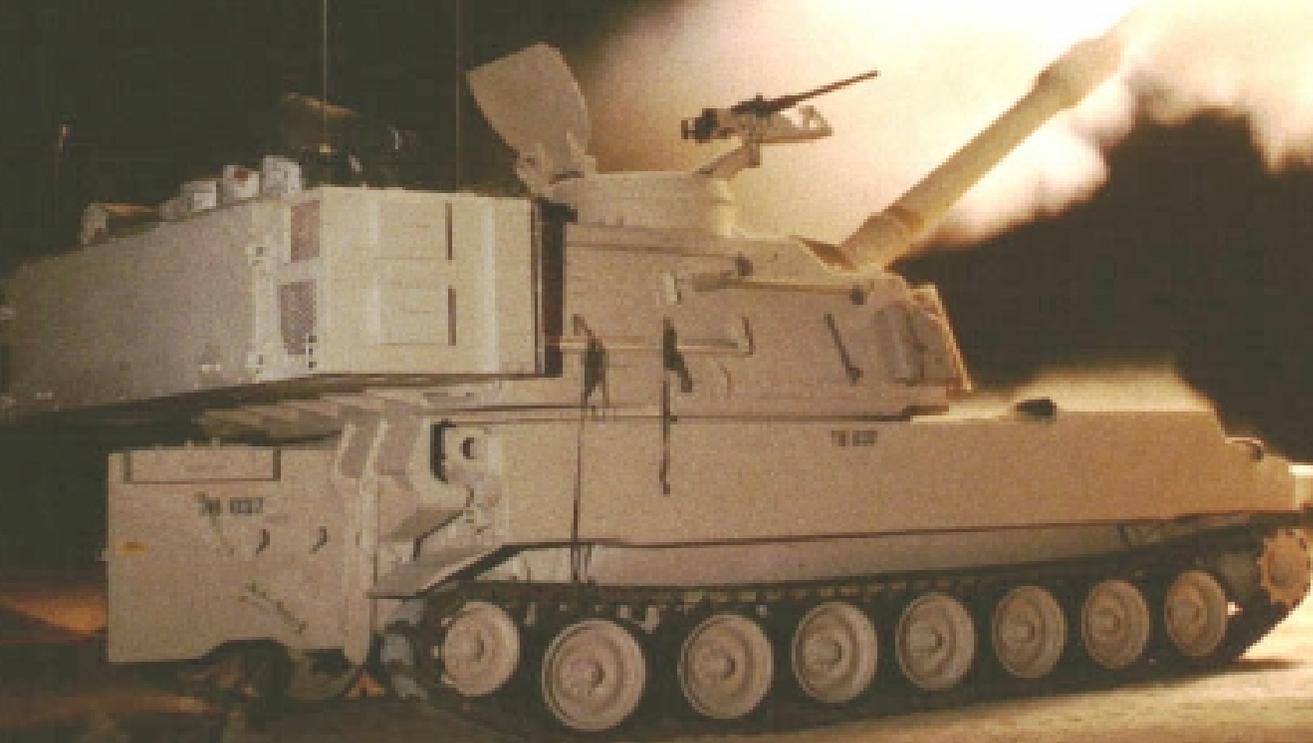
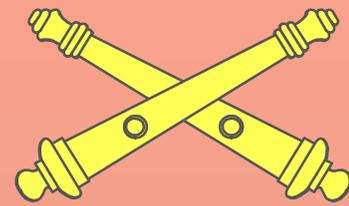


**FIELD ARTILLERY
NCO TRENDS AT
THE NTC**



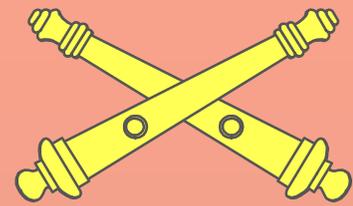
SGM SMITH WOLF 40



AGENDA

- 1. The Problem**
 - A. Past Trends**
 - B. Current Trends**
 - C. Individual**
 - D. Collective**
- 2. The Recommendation**
- 3. What We Want to Achieve**
- 4. Your Dime!**

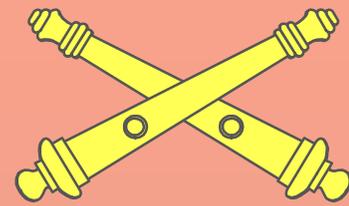




PAST TRENDS

1. UNIFORM DISCIPLINE
2. UNIT DEFENSE
3. AMMO MANAGEMENT
4. PERSONNEL ACCOUNTABILITY
5. SAFETY





CURRENT TRENDS

1. TROOP LEADING PROCEDURES
2. PCC/PCI (understanding/checking)
3. FORCE PROTECTION
4. AMMO MANAGEMENT
5. MANUEVER SKILL/A5 VS A6
6. SAFETY





WOLF TEAM SAFETY NOTE:



- LDR SUPERVISION OF TASKS...FIGHTING POSITIONS
- DRIVERS TRAINING ... GROUND GUIDES...SOP'S
- NIGHT DRIVING
- SECONDARY LOADS
- SLEEP PLANS



“Train the Force!”





This is a skill level 1 task

View of the original fighting position looking from the left-front.
Note the layer of soft sand on top of the hard-packed soil.



Right

Back

Left

Front

Front view of the **rebuilt** position. Although not visible due to the berm, left side (upslope) was stacked four sandbags high, right side (downslope) was stacked five high.



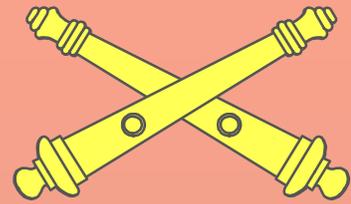
Rear view of the rebuilt fighting position looking from the right-rear. Dummy is placed approximately where soldier was sitting. Note position of stringers.



