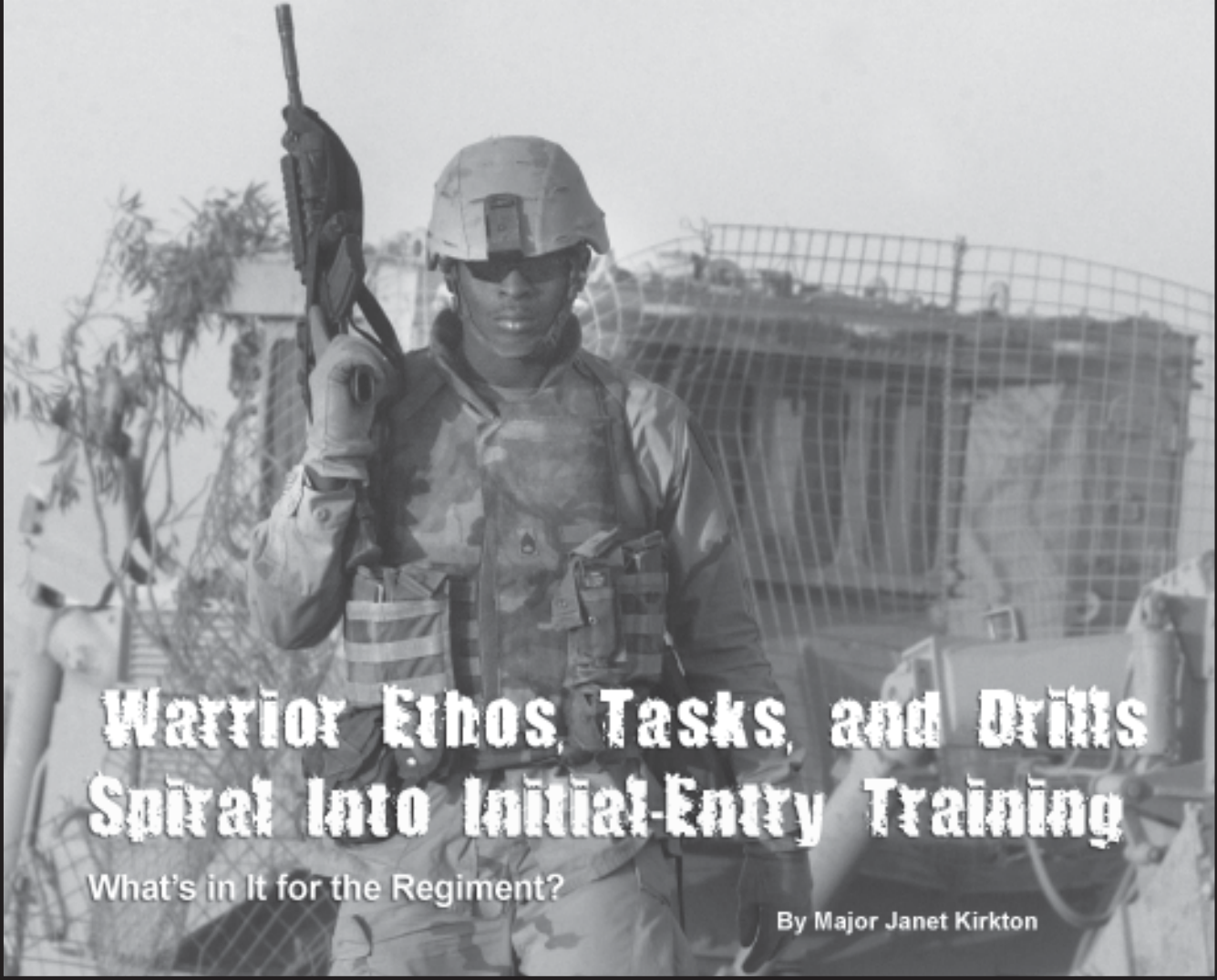




Warrior Ethos, Tasks, and Drills Spiral Into Initial-Entry Training

What's in It for the Regiment?

By Major Janet Kirkton

*"This complex operational environment offers no relief or respite from contact with the enemy, from the lowest end of the spectrum of conflict to the highest. Soldiers are and will be under great stress, physically and psychologically, no matter what their rank, specialty, or location on the battlefield. Given this reality, all soldiers must be prepared to close with and destroy the enemy—all soldiers must be warriors first."*¹

*"With an Army at war, it's critical that every Soldier, upon graduation from initial-entry training, be prepared for combat. We've increased the rigor, and that puts additional demands upon our drill sergeants. But it's worth it for the men and women of this great country to have the skills and the intestinal fortitude to go forward and fight, right out of advanced individual training."*²

Warrior Tasks and Drills

Deriving operational lessons learned almost on a daily basis, the primary focus in the institutional training base and initial-entry training (IET) has shifted dramatically within the past 12 months. Given the harsh demands of campaigns in Iraq and Afghanistan and the complex terrain, IET graduates must be competent and confident immediately upon graduation. Bottom line: All soldiers must be warriors first, technical experts second.

