFOR: Emplace two or three OPFOR riflemen in covered/concealed positions on objective. Instruct OPFOR to remain in position and open fire on signal from trainer. Firing rates are as follows:
 - (a) Initially deliver high rate of fire (each man fires one round per second) for about 10 seconds.
 - (b) Then fire at reduced rate in response to overwatching squad's fire until assault begins.
 - (c) Increase rate of fire in response to assault element's fire, or on signal from trainer.
- (3) Unit: Squad is in place after having successfully executed the Drill "Squad prepares to provide covering fire."

c. Walk-Thru:

- (1) Before the walk-thru:

(a) Explain the term "heavy volume of fire"

(b) Instruct the soldiers to

- 1 fire in semi-automatic mode
- 2 fire at suspected enemy positions
- 3 vary individual rate of fire so all do not reload at once
- 4 place magazines where they can easily get to them

(2) During the walk-thru:

(a) Signal OPFOR to commence firing. When OPFOR begins firing, order squad to open fire, and apply the Standard:

- "SQUAD RETURNS HEAVY VOLUME OF FIRE FROM COVERED AND CONCEALED POSITIONS WHEN THE ENEMY OPENS FIRE."

Coach soldiers to

- a Remain in position
- b Cover entire sector of fire
- c Use high individual rate of fire
- d Attend to Fireteam Leaders for directions

(b) When OPFOR reduces rate of fire, order squad to reduce its rate of fire and apply the Standard:

- "SQUAD REDUCES FIRE WITHIN 10 SECOND AFTER ENEMY REDUCES THEIR RATE OF FIRE."

Coach soldiers to

- a Pay attention to Fireteam Leaders
- b Relay Fireteam Leader orders
- c Reduce individual rate of fire (conserve ammunition).

(c) During period of reduced rate of fire, apply the Standard:

- "SQUAD MAINTAINS APPROPRIATE RATE OF FIRE AND AVOIDS LULLS CAUSED BY RELOADING, MALFUNCTIONS, ETC."

1 Explain to soldiers that

a They must maintain fire superiority (keep enemy suppressed).

b Maneuvering element is advancing to assault position.

2 Coach soldiers to

a Vary individual rate of fire.

b Correct malfunctions immediately.

c Pick up fire for teammate as required.

(d) Allow time for the supported squad to reach its assault position, then order OPFOR to increase their fire. Order squad to increase its rate of fire and apply the Standard:

- "SQUAD INCREASES VOLUME OF FIRE WHEN ITS LEADER OR THE ASSAULTING SQUAD SIGNALS."

1 Explain to soldiers that

a Assaulting squad has reached its assault position.

b Enemy has detected assaulting squad.

2 Coach soldiers to

a Pay attention to Fireteam Leaders.

b Relay orders from Fireteam Leaders.

c Build up fire to regain fire superiority.

(e) Order the squad to shift fire to left (or right) and apply the Standard:

- "SQUAD SHIFTS ITS FIRE ON SIGNAL FROM ITS LEADER BEFORE THE ASSAULT ELEMENT REACHES ITS OBJECTIVE."

1 Explain to soldiers that

Assaulting squad is closing on the enemy positions.

2 Coach soldiers to

a Pay attention to Fireteam Leaders.

b Relay orders from Fireteam Leaders.

c Watch for enemy moving off the objective.

d Cease fire on command.

(f) Signal OPFOR to cease firing. Order squad to cease firing, clear weapons, and remain in place.

1 Explain to soldiers that

a Report was received from the assaulting Squad Leader that the objective is secure.

(g) Review the squad's performance on meeting each of the standards.

8. PRACTICE

a. Conduct the Drill according to directions in the blocks above.

b. Introduce the following variations as you repeat the drill:

(1) Vary event times (length of time that OPFOR sustains initial high rate of fire, length of time allowed for movement to assault position).

(2) Select different terrain.

(3) Reduce coaching until the squad can perform to standards without it.

9. PERFORM

Inform PL/PSG that squad is ready for evaluation.

APPENDIX B

SAMPLE TRAINER'S GUIDE OUTLINE

APPENDIX D
SAMPLE DRILL TRAINER'S GUIDE OUTLINE

TRAINER'S GUIDE OUTLINE
SQUAD PROVIDES COVERING FIRE

1. TRAINING OBJECTIVE: Tell the squad the training objective in your own words.
 - a. Task: Squad provides covering fire for an assaulting squad.
 - b. Conditions:
 - (1) Friendly: Platoon is conducting a hasty attack.
 - (2) Enemy: Enemy is located on the platoon objective, 200 meters from the overwatching squad.
 - c. Standards: See Walk-thru.
2. ORIENTATION: Tell the squad in your own words why the task is important. Stress the squad as an element of the platoon and company; teamwork to gain and maintain fire superiority.
3. CAUTION: Deliver the standard caution for using blank ammunition.