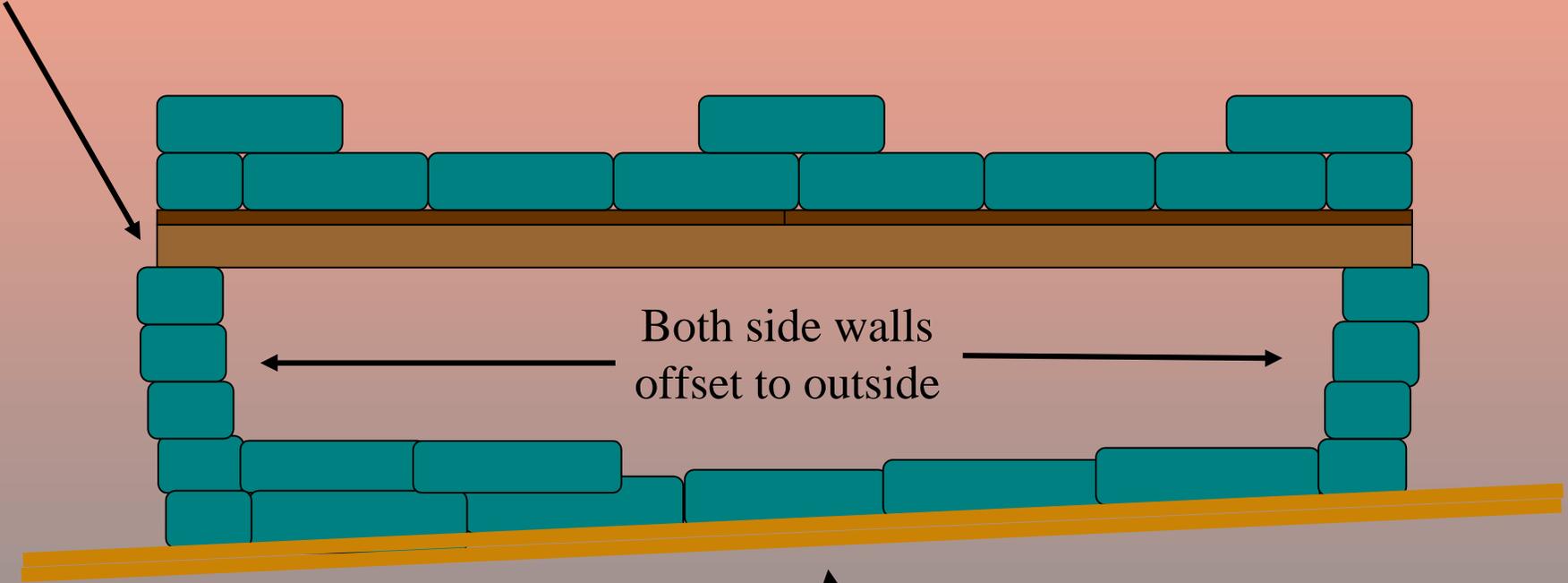
Front view of the rebuilt position after forcing collapse.



FRONT VIEW



Note: stringer does not extend to edge of sandbag



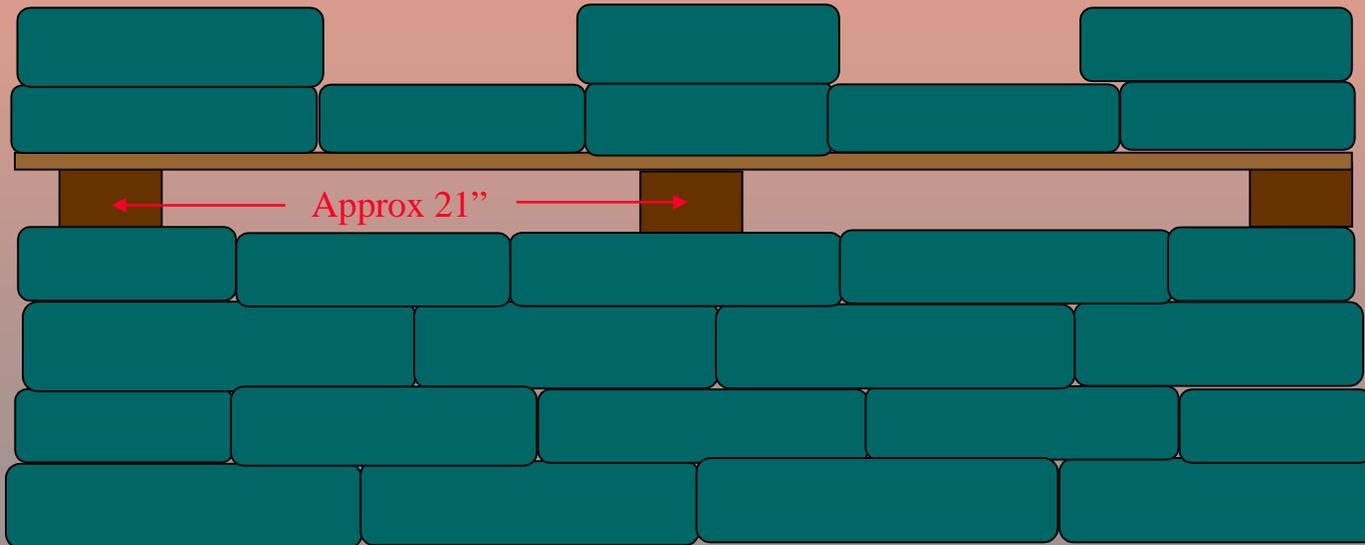
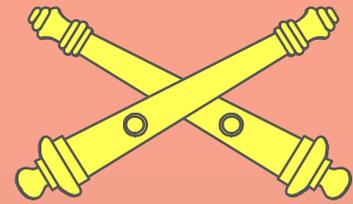
Both side walls offset to outside

