



## Improved AAR

*Sgt. 1st Class John M. Buol Jr.*

**Intent:** Earn increased positive publicity for our Marksmanship Program throughout the entire Army Reserve and the public at large.

**BLUF:** Create shared Google Doc with team members; gather 5W (Who, What When, Where, Why) info, 1-2 quotes, 1-2 pictures with captions; submit to Public Affairs by the event's end.

Army Reserve leadership has granted our Marksmanship Program UNLIMITED access to its official news channels. Every news item we publish via formal Public Affairs (not social media like Facebook) will go out to every main USAR official website and the Double Eagle app. Furthermore, every relevant Major Command also has its own official website and news list. Every official Public Affairs item we publish that mentions a given Major Command will also appear in that Major Command's news feed and website.

We can literally force USARC and every mentioned Major Command news outlet to cover every Public Affairs item the Marksmanship Program produces. But only if that information is submitted to our Public Affairs so it can make it to those official channels.

The only obstacle to increasing the Marksmanship Program's exposure to all Soldiers throughout the entire Army Reserve via official channels is you and the members of the Marksmanship Program. USARC has granted us the freedom to publish at will, if we'll take it.

This can be readily done. No, it does not require specially-designated personnel to accomplish. Any literate Soldier on the ground with an ounce of motivation and a sense of pride and ownership can get it done. Here's how to make it easy.

### Leverage Technology

The primary components of any information release is the 5Ws: Who, What, When, Where, Why. Add in a few pictures with captions and a relevant quote or two from the participants and you're done.

Before the event or training begins, create a Google Document at <https://docs.google.com> and install the Google Docs (Google LLC) productivity app on your phone

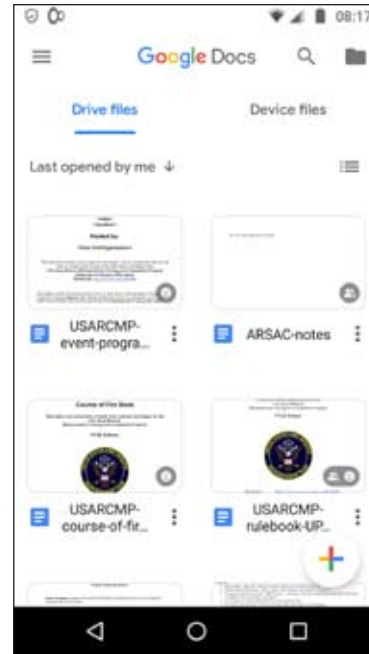
or smart device linked to your free Google account. If you have a Gmail address, you already have an account. You also probably already have this app, especially if you're using an Android device.

Start a new, blank document by clicking the multi-colored plus sign. Name it something appropriate by tapping/clicking "Untitled document" and renaming it. Exit out by clicking the check mark (top left) or by backing out with your browser's left arrow.

If using the app on your phone, click the stack of three dots at the low right corner of your document. Confirm that "Link sharing on" is green. If not, tap "Link sharing off" to turn it on. Then tap Share. Tap the green link icon below "Who has access", then tap the dropdown. Back out to the main Google Doc screen and again tap the stack of three dots. Select "Copy link" and share that link via text or email to everyone on your team at the event.

If using a browser, after creating a Document, click File -> Share -> Get shareable link. Then click the dropdown "Anyone with the link can view" and select the "Can edit" button under the "Anyone with the link can..." list. Make sure it reads "can edit". Then click "Copy link" and share that link via text or email to everyone on your team.

Use <https://www.pushbullet.com> or <https://messages.android.com> or <https://www.imobie.com/anytrans> or similar to create, read, copy, write, and send text messages (single SMS and group MMS) and info from your computer/laptop and your phone.

