Do you have an opinion concerning one of the stories in this issue? We would like to print your responses in our Letters to the Editor column.

Have you researched a topic that is of interest to Infantry Soldiers? Submit it to us as an article for the Infantry Bugler.

Do you have personal experiences or valuable lessons learned that would benefit other readers? Let us be your vehicle for delivering those thoughts. Send your submissions to bugler@infantryassn.com.

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Infantry Officers Execute Delivery of New Service Uniform

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ON THE COVER: SOLDIERS OF THE 1ST INFANTRY DIVISION RECEIVE THE “BIG RED ONE” SHOULDER SLEEVE INSIGNIA—FORMER WAR-TIME SERVICE PATCH DURING A PATCHING CEREMONY AT UNION III, BAGHDAD, IRAQ. THIS CEREMONY CONFIRMED THEIR STATUS AS DEPLOYED IN OVERSEAS OPERATIONS. Photo credit: U.S Army

Call for Submissions

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From the Chairman

First, I’d like to congratulate all those who have supported the new National Museum of the United States Army at Fort Belvoir, Virginia. Our Army now has a museum to capture its proud history. Second, I’d like to send a shout-out to the leaders of The National Mounted Warfare Foundation for they have broken ground next to Fort Hood, Texas and will build the National Mounted Warrior Museum. I encourage members of our Association to volunteer to help with both of these museums. Although they are not focused on our Infantry Branch, they will help tell of our proud history.

Our Association President COL (Ret) Rob Choppa has triggered an excellent initiative to focus our Bugler magazine on an Infantry Division. He began with the 7th Infantry Division and this issue highlights the 1st Infantry Division, The Big Red One. For years, I have stressed the value of leaders writing about their experiences and sharing lessons learned. I hope that this initiative will help our Infantry Soldiers not only learn from others, but also encourage them to share their experiences, both good and bad; that’s how we learn and get better!

Let me share a few thoughts about some of the things I learned as a Soldier and Leader in the Big Red One. I was blessed with the privilege to command the BRO’s 2nd Brigade, The Dagger Brigade. I proudly took the colors of the brigade on the parade field at Fort Riley and heard the BRO’s motto, “No Mission Too Difficult, No Sacrifice Too Great, Duty First” many times that day. GEN Bill Hartzog, God Rest His Soul, was the commander and a mentor, for I served as his S3 when he took command of the 197th Sep Inf Bde at Fort Benning. After Brigade Command, I was assigned as the Division’s Chief of Staff working for GEN Randy House. Through the example of these two leaders and many others in the BRO, the motto became a way of life and helped make me a better Soldier and Leader.

I think the BRO motto has three key words: Mission, Sacrifice and Duty. The word “mission” has several definitions; two directly apply to this motto. A mission can be an enduring task (e.g. Infantry Soldiers close with and destroy the enemy) and it can be a specific task with which a person or a group is charged (Seize Hill 911 by 0900 hours). At times, missions can be very hard to achieve, but the ethos of “no mission too difficult” must be engrained in our Infantry Soldiers.

A sacrifice is something given up or lost. It could be the destruction or surrender of something for the sake of something else or it could be to suffer loss of, give up, renounce, injure or destroy, especially for an ideal, belief or end. For Infantry Soldiers, the mission might require great sacrifice, for closing with and destroying the enemy might require the ultimate sacrifice.

A duty is a moral or legal obligation. Infantry Soldiers have many obligatory tasks, services, functions and conduct that come with being a member of the Infantry Branch. Understanding your duty comes with education and training. Our Army trains for the expected and educates for the unexpected. We train and educate better than any army in the world.

For continued success, the protection of America, Soldiers must know and be prepared for their duties, ready to sacrifice, with laser focus on their mission. “No mission too difficult, no sacrifice too great, duty first!”

From the President

We have a problem and want to enlist your assistance in resolving it! Is it poor leadership or challenging leadership? We want to know your thoughts. We have made the Army miserable in both peacetime and wartime. Soldiers, Officers, and Families are all unhappy and COVID-19 has made it worse.

We have successfully made the Army a Family Morale destroyer. We have ensured that the Army is not a place where Soldiers want to serve for the rest of their lives. If a career in the Army is not rewarding and fulfilling, officers and NCOs don’t want to belong. As I talk to leaders in the Maneuver Captains Career Course, Infantry NCO Advanced Leader Course, Maneuver Senior NCO Leader Course and Infantry Officer Basic Course they report a very poor command climate. They don’t want to serve long term. No fun, no retention.

Officers report a double standard on height and weight, in combat collateral damage between ranks and amongst minority and female leaders. Leaders report that the “yes man” concept is expected and an acceptable solution. Soldiers report working for workaholics and micromanagers or report having worked for a caustic leader, others tell tales of leaders that “Screw up—Move up.” USMA graduates report that they will get out at the earliest opportunity. Throwing Soldiers under the bus is a normal part of the job. These are all sad examples for leadership in any organization and criminal that they are examples of leadership in our U.S. Army.