4 degree slope



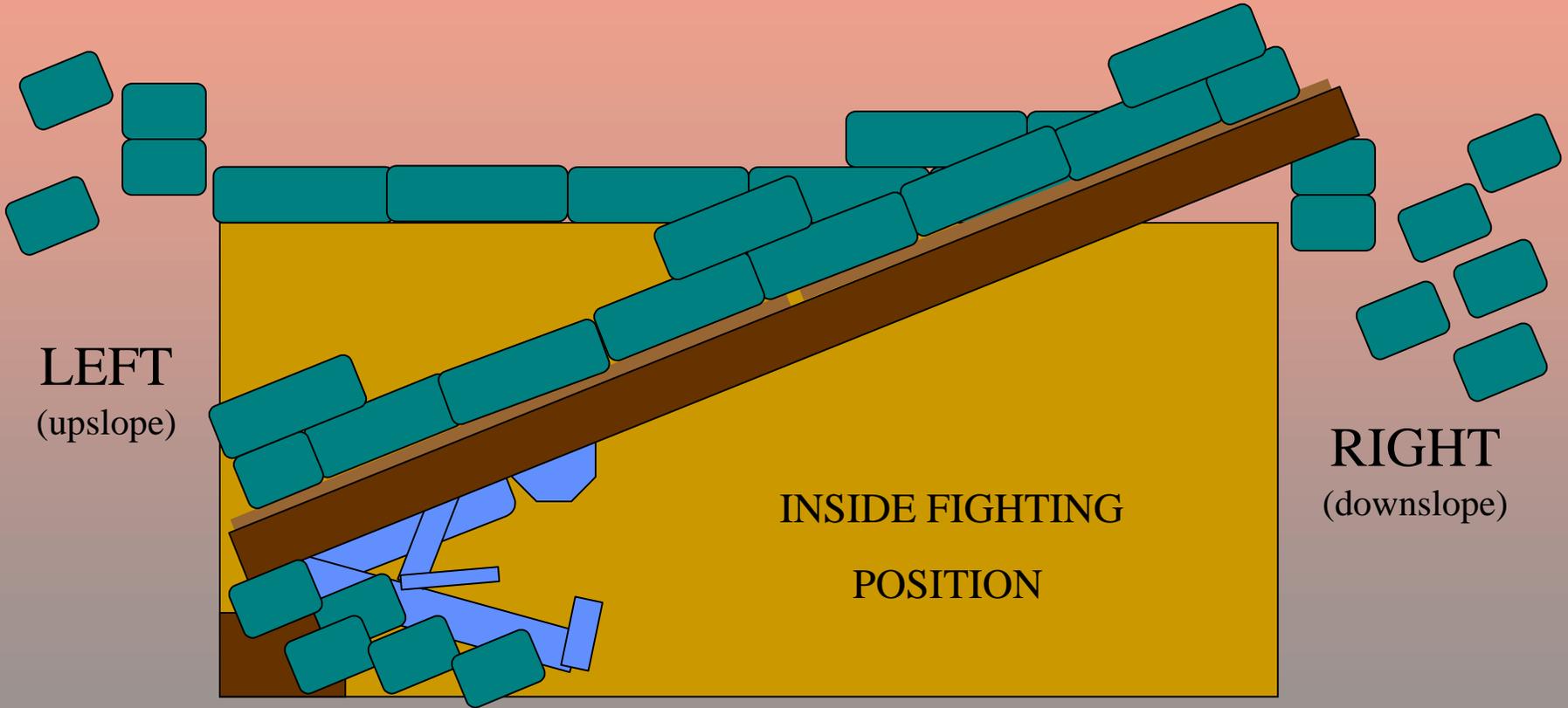
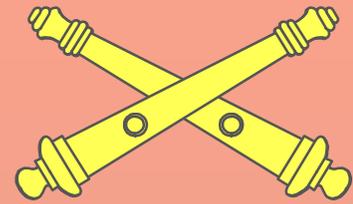


LEFT SIDE VIEW





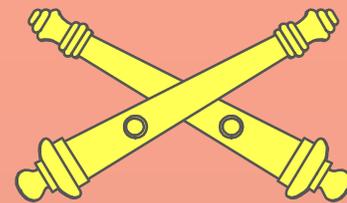
REAR (BELOW-GROUND) VIEW



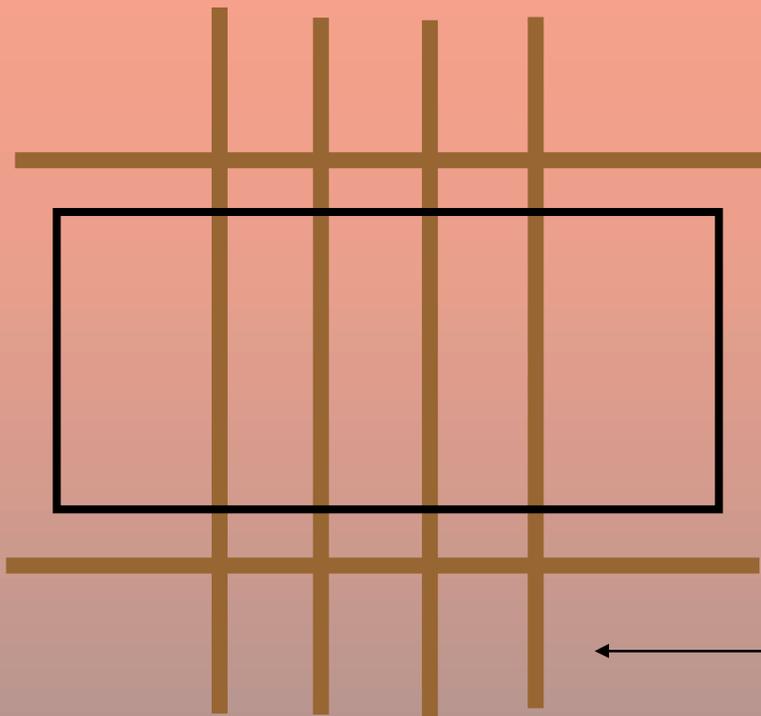


Overhead View of Support Structure

(Ref: GTA 5-2-XX)



Right



Supports: Min 12"
from side of hole

Stringers laid on supports:
Max of 10" center to center

Wrong

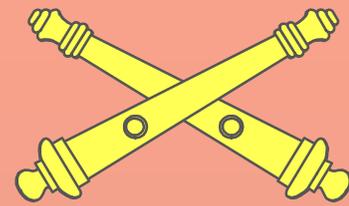


No supports.
Stringers laid on sandbag wall:
Approx 21" center to center





FIRING BATTERY TOP 5 ROTATIONAL ISSUES



BC Battery Order, Rehearsals, Unit Coord, Sit Awareness, Ammo

PL Ammo, OPORD, Turret/Cat load, Risk assess, Verify posn

FDO/NCO Special munitions, Sheafs, Ammo, Tech Rehearse,
Verify gun loc/knowning platoon loc

1SG Logistics support, Security, Navigation, Risk Assess,
CASEVAC

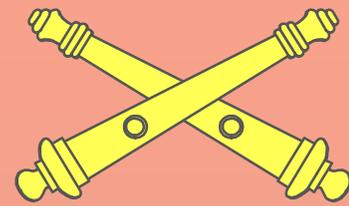
PLT SGT Paladin capabilities/Degraded ops, Ammo to support
EFAT, Paladin MVT, Risk Assess, Security

SEC CH AFCS Operations, Degraded Ops, Security, Manuever
graphics and terms, NBC





BDE FSE TOP 5 ROTATIONAL ISSUES



BDE FSO MDMP, CDR'S intent, IPB/Order of Battle, How arty is used in DEF/OFF as combat multiplier, Integrate BDE assets

TGT OFF IPB, BDE/DIV assets, Targeting products, Radar Zones, Predictive Analysis(Battle Drills, CAS, Etc.)