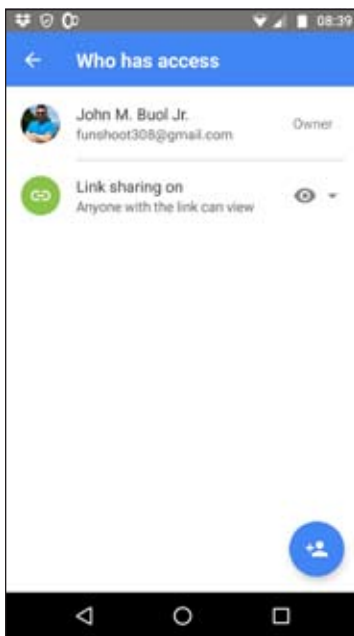
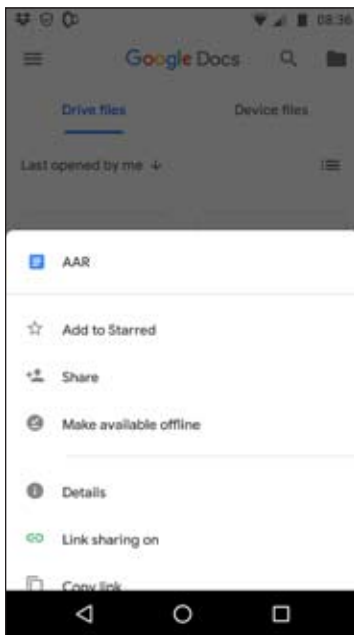
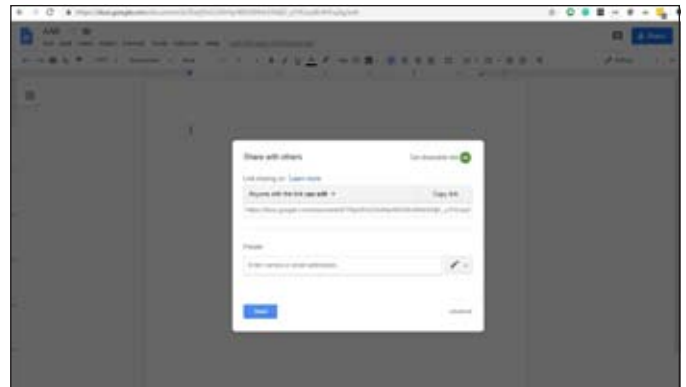
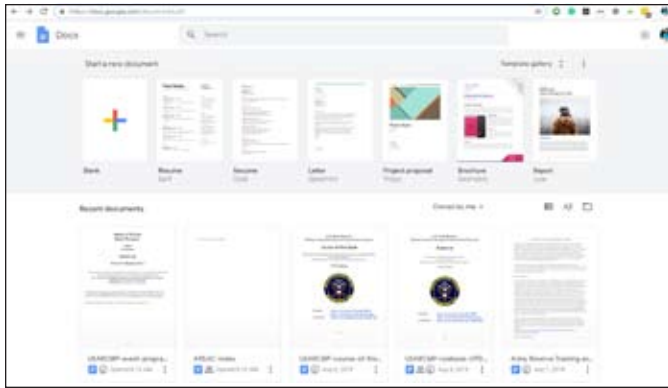


### Call For Articles

All information, articles, and ideas helpful to improving small arms training, qualification, and competition for Army Reserve Soldiers are welcome. Submit anything you'd like included in *Army Reserve Marksman* to the editor: [john.m.buol.mil@mail.mil](mailto:john.m.buol.mil@mail.mil)

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Have everyone tap the “Make available offline” option under the stack of three dots in the Google Docs app. This allows using, writing, and modifying the document on your phone/smart device even without WiFi or cell signal. The document will update when signal is again present.

This takes much longer to explain than do. After you’ve done it once, it is literally a ten-second task.

After creating the document and sharing the link with the team, add the event/training name, location, and dates to the document. Have each person on the team add their personal info (rank, first name, last name, unit, Major Command) as well.

All this should be done before the event begins, no later than the end of the travel day or day one of the event. Consider this is a complete Who, Where, and When list, which is three-fifths of the info requirement done.

Write any additions to the document only under your name. That

writing anyone else.

Don’t like typing? Most phones/smart devices have speech-to-text features. Gboard is available on most Android devices already. Tap the microphone symbol on the upper right corner of the displayed keyboard while in Docs or other text/typing app and it will write what you speak into the microphone.