How can we fix it? How can every leader change the environment/atmosphere so their Soldiers want to stay in the Army? Retention? How do we retain quality Soldiers? Would they stay regardless if they were not competitive for promotion? Can you build several benches of junior NCOs, senior NCOs, First Sergeants, Command Sergeants Major, junior officers, all company grade officers and field grade officers who all want to stay? Are you reenlisting the right NCOs? Do you and all of your subordinate units (Battalions, Companies, Platoons) meet their reenlistment mission? Do we truly value setting the example and team building? Do we identify, value and promote leaders that all subordinates want to serve? Do we create opportunities for individuals to talk to the senior leaders (Company Command Team, BN-DIV Command Team)? Do staff officers “scrub” list of “candidates” that the senior leaders will meet? Do we want “yes men” in our peacetime Army? How about our wartime Army? If you recognize this as a challenge, do you have a means of fixing our Army?

Does the Talent Management initiatives retain Soldiers that would work “to Hell and Back”? Am I “out of touch”? Do those that I have talked to (Rangers, Paratroopers, Infantrymen, Infantry Women, Deployable Units, TRADOC units and Students of Infantry Courses) represent the rest of the Army? If you did a 360 assessment of your team, would your peers, subordinates and superiors report you as a team player?

Send recommendations to the NIA!
2020 in Review: Fighting On the Ranger Objective

As this issue of the Infantry Bugler arrives in your mailbox, the New Year is fast approaching or has already arrived. Like many of you, I started 2020 and the new decade full of optimism for both our Infantry Branch and Infantry School. While the sporadic news of the distant pandemic came up over holiday conversations last year, the pandemic became very real for all of us only a few months later. As we look forward to the upcoming New Year, like you, I am optimistic of news that a vaccine can potentially restore some normalcy to our daily routines in 2021. While most Americans hope to put 2020 behind us as a bad memory, I reflect with pride on how your U.S. Army Infantry School (USAIS) overcame all obstacles to accomplish our assigned missions and contribute to Army readiness.

Entering 2020, the USAIS embarked on a path to reinvigorate support to both TRADOC and FORSCOM in providing quality instruction representative of our unrivaled Army; all while delivering proficient Soldiers to units with confidence gained from their hard-earned and rewarding experience here. Concurrently, USAIS supported Army formations with the integration of urgent force modernization efforts; supported Army talent alignment processes internal to the School and as the branch proponent; facilitated Army-wide implementation of the new individual weapons integrated training strategy and qualification; implemented a sustainable lieutenant initial military training (IMT) strategy; aligned NCO professional military education (PME) with new and emerging doctrine; clarified proponent roles for functional training; evaluated course physical fitness entry standards following the Army’s implementation of the Army Combat Fitness Test (ACFT); fully implemented expanded One Station Unit Training (OSUT); and informed audiences of initiatives within the School and the branch. Lastly, your Infantry School identified, prioritized and restored functional training shortfalls for future fiscal years (specifically Mortar, Bradley and Stryker skills), while simultaneously maximizing existing resources to sustain a significant training load.

In one of my previous reports to readers, I shared how the Infantry School adapted our practices to continue training throughout the pandemic. In addition to accomplishing our training objectives for 2020, we completed over 160 courses, producing more than 20,000 practices to continue training throughout the pandemic. In addition to accomplishing our sustain a significant training load.

Lastly, 2020 saw a transformation in how we receive, integrate and instill the Spirit of the Bayonet in our Infantry Trainees on Day 1. By professionally introducing the Soldiers to the spirit of the our great branch, they immediately come to realize this journey in the Infantry is one that they will never walk alone, and is also defined by competent Leaders willing to share in the hardship. In the end, this develops teamwork, identifies informal leaders, establishes trust and builds esprit-de-corps. With “Follow Me” as the first instruction issued to new Infantry Trainees, our new “First 100 Yards” sets a very important foundation for the future of our Branch and also sets the example for our entire Army.

Marching forward into 2021 and beyond, whether we are in the midst of a pandemic or not, the legacy of the United States Army’s Infantry heralds from our guarantee that we will close with and destroy our enemies in the final yards. This requires investing daily in coaching, teaching and training the next generation of Infantry. With a proud history in training leaders for the rigors of close combat, you have to look no further than our Infantry School Patch to understand our priorities. Emblazoned with an M1905 Bayonet, our mission is to inspire and instill the “Spirit of the Bayonet” in all who train here. The will to meet and destroy the enemy in hand-to-hand combat is the spirit of the bayonet.

In addition to proudly displaying a Bayonet, our Infantry School patch also hosts two simple words, “Follow Me.” These powerful words speak to the spirit of the bayonet, but also speak to the spirit of the Infantry. Fundamentally, all Infantry Soldiers believe in these very important truths. First, they believe in themselves. Whether crossing “no-man’s land” or entering the room to finish the fight, our Infantry Soldiers knows they have the skill to accomplish the mission and defeat any foe. Second, all Infantry Soldiers believe in their teammates. They know the members of their Squad and Platoon will always be at their side. Lastly, Infantry Soldiers expected to overcome difficult odds, believe in their leaders. They expect their leaders to have the wisdom and experience to make the tough calls and they expect their leaders to look out for their welfare when leading them across “no-man’s land.” When an Infantry Leader says, “Follow Me,” it means something. It means victory. I am the Infantry! Follow Me!
The mantra of the First Infantry Division (1ID) is “No Mission Too Difficult, No Sacrifice Too Great.” From Cantigny to Afghanistan, the combat mastery, leadership and bravery displayed by Big Red One Soldiers embody this.