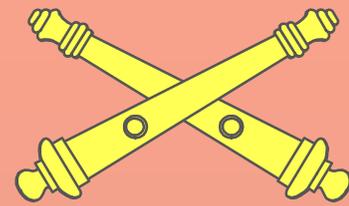
COLT PLT LDR MDMP, Reconnaissance & Surveillance cycle, Orders process, Casevac, Situational Awareness

BDE FSNCO Battle drills for each FSE position, Use of IFAS or AFATDS printer, info dissemination, Digital SOP (common sense), Standardized FSE training at all levels





BN FSE TOP 5 ROTATION ISSUES



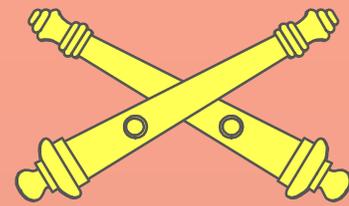
BN FSO Identify specified and implied tasks, Critical info to brief Companies, TLP's, EA development & trigger development, OPORD process

BN FSNCO Trouble shooting equipment, TLP's, EA development/Trigger development, Jump plan/PCC_PCI's, OP occupation and tactical manuevering of FISTV





Section Chief Top 5

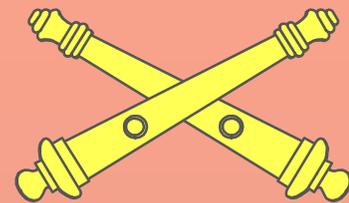


- **Be an expert on understanding FM 6-70 Pages 2-6 through 2-11, chapter 3 sections IV and V, and appendixes A, I, K and L. Be an expert on using the Howitzer -10 and the battery/platoon operations section of your unit TACSOP.**
- **Ammunition Management**
 - **Proper tracking and utilization on DA Form 4513/AFCS**
 - **Ammunition compatibility**
 - **Proper storage and transportation of ammunition**
 - **Ammunition reporting**
- **Enforce and maintain doctrinally correct crew drill standards--NO SHORTCUTS.**
- **Properly conduct PCCs on yourself, your soldiers, and your equipment--REPORT DEFICIENCIES TO YOUR SUPERVISORS.**
- **Understand the importance of EFATs and your responsibility in accomplishing the mission. Seek out this information if it is not provided. Ensure your soldiers understand their role in accomplishing the mission.**





Gunnery Sergeant Top 5

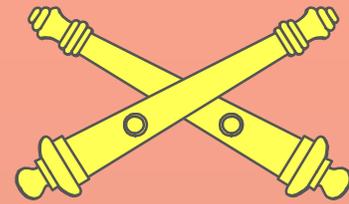


- **Be an expert on understanding FM 6-70 Pages 2-6 through 2-11, Chapter 3 sections II, III and IV, Chapter 6, and appendixes A, F, I, K and L. Be an expert on using the battery/platoon operations section of your unit TACSOP.**
- **Conduct proper RSOP procedures and proper reporting of information back to the battery IAW FM 6-70 Figure 3-4 pg 3-11. Communications checks, identifying POC locations, and determining initial sight to crest during RSOP are lost arts. Make recommendations to the BC.**
- **Coordinate with maneuver elements IAW FM 6-70 Appendix F. You must be able to maintain contact and work with maneuver units you are following.**
- **Degraded Operations**
 - **Be proficient with aiming circle operations (Lay and Safe); an operational howitzer is equal to an aiming circle.**
 - **Utilize PLGRs (FOM 1) for location--Bring stakes and shoe tags; the PLGR (FOM 1) eliminates the need for Hub to Hub.**
- **Battery defense. Act as a forward element for the battery, screen and report enemy activity. Communicate with the BC/PSG on the defensibility of future terrain.**





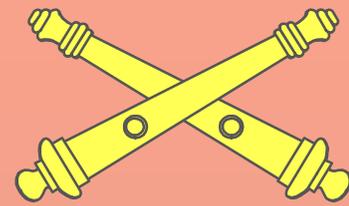
Platoon Sergeant Top 5



- **Be an expert on understanding FM 6-70 Pages 2-5 through 2-11, Chapter 3 sections II, III and IV, Chapter 6, and appendixes A, F, I, K and L. Be an expert on using the battery/platoon operations section of your unit TACSOP. Establish and enforce doctrinally correct crew drill standards.**
- **Ammunition Management**
 - **Enforce timely and accurate ammunition reporting from the sections**
 - **Maintain situational awareness on the ammunition status of the platoon. Based on commanders guidance, establish and inspect turret loads.**
 - **Enforce ammunition resupply triggers and execution.**
- **Execute effective battle drills for reaction to**
 - **NBC**
 - **Direct fire/Indirect Fire/Enemy Air**
 - **Casualty situations; maintain situational awareness on current AXP/CCP locations and routes.**
- **Degraded Operations. Execute battle drills to react to degraded howitzer situations.**
- **Pre Combat Checks and Pre Combat Inspections**
 - **Get out of the HMMWV and enforce the standard.**
 - **Conduct proper AFCS secondary checks (initialization/occupation/position improvement)**
 - **Maintain awareness of logistical assets and requirements**
 - **Execute platoon security operations (weapons/ammo, range cards, positioning)**