During the event, each person on the team can add info right below their name in the document at any time. With the “Make available offline” option this can be done anywhere. Are you or your team members posting to personal social media like Facebook? Copy/Paste that into the shared Doc as well. Have a good coaching experience with a student or a memorable result during a match? Jot that down in the Document. Did you take a nice picture? Write a quick caption listing the names of everyone in it.

There is no requirement to type complete sentences. Bullet points of relevant facts is enough. Public Affairs can that into a readable story but only if the facts are at hand from the people that were there at the event.

Before the last day when everyone is traveling out, quick check that What and Why has been added. Is there a bullet-point list of the event’s accomplishments? One or two quotes about the event? Captions for any pictures taken? Add these in before anyone has left. DO NOT WAIT and expect personnel will do the right thing after they’ve returned home and are now off orders. Soldiers are notoriously terrible at returning emails, phone calls, or producing details of what happened afterwards. Gather that info as the event occurs and BEFORE everyone leaves, then send the link of your Doc along with pictures to Public Affairs.

Gathering information for and completing an After Action Review is a basic leadership task every Soldier is expected to do. We can also use this to enhance our Public Affairs efforts and get timely information about our program out to the rest of the Army and the public at large. There is no excuse for failing to put together basic AAR info for every event that every Team member attends.

Let’s get it done! **USARMP**

organizes who added what and ensures nobody is over-

# Improved Marksmanship Program

*Sgt. 1st Class John M. Buol Jr.*

**Intent:** Create a marksmanship training unit that won't fail like previous attempts.

**BLUF:** Address realities of how many personnel we can train; create Unit Small Arms Trainers for every Army Reserve unit; provide Distributed Education to help USATs with their unit; refresh on a five-year cycle

**Readiness:** *Army leaders have a sacred obligation to build cohesive teams that are highly trained, disciplined, and fit that can win on any battlefield. Cohesive teams drive tactical to strategic readiness and enable dynamic force employment.*

**Modernization:** *We are at a critical inflection point and we must aggressively pursue the Army's modernization efforts in order to maintain our competitive edge.*

**Reform:** *We cannot be an Industrial Age Army in the Information Age. We must transform all linear industrial age processes to be more effective, protect our resources, and make better decisions. We must be the Army of tomorrow, today.*

*It is our duty to provide the Nation a professional, lethal, and decisive force that will win against any of our adversaries.*

*James C. McConville  
General, United States Army  
40th Chief of Staff*

There's been discussion about creating a formal Marksmanship Training unit (again). We've even held an initial Proof Of Principle (POP) marksmanship instructor course led by Master Sgt. Howard Griffith with about 30 students to get the ball rolling. The initial course was so successful that the supporting Training Division was forced to admit they were overwhelmed by the response and requests for additional courses.

However, despite all this and even if this unit is created, it is doomed to fail just like all previous marksmanship units in the Army Reserve unless a few realities are addressed.

## ACFT Grader-Instructors

The Army wisely instituted a grader-instructor certification program for the pending Army Combat Fitness Test. This program has three levels, ranging from a locally-conducted Level I one-day Grader certification (needed to test your unit) with Level II and III requiring formal instruction by the U.S. Army Physical Fitness School or U.S. Army Center for Initial Military Training. Currently, more than 6,000 Soldiers have received formal ACFT Level II-III Grader Validation training from one of the ACFT teams for

a test that won't be formally for record until FY 2021.

**The Army Reserve does not yet have a formal grader-instructor validation for new small arms qualifications that are already the official qualification standard now.**

The ACFT Grader-Instructor program is the correct model the Army should be using with the new small arms qualifications as well but has not done so.

## Army Reserve Stats

- 200,000 Army Reserve personnel
- 2,075+ Army Reserve units
- 70,000 new recruits attend Initial Entry (Basic) Training in the Department of Army each year.
- 10-15% annual attrition rate

Every year, a minimum of ten percent of the current force leaves, retires, or transfers. That means, every five years the Army Reserve is effectively a different population of personnel. It also means any training effort done more than 3-5 years ago effectively never happened because, statistically speaking, none of those people are still in or have transferred to a different role/unit. What's more, new recruits completing IET fill in at the bottom.