Toward this end, the training base has been directed to increase rigor and implement a training strategy that inculcates the Warrior Ethos, and as resources are made available, spiral in the warrior tasks and battle drills. As the term spiral implies, each training cycle of one-station unit training (OSUT) and advanced individual training (AIT) will advance to a higher level until IET produces soldiers who can perform successfully in combat.

The fundamental changes in IET are a result of Task Force Soldier. General Peter J. Schoomaker, Chief of Staff of the Army (CSA), initiated Task Force Soldier in September 2003 for the purpose of equipping, training, and instilling the Warrior Ethos in soldiers. The CSA wanted to focus the Army's efforts on winning the Global War on Terrorism. He also wanted to ensure that training being conducted within the institutional training base was relevant and that every measure was being taken to prepare soldiers for combat.

Under the direction of Brigadier General Benjamin Freakley, a Warrior Task Site Selection Board was assembled, with the primary purpose of defining the goals of Task Force Soldier. One of the goals was compiling a list of essential tasks and drills in which all soldiers must be proficient. As recent history

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has taught us, many soldiers finish IET and deploy within 30 days to a theater of operation. As a result, the selection of these tasks and drills was critical.

The final product of the Warrior Task Site Selection Board's labor is collectively known as the warrior tasks and drills (WT&D). The intent is to train the WT&D during basic combat training or OSUT and then reinforce those tasks during AIT. Although training these WT&D has already been initiated, the program of instruction (POI) and training support packages continue to be refined.

Warrior Ethos

Another key initiative is the inculcation of the Warrior Ethos into IET. Field Manual (FM) 7-0, *Training the Force*, gives the following definition of Warrior Ethos: *"Warrior Ethos compels all soldiers to fight through all conditions to victory no matter how long it takes and no matter how much effort is required. It is the soldier's selfless commitment to the nation, mission, unit, and fellow soldiers. It is the professional attitude that inspires every American soldier. Warrior Ethos is grounded in refusal to accept failure. It is developed and sustained through discipline, commitment to the Army values, and pride in the Army's heritage."*³

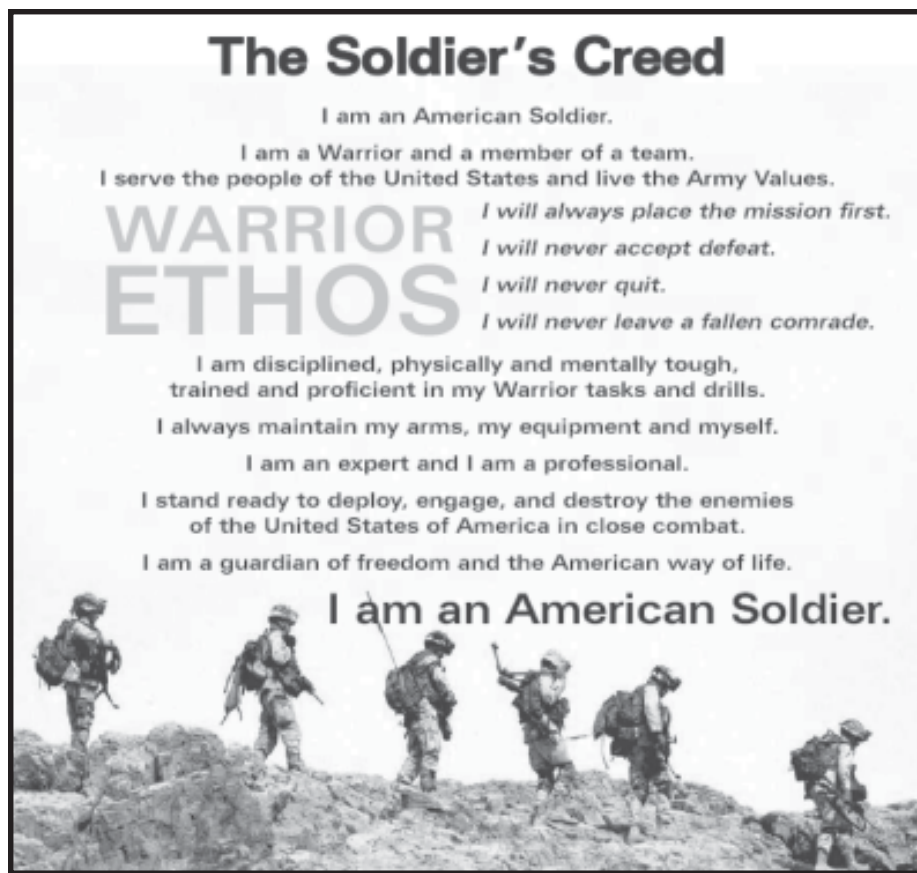
Warrior Ethos is partially defined by the Army as "...a renewed spirit of fight, teamwork, and commitment." Its tenets, "We will never leave a fallen comrade behind," "We will never