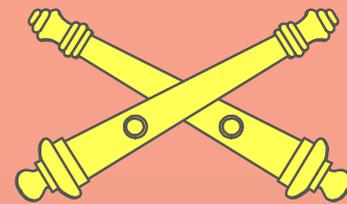
Platoon Leader Top 5



- **Be an expert on understanding FM 6-70 Pages 2-2 through 2-11, Chapter 3 sections II, III and IV, Chapter 6, and appendixes A, F, I, K and L. Be an expert on using the battery/platoon operations section of your unit TACSOP.**
- **Ensure Troop Leading Procedures**
 - **Prioritize PCCs/PCIs linking them to the established EFAT's and enemy threat.**
 - **Establish timeline and priorities of work.**
 - **Conduct rehearsals focused on enemy threat/mission**
- **Order's**
 - **Everyone should understand the mission, commanders intent, concept, their role and timing to complete their tasks.**
 - **Backbriefs down to section level to validate subordinate leaders understand the plan.**
 - **Risk Management**
- **Ammunition Management- Based on Commanders guidance**
 - **Establish resupply triggers; Enforces leadership involvement in ammunition resupply**
 - **Vital link between gun line and the FDO.**
 - **Validate turret loads to insure they support the EFAT's.**
- **Command and Control the Platoon during execution**
 - **Anticipate future battlefield requirements.**
 - **Report ground truth to the commander**
 - **Keep Guns in the fight (Make decisions on degraded operations.)**



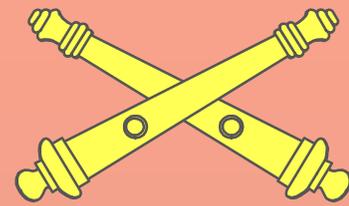
Fire Direction Officer Top 5



- Be an expert on understanding FM 6-70 Pages 2-3 through 2-5, Chapter 3 sections II, III and IV, Chapter 4, Chapter 5, and appendixes A, B, D, G, K and L. Be an expert on using the battery/platoon operations section of your unit TACSOP.
- Understanding how to apply the Five Requirement for Accurate and Predicted Fire
 - Proper Data base management; ammunition lot management; verification mission battle drill procedures.
- Understand how you will execute your piece of the scheme of fires
 - Based on the commanders guidance, work with the platoon leader on establishing/maintaining turret loads and resupply triggers.
 - Fight the enemy, anticipate future fire missions.
 - Communicate with the Bn FDC; understand how you will execute battalion fire orders both voice and digital.
 - Keep gunline informed of future fire missions-lean forward, do not leave them in the dark.
 - Continually update and refine your FSCMs. Work with Bn to develop a system.
- Special mission processing procedures
 - Execute doctrinally correct, Battalion SOP driven M825 smoke, FASCAM, and CPH missions.
 - Execute PCCs and PCIs for special missions.
 - FA Technical rehearsals down to howitzer section level.
- Degraded Operations
 - Execute degraded operations as battle drills.
 - Rehears POC changeover battle drills; execute as you rehearsed.



Battery Commander Top 5

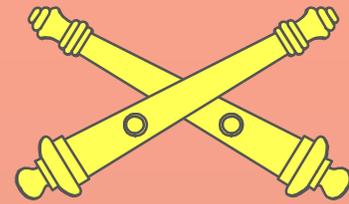


- **Be an expert on understanding FM 6-70 Chapter 2, Chapter 3, Chapter 4, Chapter 5, Chapter 6, and appendixes A, B, C, D, E, F, G, H, I, K and L (basically, the whole FM). Be an expert on using your unit TACSOP.**
- **Execute a standardized troop leading procedures/orders process.**
 - **Issue an initial warning order as soon as you have any information about your mission. Do not wait for the battalion FASP to begin your planning and preparation. This initial warning order should identify the following: Mission, EFATs, PCCs and PCIs by priority, and a tentative timeline.**
 - **Identify and report personnel, equipment, and ammunition warstoppers.**
 - **Following the FASP issue a refined second warning order with updated information (key on EFATs, movement, and ammunition). Issue clear guidance on how you want special missions executed.**
 - **Issue the battery order in a format that section chiefs and above have on hand and understand how to use.**
 - **Utilize briefbacks to ensure GSG and above understand the mission, your intent, the concept, and their role and timing to complete their tasks.**





Battery Commander Top 5



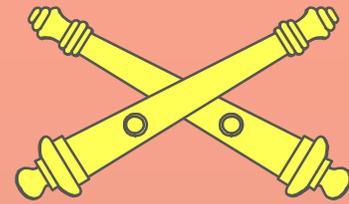
Continued:

- **Conduct rehearsals with all key leaders in the battery (Section Chief and above--do not forget attachments ie. Ammo guys) participating. Prior to a battery level rehearsal brief the current plan with the latest changes then rehearse the mission focusing on movement, EFAT execution, ammunition resupply, and reaction to friction (enemy CF/contact, POC HO etc). Mounted rehearsals can be conducted when moving to new positions during prep days.**
- **Conduct running estimate of the situation throughout the planning, preparation, and execution phase of the operation. Be prepared to plan, prep, and execute based on your experience and knowledge of how your Bn/BCT operates, you may not receive timely or clear guidance from higher.**
- **Manage both environmental and tactical risk IAW doctrine (Force XXI guideline). Tie enemy situation and threats to the battery to your tactical risk. Brief Hazards and Control Measures and ensure you receive backbriefs to ensure the battery understands how the unit will manage risk.**





BN FDO “TOP 5”

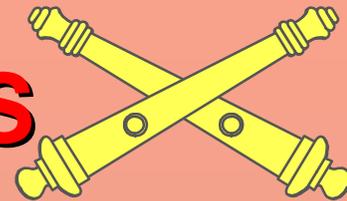


- ✓ **AMMUNITION MANAGEMENT**
 - Accurate Reporting / Tracking / Triggering of Resupply
 - Lot Management -- Propellant and Projectile
- ✓ **FIRE SUPPORT COORDINATING MEASURE TRACKING**
 - System In Place to Track / Update FSCMs
 - Continuous Process -- Not a “Snapshot”
- ✓ **BATTLEFIELD CALCULUS**
 - Database Management -- Muzzle Velocities / Target File / Fire Plan Updates
 - Target Attack -- Sheaf Adjustment Based On Target Description / Volume
- ✓ **SUBORDINATE UNIT REPORTING**
 - AFU Updates: Location / Weapon Strength / etc.
 - Fire Mission Status -- “MISSION IS ON THE GUNS!”
- ✓ **SPECIAL MUNITIONS PROCESSING**
 - M825 Smoke
 - FASCAM