Consider a best case scenario for a Marksmanship Training Unit. If we could somehow conduct classes or matches that reach 150 different Soldiers EVERY month (that requires duplicating the POP course five times every month) and teaching 1,800 students a year, it would take 111 years (!!!) to reach everyone in the current Army Reserve.

Meanwhile, even if we could work with 1,800 Reserve Soldiers each year, 70,000 new recruits that same year were told to "watch their breathing" on the range by their drill sergeant...

A Train The Trainer approach with the goal of creating a Unit Small Arms Trainer is workable. One or two Courses a month at 30-40 students each (18 courses a year with 35 students each is 630 students per year) yields 3,150 USATs every five years. That lets us create a maximum of 1-2 Unit Small Arms Trainers for each of the 2,075 units within five years and then train new ones for every unit on a perpetual five-year cycle.

One or two courses per month, each lasting 1-2 weeks and with 30-40 students, a cadre of about 6-8 instructors per course is a student:instructor ratio of about 1:4 to 1:7. In a Reserve capacity, with a marksmanship training unit of 70-80 instructors and every instructor completing two courses per year, this can be accomplished with existing Troop Program Unit Inactive Duty Training and Annual Training days and funds. It also allows some left over days for additional tasks.



### Distributed Education Solution

Our only realistic, best-case scenario is creating 1-2 Unit Small Arms Trainers for each Army Reserve unit on a five-year cycle. Consider, this still only allows us to directly help 0.3% of the Reserve per year. Literally, 99.7% of the Army Reserve will not directly experience our program even in a best case scenario. Worse, even if this best case scenario occurs and Unit Small Arms Trainers begin populating units, they will still likely be the lone voice and outranked by all unit leadership.

Company-level command and higher ignorant of what their new USAT learned will have to be willing to allow a subordinate to direct small arms training and ranges in a manner completely foreign to them and (gasp!) different from what the unit has always done and their drill sergeant said. "Surely, this must be dangerous! *Ist das erlaubt?* (Is that allowed)". Or, "I've been in the Army for XX years and I'm not going to change now." Then they fall back to every weak leader's favorite game (playing "collar/chest poker") and disregard the knowledgeable USAT's good advice on the grounds of merely out ranking them. Add in that everyone else in the unit is likely just as ignorant. The USAT is outnumbered and out-ranked, forced to stand by as the unit repeats the same stupid as before, with nothing better to do than consider his ETS date.

A Distributed Education approach in addition to in-person training is our only hope. The USAT learns first hand and in-person during a course. Having Distributed Education materials from the Marksmanship Program gives them additional leverage in working with their unit.

"Any NCO with the FM" was/is the weak claim of every leader ignorant of small arms training. First off, this statement is a logic fail. If "any NCO with the FM" was a viable solution, then why is there a problem? We already have NCOs and all FMs (and TCs, TMs, regulations, and all other written doctrine) are freely available for immediate download. If any NCO could step in and handle it, **why haven't they?** Cold Steel was a formal and expensive acknowledgment that "any NCO with the FM" does not work.

Soldiers simply do not read every bit of relevant doctrine and fewer fully understand it. Only true Subject Matter Experts have the experience and will take the time to fully read and understand that which they are expert in. The new small arms Training Circulars are many THOUSANDS of pages long. However, a pamphlet, short article with illustrations, or quick video can be consumed by anyone with a casual interest in a few minutes. Encapsulating the good shooting knowledge our Marksmanship Program personnel already have in conjunction with current doctrine into short, bite-size bits that are regularly published provides tools to help the lone USAT get unit leadership and personnel on board.

Having pre-made PMI&E teaching material and a quiz for Table I means the USAT doesn't have to create them from scratch. A list of exercises and drill procedures for

Table II and III provides them a pre-built plan to present that can be tweaked if needed for their unit. Videos and short articles addressing common myths or describing how an improved zero range works, various Validation and remedial exercises, Postal Matches, etc. makes it easier to show an improved approach to training.