quit," "Mission first," and "Every soldier is a warrior"—which are part of the Soldier's Creed—are now at the foreground of training at every level in the Army. These tenets—often hidden in the background of day-to-day occupational skill duties—are now first priority for soldiers. Warrior Ethos is part of increasing the quality of our soldiers in IET and across the force.

The Soldier's Creed has been redesigned and has become more than a catchphrase at Fort Leonard Wood, Missouri. It is painted on dining facility walls, hung in offices and barracks, included in PowerPoint® presentations, and recited during inspections and graduations. It transcends IET boundaries into the leadership of the brigade. In addition, the Soldier's Creed is anchored around the Warrior Ethos, which states that we are soldiers first.

*"The Warrior Ethos is about being a Soldier first; always a Soldier. It's not about being an infantryman; it's about being a Soldier. It's about Soldiers who can fight and win, who can close with and destroy the enemy, who can engage and kill an enemy in close combat if they have to."*⁴

Although the clear focus within TRADOC is on training and developing combat-ready warriors, the Engineer Regiment will not be gaining soldiers less proficient in their technical skills. Instead, the Regiment can expect to receive engineers—regardless of military occupational specialty (MOS)—from the training base that are just as technically proficient and better prepared for combat operations than their predecessors of



just the past several months. Specifically, future graduates of IET will be—

- More experienced with US weapons (M16s, MK19s, M2s, M240Bs, and the Engagement Skills Trainer [EST] 2000).
- Physically fit, courtesy of the standardized physical fitness program.
- Trained to Level 1 in combatives.
- More proficient in detecting explosive hazards (EH).
- More proficient in operating in urban and complex terrain.
- More experienced in a field training environment.
- More experienced with convoy live-fire procedures.
- More confident and committed to the ideals espoused in the Soldier's Creed.

In addition, other initiatives in training will transform IET as shown in the table below.

Changes in Engineer IET

OSUT (MOS 21B/21C)

Task Force Sapper and Bridger transforms volunteers into American soldiers, instilled with the Warrior Ethos, through rigorous and relevant training in basic combat and engineer skills, producing disciplined and MOS-qualified 21B combat engineers and 21C bridge crewmembers who are prepared for combat.

As part of OSUT, combat engineers will train the WT&D during the execution of the 14-week POI, without any additional time spent at the training base. As a result, there is a significant increase in training in the field; on checkpoint, urban, convoy, and patrol operations; on combatives; and on land navigation. The training units will also initiate a weapons immersion program, with the overall intent of increasing the familiarity, accountability, and comfort level of IET soldiers with their assigned weapons. To the greatest extent possible, soldiers will carry their weapons with them at all times.

EH training is also taught to all engineer soldiers. The primary focus of this training is on detection by visual means of both improvised explosive devices (IEDs) and unexploded

ordnance (UXO). During the conduct of this training, soldiers perform an engineer reconnaissance during IED lane training, followed with reinforcement training during a field training exercise (FTX). As part of this training, the soldiers also execute reaction to attack, including casualty evacuation.

All MOS 21B OSUT soldiers also receive 3 days of urban breaching training, which includes three breaching techniques. The *manual technique* prepares soldiers to breach doors, windows, and walls. The *ballistic technique* involves using a shotgun to breach a door. The *explosive technique* uses the silhouette charge, C-charge, water charge, and window charge.

In addition to the WT&D, the 21C POI will continue to improve in the near future. With the fielding of new equipment, new training development products must be continually produced. As an example, all 21C OSUT soldiers will begin training on the dry support bridge by the third quarter of fiscal year 2005. A task site selection board is needed for this course, and the US Army Engineer School plans to conduct a board this fiscal year.

The training highlight for engineer OSUT is the combat engineer field training exercise (CEFTX), which is the culminating event of the course. This exercise is 5 days and 4 nights spent in the field, focused on assessing individual soldier tasks. Training highlights of this event include convoy resupply, movement to contact, security patrols, secure an objective, enter and clear a building, a 4-hour mission-oriented protective posture exercise (MOPPEX), react to contact, react to ambush, avoid ambush, react to indirect fire, react to chemical attack, and other military operations in urban terrain (MOUT) tasks.