9-1

4. PRETEST: See Set-up Directions and Walk-thru.
5. PRESENTATION:
 - a. Optional Demonstration:
 - (1) If a nearby squad has successfully performed the task have this squad demonstrate the Drill.
 - (2) Explain what they are doing and why as they demonstrate. Use the standards as a guide.
 - (3) Summarize what the demonstrating squad did.
 - b. Set-up Directions:
 - (1) Training Site: Terrain provides for:
 - (a) Platoon objective occupied by OPFOR squad-sized element.
 - (b) Protected route of approach to objective for assaulting squad.
 - (c) Covered and concealed positions for overwatching squad to cover the objective by observation and fire.

9-2

E-40

(2) OPFOR: Emplace OPFOR riflemen in covered/concealed positions on objective. Instruct OPFOR to remain in position and open fire on signal from trainer. Firing rates are as follows:

- (a) Initially deliver high rate of fire (each man fires one round per second) for 10 seconds.
- (b) Then fire at reduced rate in response to overwatching squad's fire until assault begins.
- (c) Increase rate of fire in response to assault element's fire, or on signal from trainer.

(3) Unit: Squad is in place after executing the Drill "Squad prepares to provide covering fire."

c. Walk-thru:

(1) Before the walk-thru:

(a) Explain the term "heavy volume of fire."

9-3

(b) Instruct the soldiers to

- 1 Fire in semi-automatic mode.
- 2 Fire at suspected enemy positions.
- 3 Vary individual rate of fire so all do not reload at once.
- 4 Place magazines where they can easily get to them.

(2) During the walk-thru:

(a) Signal OPFOR to commence firing. When OPFOR begins firing, order squad to open fire, and apply the Standard "SQUAD RETURNS HEAVY VOLUME OF FIRE FROM COVERED AND CONCEALED POSITIONS WHEN THE ENEMY OPENS FIRE."

1 Coach soldiers to

- a Remain in position.
- b Cover entire sector of fire.
- c Use high individual rate of fire.
- d Attend to Fireteam Leaders for directions.

- (b) When OPFOR reduces rate of fire, order squad to reduce its rate of fire and apply the Standard "SQUAD REDUCES FIRE WITHIN 10 SECONDS AFTER ENEMY REDUCES THEIR RATE OF FIRE."

1 Coach soldiers to

- a Pay attention to Fireteam Leaders.
- b Relay Fireteam Leader orders.
- c Reduce individual rate of fire (conserve ammunition).

- (c) During period of reduced rate of fire, apply the Standard "SQUAD MAINTAINS APPROPRIATE RATE OF FIRE AND AVOIDS LULLS CAUSED BY RELOADING, MALFUNCTIONS, ETC."

1 Explain to soldiers that

- a They must maintain fire superiority (keep enemy suppressed).
- b Maneuvering element is advancing to assault position.

9-5

2 Coach soldiers to

- a Vary individual rate of fire.
- b Correct malfunctions immediately.
- c Pick up fire for teammate as required.

- (d) Allow time for the supported squad to reach its assault position, then order OPFOR to increase their fire. Order squad to increase its rate of fire and apply the Standard "SQUAD INCREASES VOLUME OF FIRE WHEN ASSAULTING SQUAD (OR LEADER) SIGNALS."

1 Explain to soldiers that

- a Assaulting squad has reached its assault position.
- b Enemy has detected assaulting squad.

2 Coach soldiers to

- a Pay attention to Fireteam Leaders.
- b Relay orders from Fireteam Leaders.
- c Build up fire to regain fire superiority.

9-6

- (e) Order the squad to shift fire to left (or right) and apply the Standard "SQUAD SHIFTS ITS FIRE ON SIGNAL FROM LEADER BEFORE THE ASSAULT ELEMENT REACHES ITS OBJECTIVE."

1 Explain to soldiers that

a Assaulting squad is closing on the enemy positions.

2 Coach soldiers to

a Pay attention to Fireteam Leaders.

b Relay orders from Fireteam Leaders.

c Watch for enemy moving off the objective.

d Cease fire on command.

- (f) Signal OPFOR to cease firing. Order squad to cease firing, clear weapons, and remain in place.

Explain to soldiers that

Report was received from the assaulting Squad Leader that objective is secure.

9-7

- (g) Review the squad's performance on meeting each of the standards.

6. PRACTICE:

- a. Conduct the Drill according to directions in the blocks above.
- b. Introduce the following variations as you repeat the drill:
 - (1) Vary event times (length of time that OPFOR sustains initial high rate of fire, length of time allowed for movement to assault position).
 - (2) Select different terrain.
 - (3) Reduce coaching until the squad can perform to standards without it.

7. PERFORM:

Inform PL/PSG that squad is ready for evaluation.

9-8

8. SOLDIER'S MANUAL TASKS:

a. Train if necessary:

(1) Control rate and distribution of fire.

b. Score GO in Job Books

(1) None.