Knowledgeable shooters have long known the benefits to learning improved shooting by attending competitions but only a tiny sliver of Army personnel will ever attend such events. Postal Matches provide the USAT the means to bring that to the local unit and can be held in conjunction with qualification ranges that are already being held with no additional resources or time requirements.

Postal Matches also provide a Check On Learning for the Marksmanship Program that USATs are implementing what they learned at the course. A Train The Trainer approach only works if the info gets distributed and used. Keeping tabs on which USATs never submit Postal Match results, Public Affairs info, or similar feedback allows the Marksmanship Program to check which units aren't getting the message. Is the USAT being held down by unit leadership? Or have they simply failed to implement something at their home station? We can't help fix a problem if we don't know about it. Teaching USAT courses and then sending the students home with no follow up is doomed to fail.

Distributed Education is like being able to cite authoritative scientific literature. The USAT is not merely giving opinion or information second hand; they can also provide expert-driven learning materials that are cross referenced by current doctrine and best practices. It also provides us with feedback that our coursework is being implemented and provides Public Affairs to keep our program and the results in official Army news.

Plus, official **Army Regulation directs that our Marksmanship Program is required to create and distribute these materials for the Army Reserve in the form of the Army Reserve Marksman newsletter, Postal Matches, and the like.** So, that's a good reason to do it, too.

The carrot to local units is our Public Affairs highlighting units successfully engaging with their USAT's program as we teach it. Any commander will appreciate a formal mention in official Army Reserve news about how their unit is doing well and our Public Affairs can publish any Postal Match and training report submitted by USATs. The stick is a USAT having a full-bird Colonel in charge of our Marksmanship Program with the ear of senior USARC leadership able to call out unit leaders that are dismissive, especially when the USAT can spoon-feed written and video material to teach them.

The Army Reserve is long past due on creating a more effective approach to small arms training. Our Marksmanship Program is in the best place to push that change.

Let's get it done! **USARCMF**

# A Step Forward... If You'll Take It

## A Distinguished Rifleman's take on the current state of small arms training in the U.S. Army.

by J. C. Tate, CDR USN (Ret.)



As a youth I was mainly a hunter, but I took up competitive shooting while in the Navy and earned my Distinguished Rifleman badge in 1991. I've also been a firearms instructor continuously in different capacities from 1977 though 2017 for the Navy, Army, and federal and state law enforcement agencies. As a summary, I'm a life-long shooter, professionally and personally, who has also been sworn to uphold the Constitution for some 54 years.

The new Army Training Circulars seem like a monumental step forward... if they're actually carried out.

While I have no first hand knowledge of US Army small arms training as a student, I do know what my daughter (1LT Maria Tate, USAR, Combat Engineer) has received. In my opinion, it is less than dismal with nothing during her ROTC time at the University of New Mexico. What I saw of their small arms training program was a disgrace and an embarrassment even to me, a sailor.

Yes, she got what I suppose is the minimum standard training at Fort Leonard Wood's Engineer Basic Officer

Leaders Course (EBLOC) where she was a Distinguished Graduate but it was limited to a brief zero, qualification, and move on. That is it, just qualify with NO emphasis on improvement or excellence.

1LT Tate successfully completed the second half of the Captain's Career Course at Fort Leonard Wood. She was declared the class valedictorian, the number one graduate in her class of 47 Army officers. She is currently attending the University of Washington's Doctor of Pharmacy program where she will shortly begin the 3rd year of the four-year curriculum. She is also a member of American Legion Post 11 in Carrizozo, New Mexico.

1LT Tate is soon to be a company commander; but now, as then, she can't get any range time for her troops. And, living in Washington state where she's going to







**Above:** Yes, she's a girl, a tough one, but still a girl. She wanted a pink M1, so I made her one. Actually, I did make that one out of parts. But with good barrel it's a good shooter.

pharmacy school in Seattle, she can't even have her own gun to dry fire! How nonsensical is it for the Army to recognize an honor graduate and soon-to-be company commander with engineer and medical education enrolled in a doctorate program but declare effective marksmanship training as something beyond her.