**Operation Atlantic Resolve — Danger Forward’s Return to Europe**

On D-Day, 6 June 1944, the Big Red One stormed Easy Red, the infamously named sandy shore just outside of Colleville-Sur-Mer, France. Several hours later, senior leaders of the division occupied a blockhouse captured by the Iron Rangers of the 16th Infantry Regiment and designated the command post “Danger Forward.” Following the occupation, the Big Red One returned to the United States, arriving to Fort Riley in 1955. Throughout the Cold War Period, Danger Forward remained in Europe with few exceptions. In 1991, Danger Forward was replaced by “Danger Main,” when the Division Headquarters was transferred from Fort Riley to Wurzburg, Germany. In 2006, the Army’s transition to a modular force structure brought the entire division home to Fort Riley, Kansas.

In March of 2018, Danger Forward returned to Europe—this time as U.S. Army Europe’s Operational division headquarters in support of Atlantic Resolve.

Atlantic Resolve brings units based in the United States to Europe for nine-month rotations providing three separate brigade-sized elements the opportunity to generate readiness, increase interoperability and participate in multinational-
DEBOLT RECOGNIZED FOR HEROISM IN AFGHANISTAN

In September of 2008, while on patrol in Afghanistan, (then) PVT Robert “Mike” Debolt’s heroic actions to save the lives of his brothers in arms were recognized with the award of a Silver Star. A Department of Defense Awards Review Board in 2016 selected Debolt’s Silver Star from a pool of around 1,300 valor citations to receive an upgrade. Debolt received a call from Sergeant Major of the Army Dan Dailey announcing that his award would be upgraded to the Distinguished Service Cross.

Debolt’s actions on 4 September 2008, while serving as a vehicle driver in 2-2 Infantry “Ramrods” left major portions of his body and over 75 percent of his face covered in severe burns. He spent six months in the intensive care unit at Walter Reed Medical Center, where skin grafts repaired third-degree burns from his face down to his back. His actions are credited with saving the lives of four Soldiers. Debolt returned to the Ramrods and deployed with the unit to Afghanistan in 2011. He left the Army in 2013 and currently owns and operates a network of barbershops in Ohio.

Debolt officially received his Distinguished Service Cross during a ceremony on Fort Riley in 2019 hosted by (then) LTG Paul Funk, commanding general of III Corps and (then) MG Joën S. Kolasheski, commanding general of the 1st Infantry Division.

The President of the United States of America, authorized by Act of Congress July 9, 1918, takes pleasure in presenting the Distinguished Service Cross to Private Robert K. Debolt, III, United States Army, for extraordinary heroism while engaged in an action against an enemy of the United States while serving as an Infantryman with Company C, 2d Battalion, 2d Infantry Regiment, 3d Brigade Combat Team, 1st Infantry Division, on 4 September 2008 in support of Operation ENDURING FREEDOM in Afghanistan. While driving a vehicle in an escort convoy, lead elements began to receive small arms fire and Private Debolt maneuvered his vehicle off the main road in order to provide effective supporting fire. While maneuvering, his vehicle struck an improvised explosive device and was almost immediately engulfed in flames. Private Debolt exited the vehicle and, while still on fire himself, extracted one of his fellow Soldiers, pulling him away from the flaming wreckage. Though severely burned and still under direct enemy fire, Private Debolt extinguished the flames that were rapidly engulfing his comrade’s body. He then moved to assist another of his comrades, pulling him from the vehicle. As personnel had begun to treat Private Debolt, he remained ready and eager to engage the enemy despite his own blinding shock and pain. His courage under fire and disregard for his own well-being helped save the life of one of his fellow Soldiers while helping to prevent serious injury to another. Private Debolt’s actions are in keeping with the highest traditions of military service and reflects great credit upon himself, the 2d Infantry Regiment, and the United States Army.

partner exercises at the Joint Multinational Readiness Center (JMRC) and across the European theater.

Danger Forward, led by one of 1ID’s deputy commanding generals, exercised command and control of rotational brigades from its headquarters in Poznan, Poland.

Additionally, for a portion of the command posts’ presence in Poland beginning in 2019, the 1ID’s Combat Aviation Brigade and 1st Armored Brigade Combat team served as the rotational force. Danger Forward led the Devil and Demon Brigades through a series of large-scale partner exercises supported by the 7th Army Training Command and United States Army Europe.

While each exercise presented unique ways to improve the readiness of both the forward headquarters and the division’s rotational brigades, Exercise Saber Junction 19 served as the division’s primary proof of concept for an opportunistic expansion of a training environment already established within U.S. Army Europe’s exercise campaign. Recognizing the opportunity presented by 1st Armored Brigade Combat Team’s upcoming rotation to the Joint Multinational Training Center in Hohenfels, Germany, the division headquarters worked closely with 7th ATC and JMRC to expand the exercise construct into a wrap-around Division level training event.

The 1ID Division Tactical Command Post (DTAC), 1st Combat Aviation Brigade (1CAB), and 1ID Division Artillery (DIVARTY) participated live from training areas in Hohenfels. Additionally, the 1ID Main Command Post and Support Area Command Post (SACP), as well as the 1ID Sustainment Brigade (SB), participated live, but distributed, from Fort Riley, Kansas.