**QUALITY TECHNICAL
REHEARSALS**



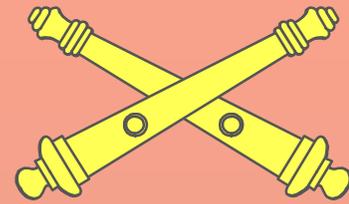
FIRING INCIDENT TRENDS



	<u>FY 00</u>	<u>FY 99</u>	<u>FY 98</u>
TOTAL INCIDENTS (AS OF JUN 00):	23	35	18
FDC ERRORS:	10	16	9
A. INCORRECT KNOWN DATA	0	0	0
B. INCORRECT TGT DATA-BCS	2	0	1
C. IMPROPER FIRE CMDs/CREW DRILL	7	12	4
D. INCORRECT BCS DATA	0	1	3
E. INTERVENING CREST	0	0	0
F. FIRED SHORT OF MSL	0	0	0
G. NTC CLEAR PROCEDURES	1	3	1
HOWITZER SECTION ERRORS	13	19	9
A. DEFLECTION ERRORS	0	2	0
B. QE ERROR / LOAD ELEVATION	3	3	4
C. CHARGE ERROR	3	1	0
D. LAY / INITIALIZATION ERROR	2	1	2
E. WRONG TGPC APPLIED	0	0	0
F. IMPROPER RAM / FUZE SET	1	5	2
G. IMPROPER CREW DRILL	2	4	1
H. UNDETERMINED	2	3	0



RECOMMENDATIONS



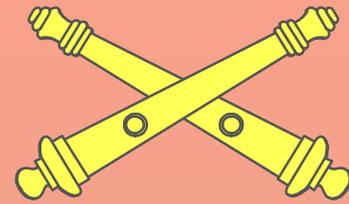
- REVIEW CURRENT CMD CERTIFICATION PROGRAMS OF FDCs / GUNS
- ESTABLISH / TRAIN / CERTIFY A VOICE FIRE CMD / FIRE ORDER SOP
- ESTABLISH / TRAIN / CERTIFY A FIRE MISSION SOP
- TRAIN / CERTIFY MULTIPLE ROUND MISSIONS
- TRAIN / CERTIFY SPECIAL MUNITION MISSIONS
- CERTIFY FDCs DRY / LIVE AND WITH A SCHEME OF FIRES
- FIND EMBEDDED ERRORS AS PART OF CERTIFICATION PROCESS

***ARE YOU CERTIFYING THE MISSIONS
YOUR SOLDIERS WILL FACE?***





THE PROBLEMS!!!!!!



- 1. BASIC SKILLS(MOS)crosstrain**
- 2. WEAPONS SKILLS....**
- 3. FIGHTING POSITIONS**
- 4. NBC**
- 5. LAND NAVIGATION/TGT LOC**
- 6. BOTTOM LINE.....CTT TASKS!**



















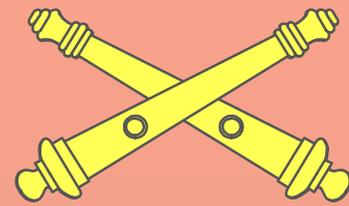








SKILL LEVEL 1 TASKS

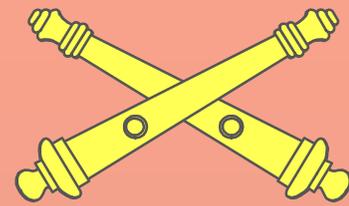


ISSUE: To much time is spent at the National Training Center coaching skill level 1 tasks.





SKILL LEVEL 1 TASKS

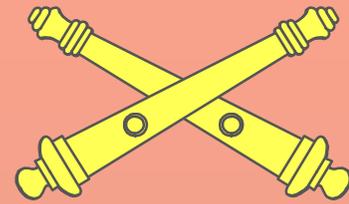


DISCUSSION: Training prepares soldiers to fight and win. Common skills are not being trained universally across the Army. Soldiers arrive without the basic knowledge of the weapons system. They are lacking in navigational skills. They are not prepared for NBC nor treatment of casualties in the NBC environment.





SKILL LEVEL 1 TASKS



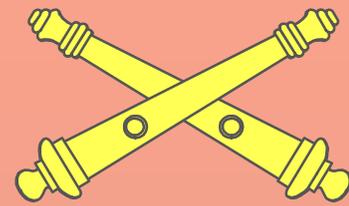
Weaknesses encompass SEE, SHOOT,
COMMUNICATE, NAVIGATE, AND
SURVIVE.

NOTE; HOW PROFICIENT ARE OUR
LEADERS IN THE SAME TASKS!





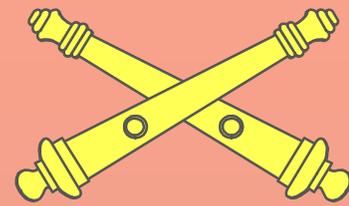
SKILL LEVEL 1 TASKS



RECOMMENDATION:

- 1. Place Command emphasis back on Common Skills testing in the home station.**
 - 2. Ensure that Train the Trainer is in place and that standards are being adhered to.**
 - 3. Enforce and train Common skills at all NCOES levels**
- Do not assume that soldiers are proficient in the tasks.**





MOS Degraded Ops

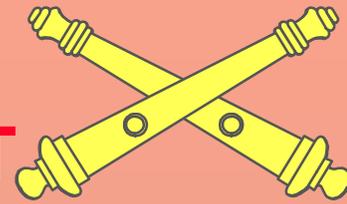
ISSUE: 13 Series Basic MOS Skills are lacking

DISCUSSION: Soldiers are loosing the basic skills of charts and darts, target location, map reading, and basic gunnery skills. The Army has sprung forward into the digital world with new technology that renders old manual skills to be antique. The truth of the matter is that the soldier can not master the new if he is not proficient on the old manual skills. Today's battlefield is filled with many unseen events that make it a necessity to be overall skilled, IE; plugger failure, GLLVD inop, Laser Rangefinder batteries fail, AFATDS inop.