A personal aside: As a sailor, I spent half my time aboard ship. No practice was possible there. But when ashore in Virginia (1980s) or Hawaii and Panama (1990s), I could dry fire at home (in my yard or inside), and I could always get range time somewhere, civilian or military. Were it not for that, I'd never have been able to learn to shoot moderately well.

But, as I said, I was a sailor. Being a rifleman is not really part of my job description. As a combat engineer, Maria's secondary MOS is infantry! Yet no one seems interested in her troops or her being competent with a rifle. [USAROMP](https://www.usar.army.mil/ARM)

## Army Reserve Postal Matches

All units are eligible to be a part of the World-wide Chief, Army Reserve Postal Matches and all Soldiers and encouraged to participate. Host during the conduct of routine qualification at no expense to the unit or to Soldiers. Learn more at <https://www.usar.army.mil/ARM>

**Below:** Col. Dennis Humphrey, Commander of the National Guard Marksmanship Training Center, addressed the competitors at a shooting match with this Army Times headline, pointing out that they were the ideal Subject Matter Experts for a positive change to fix the problem.



# ARSAC AAR

## A review of the 2019 Army Reserve Small Arms Championship, Camp Atterbury, Indiana, 25-28 August 2019

### 1LT Mauer

*1st Lt. Jacob Mauer, 412th CA BN (USACAPOC)*

Being around the Army Reserve Marksmanship Program since I joined the Army has had a big impact on my military career. I deployed in 2017 to Afghanistan while in the USAR with US Army Special Operations. The skills and techniques that I have been exposed to by the USAR-CMP directly correlated to confidence on the battlefield while engaged and engaging the enemy. Every Soldier on the battlefield needs to be proficient with their small arms weapons systems for mission and unit success. Soldiers need to be able to accurately and confidently engage the enemy for not only themselves but for the livelihood of the Soldiers to their left and right.

#### AAR comments:

The proficiency of instructors and methods of instruction to competitors at ARSAC was conducive to learning. As an example, all Soldiers participating at ARSAC had a 91% first time go during practice with a 100% overall go rate. The participants managed to do this in 90 minutes.

### 1SG Braswell

*1st Sgt. Joseph Braswell, HHD 1st Ops BDE (78th TD)*

The Army Reserve Soldiers participating at ARSAC that I spoke with had one common thread that tied all of their comments together. The Soldiers advised that being trained by Subject Matter Experts with multiple shooting disciplines was above their expectations. Most Soldiers advised that they thought that they were coming to an event to compete or solely show others “their ability to shoot” but were trained by Soldiers that were President’s Hundred, National Champions, or Soldiers who had been trained by the aforementioned. The main two very positive areas that the Soldiers mentioned in relation to the training and their experience were:

First, the competence of the trainers. As stated above the Soldiers were very open to listening to the Cadre, due to their accomplishments and articulated knowledge of the rifle and shooting techniques. This led the Soldiers to try new techniques and improve their marksmanship abilities.

Second, the positive demeanor of the USAR Teams trainers. The Soldiers stated that being trained by professionals, who were not condescending and were very patient, relayed a positive learning environment that resulted in very positive experience.

Numerous positive comments on being trained by SMEs were heard daily. The marksmanship subject matter expert “piece of the pie” is the key to the success of the training offered by the USAR Competitive Teams.

#### AAR Comments:

Our cadre was approachable and very helpful. The competitors were treated as adults. Participants received a good amount of training. On the negative side, there was no pistol competition or training.

### SFC Bonjour

*Sgt. 1st Class John Bonjour, 89th SUS BDE, 451st ESC*

Competitors benefited greatly from the exposure to and actively participating in competitions involving stressors such as position work and timed events. Whether being given a timed fire stage or shooting steel as fast and accurate as they could. Most Army Reserve Soldiers competing in ARSAC have never shot on steel targets, shot positions other than the standard qualification, being on the clock for shooting, or participating in a shooting competition. This introduced a stressor that allowed the competitors to identify their weaknesses realtime and be coached/ given immediate feedback after a course/string of fire in order to improve their lethality going forward with continued service in the USAR.