The implementation of the wrap-around construct through participation of the 1ID DTAC, DMAIN, and SACP presented multiple opportunities to build readiness at echelon. For example, the live and constructive participation of 1CAB, 1SB and 1ID DIVARTY enabled several repetitions of the Division targeting cycle and application of Division shaping operations throughout the exercise. In particular, the exercise design enabled three battalions from the 1ID CAB to execute several Air Assault and Deep Attack missions in both live and constructive environments. In the Hohenfels maneuver area, the presence of a genuine Division headquarters not only stimulated an environment more closely tied to large-scale ground-combat operation employment.
modes; it also enabled additional maneuver brigade training events in Grafenwoehr, Germany and Zagreb, Croatia. By building additional depth into the “wrap around” environment and focusing Division level effects into areas outside the rotational brigade combat team training audience’s area of operations, 1ID generated several additional repetitions of essential competencies including SOF integration, CAB Deep Attack and Joint Fires integration.

Throughout its 27 months in Poznan, Danger Forward transitioned the operational division headquarters from primarily an exercise control node, to a headquarters capable of generating readiness at echelon, and if required, command and control large scale combat operations in support of the United States European Command.

The BRO Returns Home — Vietnam and the Gulf War

April 2020 marked the 50th Anniversary of the division’s return from Vietnam. For five years, the Big Red One engaged in intense ground combat against the Viet Cong and the regular North Vietnamese Army in the jungles North of Saigon. Within a year of its arrival, the Fighting First engaged in three major operations—Hump, Bushmaster I and Bushmaster II. Before the division’s return to Fort Riley in 1970, it participated in nearly every major campaign or battle of the war, including; Marauder, Crimp II, Cedar Falls, Billings, Tet, Ong Thanh, Thunder Road and Certain Victory. Eleven members of the Division were awarded the Medal of Honor for heroism in Vietnam.

G-Day, 24 February 1991 was the day the Fighting First spearheaded the Coalition’s advance into Iraq. Twenty-nine minutes after receiving the order to attack, the 1ID broke through the Saddam line. As dusk rolled over the battlefield within their sector, front-trace elements of the division reached Phase Line Colorado, six miles past the obstacle belt. The division began increasing the number of open breach lanes, surging to 24, accommodating the 1ID’s (UK) advance north. The division’s rapid advance through Iraq’s defense allowed coalition forces to penetrate deep into Iraq and deny the fleeing Iraqi army’s escape. In 100 hours of ground combat, the division destroyed more than 500 tanks and captured more than 11,400 prisoners of war.

MG Douglas A. Sims II graduated from the U.S. Military Academy at West Point in 1991 and was commissioned into the Infantry branch. He has commanded at all levels from platoon to division. His operational deployments include Operation Freedom’s Sentinel and multiple tours in support of both Operations Enduring Freedom and Iraqi Freedom.

CSM Raymond Harris enlisted into the Army in 1996 as an Infantryman. He attended OSUT training at Fort Benning, Georgia. He has served in every key leadership position from rifle team leader to division command sergeant major. He has deployed in support of the Kosovo Campaign, Operations Enduring Freedom and Operation Iraqi Freedom.

LTC Nick Talbot, who currently serves as the Commander of 1-63 Armor “Dragons” in 1st Infantry Division’s 2nd Armored Brigade Combat Team, also contributed to this article.
Refining Marksmanship Methodology

Lessons learned from 20 years of sustained combat operations coupled with multiple studies triggered orders to overhaul the U.S. Army weapons training strategy, associated doctrine and methodology. The resulting overhaul aimed at improving Soldier performance and lethality by focusing on the innate cognitive ability within each Soldier. These modifications are catalysts for building the modern Infantry Soldier and have enabled the 198th Infantry Brigade to refine their POIs. The U.S. Army is now equipped with a more versatile and lethal Infantry Soldier. While recent Infantry Soldier graduates have been indoctrinated with this updated methodology, it is essential that all operational units instill this new methodology and strategy.

A Needs Based Holistic Assessment

A National Research Council of the National Academies study in 2013 titled, Making Soldiers Decisive on Future Battlefields was conducted due “to recognition from the U.S. Army that a great disparity existed between the decisive overmatch capability, relative to prospective adversaries, of major U.S. weapon systems (such as tanks, fighter aircraft, or nuclear submarines) and the relative vulnerability of dismounted soldiers when they are operating in small, detached units (squads)” The study concluded, “an essential principle for achieving overmatch capabilities is to recognize that integrating the human dimension with materiel advances is at the core of all Tactical Small Unit (TSU) improvements”.

In further support of the importance of the human dimension, a Program Executive Office (PEO) Soldier study in 2014 titled, Squad Overmatch Study: Training the Human Dimension to Enhance Performance, concluded that, “integrating cognitive skills development into warrior skills training, leveraging Foundation Training and Practical Application and using enhanced training devices, will produce more cohesive and consistent squads having improved human performance—thus, filling a significant gap in Army readiness.” The results clearly indicated that Soldiers lacked the requisite higher level cognitive understanding required to survive and win during Large Scale Combat Operations (LSCO) within multi-domain operations.

Several studies on marksmanship proficiency yielded similar findings—emphasizing the shortcomings within Army weapons training strategy. An Army Research Institute (ARI) study in 2014 surveyed the perceived weapons proficiency requirements from 1,636 leaders across 14 different branches. Requirements surveyed included skills not reflected in the previous carbine qualification course-of-fire, primarily including engaging moving targets, firing from different positions, magazine changes and discriminating between friendly forces, enemy forces, and noncombatants.