DEGRADED OPERATIONS CONT



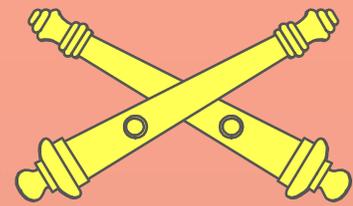
RECOMMENDATION:

1. Incorporate manual skills training into homestation training . Perhaps Lane Training for Degraded Ops.
2. Ensure that manual skills continue to be a part of NCOES.
3. Train for the Murphy....in all events... Degraded Operations.
4. Perhaps start a hands on certification program for individuals not unlike the old SQT type test.





Troop Leading Procedures



ISSUE: Lack of understanding in the leadership of the importance of PCC/PCI. The process for TLP is not being followed, for example ample rehearsal/inspections not utilized.











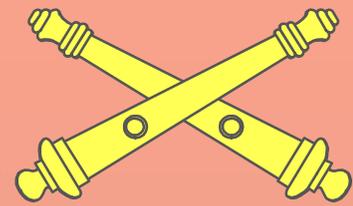






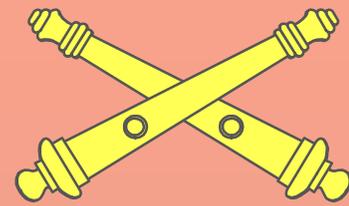


Troop Leading Procedures



DISCUSSION: The process of TLP has been watered down to the point of a notional hand wave. Plans are not fully understood and the SOP/TACSOPS address battle drills not crew drills or such simple things as load plans and weapons checks. The result is that junior leaders are not ensuring that all equipment is functional and in place prior to use and plans are executed reactively versus proactive. The basic reason is that the leaders do not understand PCC/PCI and can not effectively utilize their time (time management).





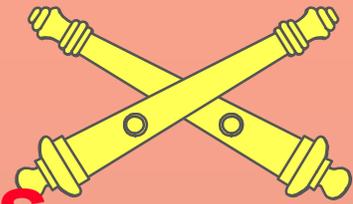
Troop Leading Procedures

RECOMMENDATION: First and foremost Troop Leading Procedures must be instructed at the basic level so that we perform the checks without realizing that we are doing them. This means that we must look at our TACSOPS and provide checklists that are inclusive enough for the troops to use.

NCOES must continue to instruct and stress TLP importance.

WE MUST UNDERSTAND THE STANDARD!



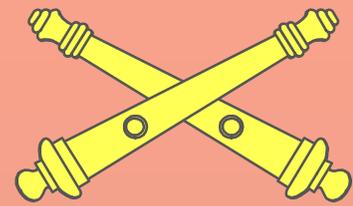


Troop Leading Procedures

NCOES will have to address TLP's as they did in the premier junior leader course PNCOC

Teach the 5 paragraph OPORD/learn to run patrols etc.... It has become a lost art!





Leadership Trends

Situational Awareness

ISSUE: Situational awareness is not being stressed to the lowest level. Clearance of fires and the coordination included not to standard. Troops not informed of true enemy picture.





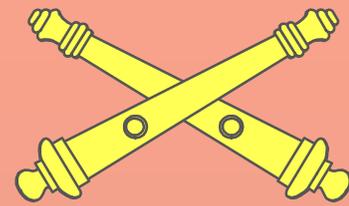






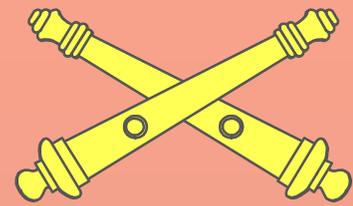
Leadership Trends

Situational Awareness



DISCUSSION: Information flow throughout the Battalions is marginal at best. Units rarely are seeing the same picture of enemy and friendly locations. Threats are not being disseminated and as a result a domino effect of casualties happens. Improper clearance of fires results in fratricide. This is a direct result of units not being able to deal with the amount of information passed across the battlefield or the improper procedure for actually clearing fires. Battle tracking must be improved and a method developed to ensure that all elements are getting the same accurate and timely information.





Leadership Trends

Situational Awareness

RECOMMENDATION: Trust the equipment that we have and utilize the personnel that we have. Battle Staff trained in the position that they should be.

Train sub-elements of the Battle Staff course at PLDC/BNCOC so that soldiers understand Battle Tracking.

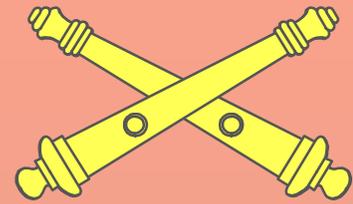
Training...Training...Training...





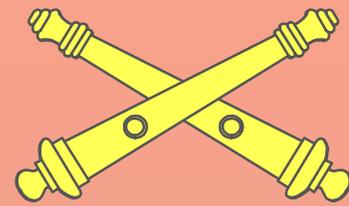


Leadership Trends Degraded Operations



ISSUE: Soldiers do not practice manual procedures for Gunnery/Target Location and Fire Direction .



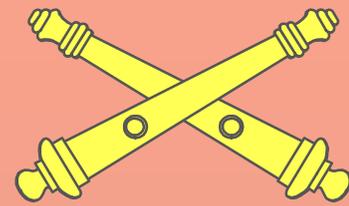


Leadership Trends

Degraded Operations

DISCUSSION: It is imperative that Senior leaders enforce the training on our soldiers needed to survive in combat. The systems that we have are prone to breakdown and remain that way until high-tech replacement parts are available. In garrison this is not a problem but on the dirty battlefield parts flow and equipment repair will not be expeditious. Therefore soldier need and deserve to know the skills to operate their equipment when degraded. This allows for mission accomplishment and a soldier that will trust his equipment even when the technology fails.





Leadership Trends Degraded Operations

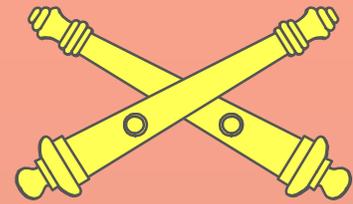
RECOMMENDATION: Home station training must include degraded operations. TACSOPS need to address the same.