#### AAR comments:

The availability of rifle ammo was abundant. All participants had the chance to do plenty of shooting, some more than in their previous military career.

The introduction to unconventional stages of fire involving position transitions and steel targets introduced a new perspective to the competitors. Every competitor spoken with loved the steel shoot stages.

Use of Automated Record Fire “pop up” target range in ways other than standard qualification gave competitors additional exposure to ways training could be used at their home station units. The “pop up” ranges offer so many benefits that most Soldiers and units fail to use and benefit from.

Time management for range recons prior to arrival of competitors was under utilized.

Cancellation of the pistol events due to ammunition issues was a big let down for the competitors. **USARCOMP**

# ARSAC Overview

## Retention event creates 100% qualification rate. Quality Army Reserve events maximize Soldier retention while providing enhanced training.

*Sgt. 1st Class John M. Buol Jr.*

### Camp Atterbury, Ind.

The Army Reserve Marksmanship Program hosted a retention and training event at Camp Atterbury. Open to all Army Reserve Soldiers, the Army Reserve Small Arms Championship is a regulation-directed event consisting of a mix of precision and timed action shooting events using issue service equipment shot on paper, pop-up, and steel targets from 25 to 400 meters. The event also included a formal qualification with a 100% go rate among all attending Soldiers.

“Events like the Army Reserve Small Arms Championship provide solid training and are great for Soldier retention,” said Command Sgt. Major Larry May, 84th Training Command. “This is an opportunity that many Soldiers (including me, before I attended) don’t realize exists. I consider this to have the same value as the pending ACFT and deserving of the same amount of attention.”

The precision events provided the benefits of shooting at full distance (25 to 400 meters) from multiple positions with full feedback of each shot. The precision requirements were more stringent than those commonly found in sniper training as the silhouette targets featured a number of concentric scoring rings inside the target’s center area.

The action events combined a fitness add-in based on the pending Army Combat Fitness Test with timed shooting on reactive steel and pop-up targets in various scenarios. Shooting positions were based on the new Army qualification with emphasis on using barricades for kneeling and standing positions to engage targets while being timed.

In addition to the training, the Army Reserve Small Arms Championship also served as a retention event. “Events like these Small Arms Championship are what the Army needs to do. In addition to training, events like this have a high retention value. Retention ultimately saves money because Soldiers decide to stay in the Army, instead of leaving,” said Lt. Col. Charles Hensley, 310th ESC (377th Theater Sustainment Command).

“This event has provided good quality team building. For instance, my team has Soldiers from different units within our Major Command. Being part of a team keeps Soldiers in, especially when they can attend events like this.

Members of the Army Reserve Marksmanship Program also provided coaching to the Soldiers. “Too few Soldiers experience true marksmanship instead of mere qualification,” said Cpt. Amnouayphonh Thammarath, 310th ESC (377th TSC). “Events like this are great for building confidence by providing full feedback to maximize training on a variety of scenarios, especially shooting at long distance. Looking at trends for the past 20 years, we need true subject matter experts capable of teaching at a higher level.”

“I’ve been passionate shooting 30 years and have been in the Army for 16. Members of the Competitive Marksmanship Program have instructors that help Soldiers absorb quality information easier versus the forced approach more common in the Army,” said Spc. Nakia Petersen, 390th Regiment (108th Training Command). “Soldiers are often hampered from the ineffective drill sergeant approach, which is too one way. The skilled competitive shooter-instructors in the Marksmanship Program use teaching methods more conducive to learning. They want you to learn and know the best way to teach you.”

Directed by Army regulation, the Army Reserve Small Arms Championship are held as often as Soldier interest and funding allows. In addition, all Army Reserve Soldiers and units are eligible to host Postal Matches during qualification as a means to get started on these retention and training events. This event featured Soldiers from the 84th, 108th, and 80th Training Commands, USACAPOC, ARCD, 83rd ARRTC/RTA, 100th TD, MIRC, First Army, and the National Guard, and the the USARCMP would have liked to hosted more.

**USARCMP**