The results of the 2014 ARI study were further validated by data coming from the operational force. The 2017 Fiscal Year report from the 82nd Airborne Division highlighted trends from ranges conducting the Table VI qualification. Trends revealed the average “cold-qualification” score with the M4 carbine was 25.44 out of 40 engagements under Table VI. It is reasonable to assume that similar statistics can be found across all units, clearly validating the concern which triggered the initial 2013 National Research Council on Soldier Decisiveness.

Refining Marksmanship Methodology

A Paradigm Shift: Integrated Weapons Training Strategy

The aforementioned studies illustrate overall lack of Soldier cognitive development and lethality. In response, the Army set out to overhaul the entire weapons strategy for individual and mounted platforms. One of the early outputs of this overhaul mission was the release of the inaugural version of TC 3-20.0. The intent of the new TC was to provide a standardized training strategy for the Brigade Combat Teams (BCT), with a principal target audience of trainers, planners, master gunners and commanders. TC 3-20.0 provides the training path for weapons, systems, and unit proficiency.

TC 3-20.0 highlights critical principles that guide the Integrated Weapons Training Strategy (IWTS) methodology. One substantial adjustment is that live rounds are not fired until
Table IV. This is a significant paradigm shift for commanders, requiring that all echelons conduct this training prior to Table VI qualification. The findings of the 2014 PEO Squad Overmatch Study were integrated into Table II maximizing virtual systems. This integration is a key indicator to commanders that the Army is fully invested in time

**Preparing for Individual Weapon Training. TC 3-20.0: Individual and Qualification - Individual Weapons**

While TC 3-20.0 provides the overarching training strategy, leaders must also reference TC 3-20.40, Individual and Qualification - Individual Weapons. This TC provides the foundation for building a unit training plan focused on individual weapons. TC 3-20.40 is comprised of four chapters providing key information for application while training on individual weapon systems.

Chapter One: Individual Weapons Training provides insight into how the IWTS is synthesized into other weapons, systems, platforms, maneuver echelon training strategies and the table structure.

Chapter Two: Unit Training Plans provides the structure for developing a unit plan and a detailed description of a Marksmanship Master Trainer (MMT). MMTs synthesize commander’s guidance into a comprehensive training plan. MMTs address a number of critical skills to include communication, force protection, battle drills, and other various Warfighting Skills in an integrated unit training plan.

Chapter Three: Provides leaders guidance on range requirements to develop plans facilitating effective training events for individual small arms weapons training, qualification, and sustainment. Trainers are empowered to proof ranges and ensure all target and scenarios meets the standard for each course of fire.

Chapter Four: Covers duties, procedures, planning, and preparation for executing small arms live fire ranges. Also detailed are descriptions of range support personnel and medical evacuation procedures. This information can mitigate the gap of both knowledge and experience in junior officers and noncommissioned officers typically charged with the conduct and safety of small arms ranges.

While not all encompassing, TC 3-20.40 can be considered the go-to document for planning and conducting individual skills training density and a staple in every range box and Company Leader’s inventory of doctrinal publications.

**Upgrading the Individual Weapon Training Circular**

The final component of the ongoing overhaul includes updates to the TCs for each weapon system. These updates
are critical to address the human and cognitive dimensions sought by Army leadership. While this article cannot cover each individual system, TC 3-22.9 Rifle and Carbine, will be reviewed due to the M4s common use across all formations.

The Army introduced a dramatically overhauled approach to weapon system employment with the implementation of TC 3-22.9. Significant in this new employment strategy was the introduction of the shot process and the functional elements of the shot process. The shot process outlines an individual engagement sequence that all firers, regardless of weapon system, must consider during an engagement. This process encompasses all assessments, decisions, and actions leading up to firing the weapon. It also shows that Army and doctrine writers restructured marksmanship methodology with consideration for the Soldier cognitive process.

The shot process is broken down into three phases, Pre-Shot, Shot, and Post Shot. The need to break away from the fundamentals of marksmanship was derived through real-world combat experience. The advantage of this paradigm shift in approaching marksmanship, not only produces more lethal shooters, but lends to the innate cognitive ability in each Soldier. For example, a Soldier has utilized their optic and estimated the distance to a standard 40”x 19.5” E-Type silhouette as 400 meters. After engaging they observe the round impact slightly to the left of the target. Through the understanding of the shot process, the Soldier calls their shot as the shot breaks, prior to observing the round impact. Through a higher order understanding of complex engagements, the Soldier assesses a lapse in trigger control. Rather than adjusting their hold on the target, they re-engage using the proper application of the shot process and successfully neutralize the target. While the shot process is absolute, the Functional Elements of the Shot Process are simultaneously independent and interdependent variables that directly correlate to any successful engagement, depending on the engagement and associated considerations.

The functional elements of the shot process- Stability, Aim, Control, and Movement should not be confused as replacements for the fundamentals of marksmanship. At the core of the shot process is a holistic system of weapons handling, and a target engagement sequence aimed at supporting a host of learning styles and experience levels. For example, a Soldier assesses an engagement at 150 meters and begins their shot process with assessing stability. The environmental considerations, enemy capabilities, on hand equipment, ability level, and kinesthetic awareness are among several factors to consider when assessing the required stability when building their position. In this case the Soldier must assess the requisite amount of stability to successfully engage a target at 150 meters. Therefore, stability in conjunction with aim, control, and movement can alter based on the complexity of the engagement including the surrounding dynamics and atmospherics.