Engineer AIT

Task Force Horizontal continuously transforms basic combat training graduates at Fort Leonard Wood and at Panama City Beach, Florida, into technically competent, values-based, teamwork-oriented Career Management Field 21 soldiers (21E heavy construction equipment operator, 21F crane operator, 21J general construction equipment operator, 21G quarrying specialist (Reserve only), 21V concrete and asphalt equipment operator, 21D diver, and 62B construction equipment repairer), who are prepared to contribute on Day One in their first unit of assignment in a contemporary operating environment (COE).

Initial-Entry Training Transformation	
FROM	TO
Graduating soldiers who are ready to join a unit	Graduating soldiers ready to win and survive in combat
Conducting garrison-oriented training	Conducting field-oriented training
Focusing on drill and ceremonies	Focusing on tactical movements and combat drills
Passing the Army Physical Fitness Test	Increasing campaign endurance, combat fitness, and combat drills
Qualifying on the M16 rifle	Employing weapons found in units
Learning soldierization and the Army Values	Learning soldierization, Army Values, and the Warrior Ethos

Task Force Vertical continuously transforms basic combat training graduates at Fort Leonard Wood; Sheppard Air Force Base, Texas; Gulfport, Mississippi; Goodfellow Air Force Base, Texas; and Fort Belvoir, Virginia, into technically competent values-based, teamwork-oriented soldiers (21R interior electrician, 21T technical engineer, 21K plumber, 21W carpentry and masonry specialist, 21M firefighter, 21L lithographer, 21S topographic surveyor, 21U topographic analyst), who are prepared to contribute on Day One in a COE.

Regardless of MOS, all engineer soldiers will receive reinforcement training on the WT&D as an addition to their current POI. In fact, all MOSs—except 21D and 21M—will return to Fort Leonard Wood to conduct this reinforcement training as the culmination of their IET experience. Although extremely important and critical to the success of our soldiers in combat, this initiative presents quite a significant challenge in its execution. Given the multitude of MOSs that must be trained, and the number of engineer soldiers trained on an annual basis, the brigade must conduct an AIT FTX every week, except for the two weeks during Exodus, when troops head home for holiday leave. As mandated by TRADOC, all those MOSs whose courses exceed 6 weeks in length will also requalify on the M16.

In order to execute this training, engineer AIT soldiers will go through Battle-Focused Training (BFT) rather than Common Engineer Training (CET). The resources associated with CET will be transformed in order to execute BFT. Initially, this training will remain at 5 days, but will grow to 8 days by fiscal year 2006. Additionally, to capitalize on their technical training and prepare them for combat operations, soldiers will attend BFT after their MOS technical training. Although soldiers are already executing BFT, most are still doing so before their technical training. However, the transition of BFT to post-technical training began in the second quarter of fiscal year 2005. The goal is to be completely online with this initiative by the start of the next fiscal year.

In addition to M16 requalification, some additional training highlights of BFT include forward operating base procedures, checkpoint operations, vehicle operations focused on IED defeat, urban operations, movement to contact, convoy live fire, crew-served weapons reinforcement, and 48 hours of field training.

As indicated by the training listed above, there are substantial resources being allocated to the training base. In support of the WT&D, numerous forward operating bases, MOUT sites, a convoy live-fire range, and other ranges and training areas are being constructed at Fort Leonard Wood. In addition, the post is receiving new equipment, weapons, and the additional time to train.



Task Force Sapper soldiers conduct MOUT operations during a CEFTX.

As the Warrior Ethos and WT&D continue to spiral in at a rapid pace, Fort Leonard Wood's 1st Engineer Brigade is committed to producing engineer soldiers that are world-class. As the Regiment, we expect you will notice a difference in these men and women who will be joining you. A significant investment is being made to ensure that our IET graduates are ready. As the brigade responsible for their training, we stand ready to take your comments and feedback about our success.



Major Kirkton is the Brigade Operations Officer, 1st Engineer Brigade, Fort Leonard Wood, Missouri. She has had numerous assignments, including Assistant Professor at the United States Military Academy and Chief of Engineer Doctrine, US Army Engineer School, Fort Leonard Wood. She is a graduate of the Command and General Staff Officers Course at Fort Leavenworth, Kansas, and holds a master's in education from the University of Virginia.

Endnotes

¹ Warrior Ethos Web site at <<http://www.tradoc.army.mil/pao/TNSarchives/March04/036504.htm>>.

² General Kevin P. Byrnes, Commanding General, US Army Training and Doctrine Command, June 2004.

³ FM 7-0, *Training the Force*, 22 October 2002.

⁴ General Byrnes, February 2004.