NCOES schools need to validate the training received in AIT and ensure that soldiers leave possessing the basic MOS skill attained in the early 1980's. The technology piece is important however soldiers must understand basic skills first.





TRAINING FOCUS

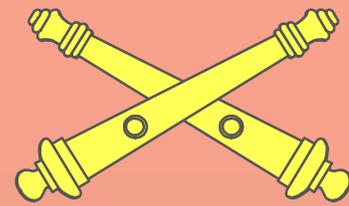


ISSUE: Soldiers are not prepared to perform their mission nor do they have a tactical idea of situations.





TRAINING FOCUS

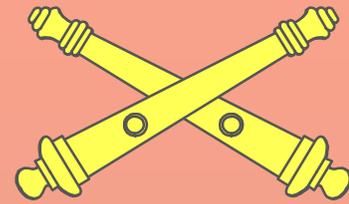


DISCUSSION: Training must once again become realistic and time must be allocated to retrain soldiers that can not perform a task to standard. The standard must not be altered and the task not force fed to the soldier. Troops must make mistakes and learn from them. They must get confidence in themselves and the equipment they utilize. Soldiers need to be instructed early and continuously throughout their career about tactics and reactions on the battlefield. We have a generation of soldiers who do not understand the tactics utilized on the battlefield. There are many reasons for this the primary one being that we instruct our troops on artillery doctrine not tactics as we used to starting at basic training and continuing throughout NCOES.





TRAINING FOCUS



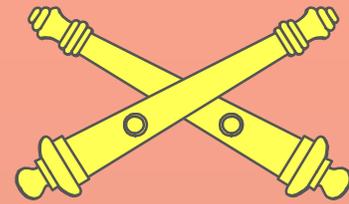
RECOMMENDATION: Don't just stress the importance of training, train. Lip service does not make a soldier proficient in a task. Only realistic hands on training will accomplish this goal. Some tasks can not be replicated on a computer battlefield.

PNCOC was a NCOES school that taught tactics. We now have a generation of Artillery soldiers that know nothing about tactics. We must regenerate our schooling so that we teach and emphasize tactical awareness in all facets of military training.





RECOMMENDATIONS

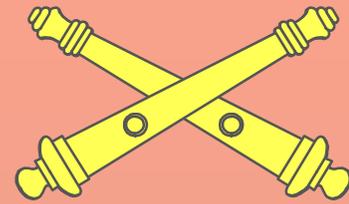


1. Our NCOES needs to restructure so that in essence we are teaching our leaders to walk the walk and talk the talk. The problem is that Troop Leading Procedures/Military Decision Making Process/PCC and PCI's are not understood by the junior to senior NCO's. Our soldiers need to graduate the NCO school and mirror the level of knowledge that his/her officer counterpart has acquired. The example that I give is Battle Staff, although not an NCOES school it does not focus on the process of planning. Soldiers learn to plot and push but do not learn to get involved with the plan. Command Sergeants Majors leave the Academy without the a clue of what an EFAT or EFST or MDMP mean nor how they are derived or structured.





RECOMMENDATIONS



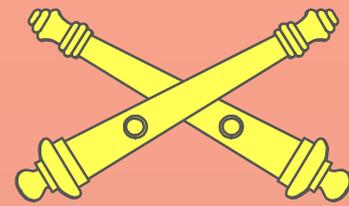
2. PLDC needs to go back to running the 5 paragraph OPORD and the originating of PCC's to support a plan. BNCOC needs to reinforce PLDC and further the knowledge of planning (Battle Staff skills) and PCI implementation. ANCOC and USASMA need to bring our leaders up to speed with the terminology of today and fight through the Planning Process to put our key NCO's in the middle of the plan.

GIVE NCO'S AND SOLDIERS FULL KNOWLEDGE OF WHAT THE DESIRED END STATE IS OF EVERY TASK.





WHAT WE WANT TO TRAIN AT NTC!



1. CASEVAC
2. AMMO MGT
3. LOG OPS
4. INFO FLOW
5. SURVIVABILITY/DEF(force protection)





WOLF TEAM OBSERVATIONS



- **INADEQUATE COMMANDER'S GUIDANCE FOR FIRE SUPPORT.**
- **INACCURATE AND IMPRECISE TARGET LOCATION AND TRIGGERS.**
- **INADEQUATE CLOSE AIR SUPPORT INTEGRATION.**
- **IMPROPER EMPLOYMENT OF REINFORCING MLRS FIRES.**





WOLF TEAM TRAINING BASE/ INSTITUTIONAL OBSERVATIONS

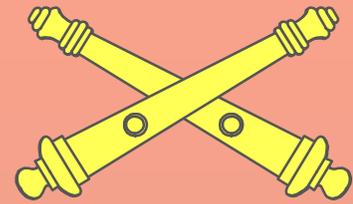


- NO ISSUES WITH INSTITUTIONAL TRAINING FOR LTS/CPTS.
- COMMON SKILLS TRAINING NEEDS TO BE EMPHASIZED AT ENTRY LEVEL NCOES.
- USASMA/CSMD COURSE DOES NOT PARALLEL CGSC, LEAVING NCOs LACKING IN DOCTRINAL AND TACTICAL TERMINOLOGY AND IMPLEMENTATION.
- NCOES DOES NOT ADDRESS THE MDMP, NOR DOES IT TEACH TROOP LEADING PROCEDURES AND PCC / PCIs.
- BATTLE STAFF AND FIRST SERGEANT'S COURSE LACKING IN THE TACTICAL INSTRUCTION NEEDED FOR AN NTC ROTATION.
- A GENERAL OVER RELIANCE ON SIMULATION TRAINING (JANUS, CBS, BBS.)





QUESTIONS?????????

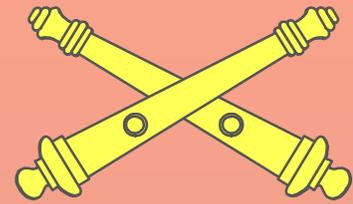


YOUR DIME!





SGM J.E. SMITH 13F/13Z/WOLF 40



THANK YOU FOR YOUR TIME.

ENDEX!