Without a comprehensive understanding of TC 3-22.9 and the overall shot process methodology, Soldiers will fail to meet the standard within the updated rifle qualification outlined in TC 3-20.40. This Table VI course of fire includes shortened target exposures, additional firing positions, and seamless transitions requiring magazine changes. Considering the increased pace of the updated qualification, Soldiers must now process information quicker and possess the ability to perform several tasks at a level of automaticity. Similar requirements have been built into the other individual weapon system qualifications within TC 3-20.40. These updates give further notice to leaders that the Army demands Soldiers possess metacognitive and creative problem solving skills.

**Everyday Strategies to Amplify Training Success**

These TCs provide clear and predictable training glide paths that enable units to plan efficiently and effectively. This weapons training strategy can be further amplified with a few successful TTPs aimed at augmenting Soldier training.
TC 3-22.9 Appendix D, features a set of given drills that should be performed on a regular basis. These dry fire drills help reinforce weapons employment techniques, and physical training to be performed on a daily basis. Drills are critical to ensure that Soldiers can manipulate a given weapon at a level of automaticity, thus enabling them to focus on the shot process and fully maximize their given cognitive potential.

Training aids can amplify training already existing within the Army inventory. The AN/PEM-1 Laser Borelight System (LBS) is a tool often neglected by units prior to conducting zeroing procedures. A feature of the LBS is the pulse setting which enables a brief activation of the laser through the rifle bore. When the LBS is used in conjunction with the Canebrake M150 RCO MA855A1 dry fire target, Soldiers can receive hundreds of additional dry fire repetitions with feedback allowing them to assess the shot process. The use of smart sensor rail systems provides feedback on weapon movement throughout the shot process. These rail attachment sensor systems provide Soldiers with real-time data feedback which enables them to analyze and diagnose a Soldiers shot process during both dry and live fires. Sensor system tools, such as any Mantis system, allow units to have virtual system feedback in any environment, and better enable cognitive learning.

Conclusion

Soldiers must be ready to step into any assigned role within their unit with the assumption that they may have little to no time to integrate within a formation and receive additional training on an assigned weapon system. While Training and Doctrine Command is building a better Soldier, it is the responsibility of all Army units to continue to integrate the new and improved marksmanship and weapons training strategy. It is imperative that the IWTS and new approaches to lethality are engrained into each Soldier. ★

SSG Addison Owen currently serves with the 2nd Battalion, 58th Infantry Regiment. He is a graduate of the United States Army Sniper School, Pathfinder School, Air Assault School, Airborne School, and the United States Army Drill Sergeant Academy. He has deployed twice in support of operations in Iraq and once to Afghanistan in support of Operation Enduring Freedom.

CPT Russell Thorn currently serves as an Infantry Officer in the 2nd Battalion, 58th Infantry Regiment, 198th Infantry Brigade. He has deployed in support of Operation Enduring Freedom and Operation Inherent Resolve. He is a 2006 graduate of the University of North Carolina at Chapel Hill and a 2007 graduate of Saint Joseph’s University.

Senior Noncommissioned Officers, SFC(R) Mike Lewis and SFC David Maciel helped make this article possible.
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Infantry Officers Execute Delivery of New Service Uniform

Over the last three years, three Infantry officers have led the development and rollout of the Army Green Service Uniform (AGSU). COL Stephen Thomas, former Project Manager Soldier Survivability (PM SSV), COL Derek Bird, current PM SSV and LTC Naim Lee, Product Manager Soldier Clothing and Individual Equipment (PM SCIE) have worked to ensure the new uniform is issued and available to all enlisted Soldiers and officers stationed around the world.

PM SCIE is a product team under PM SSV, which falls within the Program Executive Office (PEO) Soldier portfolio, headquartered at Fort Belvoir, VA.

The culmination of years of design, development and feedback, the AGSU is the Army’s new service uniform and is replacing the Army Service Uniform (ASU) as the uniform worn in business environments.

The design of the AGSU was inspired by and based off the historical uniform worn by Army officers from the 1930s through the 1950s, including during World War II and the Korean War. It features a dark olive drab jacket, khaki shirt, olive tie, light drab trousers and brown shoes. The quality of the uniform is expected to increase the life expectancy of the garment from four to six years.

“The everyday professional look of the AGSU will complement Soldiers of today and in the future,” Thomas said in August, shortly after the uniform’s initial rollout.

In March 2017, Army Chief of Staff GEN Mark Milley directed PEO Soldier to identify service uniform options appropriate for an office setting. In November 2018, Army Secretary Mark Esper selected the AGSU as the new uniform. The Army Uniform Board provided direction on designing the
AGSU. An all-female board focused on female uniform design requirements and a limited user evaluation (LUE) collected feedback from hundreds of Soldiers to further refine and enhance the uniform.

“Soldiers shared how the uniform is a better fit to their body,” than the ASU, said Lee.

The 3rd Infantry Regiment—the Old Guard—participated in the LUE, along with other Army leaders, the Army Band and recruiters.

In July of this year, the Army and Air Force Exchange Services (AAFES) began issuing the AGSU to Army Recruiting College graduates and Soldiers at Fort Knox, Kentucky.

Surveys and polling data showed that more than 75 percent of Soldiers that tested the uniform supported the overall changes. Feedback from drill sergeants and recruiters who received the AGSU in recent months at Fort Knox, Fort Sill and Fort Benning has been very positive.

“Let me tell you, the Army is ready for this uniform,” Thomas said during the summer. “I get constant positive feedback on the uniform’s appearance, and the next question I get after they say how good it looks is, ‘When can I get it?’”

The answer: right now or very soon. Army-wide fielding began in July and continued into the fall on a “wave” approach to distribute the uniform to installation issue points around the world. All AAFES stores in the United States and overseas are expected to stock the uniform by March 2021.

“The ongoing issue and rollout of the AGSU is a significant step in the history of the Army, as it ties us back to the Greatest Generation that enabled all we have today, and provides our Soldiers a higher-quality service uniform going forward,” Bird said.

Drill Sergeants began to receive the AGSU in September of this year, and recruiters in the field were issued the AGSU starting in October. Initial Entry Trainees at Basic Combat Training and One Station Unit Training installations also started receiving uniforms this fall.

“The Army prioritized recruiters and drill sergeants because they serve as the face of the Army,” Lee said.

Army leaders and Soldiers increasingly don the AGSU at public events, including the most recent Medal of Honor ceremony.

“I felt a great sense of pride for my product team and all of our partners in this strenuous AGSU effort when I saw SGM Thomas Payne representing the Army and the Infantry in the AGSU during his Medal of Honor ceremony at the White House on Sept 11, 2020,” Lee said.

The long phase-in process for the transition from the ASU to the AGSU requires all Soldiers to possess the uniform by Oct. 1, 2027. The ASU will then become an optional, formal and ceremonial uniform. ★
1ID’s Thompson Was Quiet Hero

Born on 21 July 1922 in the community of Bethel in Haywood County, North Carolina, Max Thompson joined the Army from Prescott, Arizona on 18 November 1942. When he enlisted, he was 5’8 1/2” tall and was blonde haired and blue eyed. A basketball player, Thompson was also a good student, partial to math. Before Thompson enlisted, he was employed at Champion Paper and Fibre Company.

By 18 October 1944, he was serving in Europe as a sergeant in Company K, 18th Infantry Regiment, 1st Infantry Division. During a battle on that day, near Haaren, Germany, he single-handedly attacked the German forces on several occasions. For his actions, he was awarded the Medal of Honor (MOH) eight months later, on 18 June 1945.

In addition to the Medal of Honor, Thompson received the Purple Heart, the Order of Glory, third class from the Soviet Union, a Presidential Unit Citation with two Oak Leaf Clusters, the Good Conduct Medal and the European theatre ribbon (with five battle stars and the Invasion arrow). He reached the rank of technical sergeant before leaving the Army.

Thompson was just a modest, soft-spoken man, who preferred showing his discharge papers rather than his Medal of Honor or any of his other awards. On his return home, he would willingly talk about Fort Bragg and other places in the U.S., but would close up when anyone would mention the battles in Europe where he fought and won all those deserved honors. He was quiet, unassuming and a mild-mannered fellow who preferred the peace and quiet of fishing.

After his military service, Thompson worked in Canton, North Carolina at Champion International Paper in the inspection department. He died at age 74 on 30 November 1996, and was buried at Forest Lawn Cemetery in Ekna, North Carolina. A road in near Canton was renamed in his honor.

MEDAL OF HONOR CITATION
On 18 October 1944, Company K, 18th Infantry, occupying a position on a hill near Haaren, Germany, was attacked by an enemy infantry battalion supported by tanks. The assault was preceded by an artillery concentration, lasting an hour, which inflicted heavy casualties on the company. While engaged in moving wounded men to cover, Sgt. Thompson observed that the enemy had overrun the positions of the 3d Platoon. He immediately attempted to stem the enemy’s advance single-handedly. He manned an abandoned machinegun and fired on the enemy until a direct hit from a hostile tank destroyed the gun. Shaken and dazed, Sgt. Thompson picked up an automatic rifle and although alone against the enemy force which was pouring into the gap in our lines, he fired burst after burst, halting the leading elements of the attack and dispersing those following. Throwing aside his automatic rifle, which had jammed, he took up a rocket gun, fired on a light tank, setting it on fire. By evening the enemy had been driven from the greater part of the captured position but still held 3 pillboxes. Sgt. Thompson’s squad was assigned the task of dislodging the enemy from these emplacements. Darkness having fallen and finding that fire of his squad was ineffective from a distance, Sgt. Thompson crawled forward alone to within 20 yards of 1 of the pillboxes and fired grenades into it. The Germans holding the emplacement concentrated their fire upon him. Though wounded, he held his position fearlessly, continued his grenade fire, and finally forced the enemy to abandon the blockhouse. Sgt. Thompson’s courageous leadership inspired his men and materially contributed to the clearing of the enemy from his last remaining hold on this important hill position.
With those words, MG Patrick Donahoe, Commanding General of the Maneuver Center of Excellence, wrapped his arms around more than 350 Gold Star family members at this year’s rededication of the Global War on Terrorism Memorial at the National Infantry Museum.

Loved ones of the fallen came from across the country to witness the addition of 40 new names to the memorial’s black granite panels. There are now 7,032 names of Soldiers, Sailors, Airmen and Marines killed in service since 9/11 lining these walls.

The event provides the camaraderie and support that nourishes grieving family members. Nearly all say it moves them along on their journey toward healing.

The National Infantry Museum Foundation, which hosts the annual event, has been building a list of Gold Star family members since the memorial’s unveiling in 2017. It’s a monumental task, headed by a young woman who can well imagine being in their shoes, an Army wife.

Rachel Goodman’s goal is to reach every single family attached to the names on the memorial, not only to invite them...
to the event, but to assure them the nation will always hold them in our hearts.

Recently, she and her husband were sent to Hohenfels, Germany. While she could be spending her time exploring Bavaria, Rachel chose to continue doing the job remotely. We asked her why.

“I think I found my purpose when I started working with Gold Star Families. Most of these families want nothing more than to know that their fallen service member will not be forgotten. The Global War on Terrorism Memorial ensures that will never happen. And I try to remind them of the same, even if it’s just emailing them to let them know I’m thinking of them during Gold Star Remembrance Week or on Gold Star Mother’s Day, or sending them a rubbing because they couldn’t attend the rededication.”

“It’s such an honor for me to meet and get to know so many sweet families, to learn more about them and their loved ones and give them a hug (pre-COVID!) when I finally get to meet them in September after talking to them for months leading up to the event. I remember one set of Gold Star parents whose son’s name was being added to the memorial. They came down from a town in Tennessee. At the dinner on Friday, I sat them with another set of Gold Star parents from the same town, whose son was killed in action in 2005. They were so thankful to have met each other, and the new Gold Star Mom told me she is looking forward to having the ‘seasoned’ Gold Star mom introduce her to other moms in Tennessee. It’s amazing that they had to travel down to Georgia to meet, but hopefully me seating them together started a lifelong friendship for two loving families.”

Rachel says tearful phone conversations are probably the hardest part of the job. But she says it’s a small price to pay to honor the fallen.

If you know a Gold Star family member, make sure they contact Rachel to get on the invitation list. Email rgoodman@nationalinfantryfoundation.org. The next rededication event will be September 10-11, 2021, at the National Infantry Museum.

If you’d like to help sponsor this event, please contact Jane Bayer at jbayer@nationalinfantryfoundation.org.★
On 9 November 2020, 1LT Sabrina Bachert was awarded the Order of St. Maurice (Legionnaire) by LTC Robert Furtick, CSM Ronald Corella and SFC Johnathan Embry for her contributions to the mounted Infantry of the Blackhorse Troopers.

MAJ Gary M. Clark received the Order of St. Maurice on 27 August 2020 during his Farewell Ceremony from 2-108 Infantry in Utica, NY after serving as the BN Operations Officer and the Executive Officer.

On 14 June 2020 in Helmand Province, Afghanistan, SSG Justin DiMichele (center) was presented the Order of St. Maurice by CSM Cesar Sanchez (left) and LTC Matthew Dawson.
On 28 August 2020 at Camp Atterbury, Indiana, SFC Bradley D. Hall was presented the Order of St. Maurice. He is shown with his wife, Katherine Michelle Hall.

On 31 August 2020, SSG Larry A. Potter was awarded the Order of St. Maurice in front of Iron Mike located at the entrance of the National Infantry Museum. SFC Brian A. Fransen made the presentation.

On 3 September 2020, the Fort Knox Chapter of the NIA presented the Order of St. Maurice to COL CJ King at a Senior Leaders Conference. Pictured (left to right) Carl Cornelius, King and President of the Chapter Michael Pesko.

Little did U.S. Army Cadet Command and Fort Knox Commander MG John Evans Jr. know that when he showed up at Garrison Headquarters on 21 October 2020 for a virtual award ceremony honoring his Directorate of Public Works team that he too would be receiving an award. Shortly before the start of the video-teleconferenced Department of Army energy award ceremony, Mike Pesko from the National Infantry Association walked into the room wearing his distinctive Order of Saint Maurice medal with another one in his hand for Evans.
On 19 August 2020, the First Iowa Chapter at Camp Dodge, Iowa awarded the Order of St. Maurice to SGM (Ret) Matt Smith and CPT Alex Erickson. Iowa Army National Guard Deputy Adjutant General – Sustainment BG Steven Kremer (left) made the presentation.

On 30 October 2020, SFC (Ret) Juan Santiago presented the Order of St. Maurice to ILT Andre Ullyssse at Fort Leonard Wood, Missouri.

In June 2020, the Shield of Sparta was presented to Margaret (Peggy) Duell, wife of COL (Ret) George H. Duell Jr. at a closed COVID ceremony with only family attending. She was recognized for her many years of service and support to our Infantry soldiers, spouses and families. The presentation made at her home in Palmerton, Pennsylvania.

On 11 November 2020, National Infantry Association President COL (R) Robert Choppa presented the Order of St. Maurice to Charles Livings, Still Serving Veterans Regional Director, Chattahoochee Valley region.

On 30 July 2020, SSG Gerald L. Peck II was presented the Order of St. Maurice by LTC Jon W. Gutauskas at the Warrior Training Center on Fort Benning, Georgia.

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