



## Billy Clyde Atkins

### April 5, 1934 - December 29, 2019



Billy Clyde Atkins passed away December 29, 2019, surrounded by family. A veteran with 44 years of service in the United States Army Reserve, CW4 Atkins served with the 424th engineer group out of Alabama as well as the United States Army Marksmanship teams. He served for years as both an Officer in Charge and Coach of Army rifle teams, competing at the national and international

level. His distinguished career garnered numerous championships and he was honored with a rifle range and a national championship trophy named after him. His career extended to coaching the Georgia Junior Rifle Team as well as the Brunswick NJROTC team to repeated success over his many years. A junior rifle match and a rifle range were named after him to recognize his years of service to rifle shooters at all levels of Competition.

CW4 Atkins was a long serving and highly successful shooter and coach with the Army Reserve Service Rifle Team, having a National Matches Trophy named in his honor. The Billy C. Atkins Trophy is a wooden pentagon with the emblem of each of the five U.S. Services (Army, Navy, Coast Guard, Marine Corps, Air Force) on the points. Inside the pentagon is a relief scene of a service rifle shooter at Camp Perry. The trophy is named after its donor



### 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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and constructed by Richard Greeves of Fort Washakie, Wyoming. The Match Conditions it is awarded: High Service Rifle shooter in the National High Power Rifle Long Range Championship.

A lifelong member of the church, Mason and farmer, he served the church at every opportunity, spent his time helping others and enjoyed working on his farm, mechanic work and performing volunteer work in his hometown of Tallassee, Alabama and later Brunswick, Georgia where he resided the last 32 years.

Funeral services were held Friday, January 3, 2020 at 11:00AM at Providence Primitive Baptist Church, with Elder Marvin Paulk officiating, burial will be held in Providence Primitive Baptist Church cemetery with Military Honors, Jeffcoat Funeral Home directing.

Mr. Atkins is survived by his wife, Valerie Atkins; children, Joe Atkins (Brenda), Jon Atkins (Penny), Jan Smith (Jamie), CJ Atkins (Leah) and Daniel Atkins (Danielle); grandchildren, JC Atkins, Jamie Lassiter, Laci Baker, Billy Frank Atkins, Ben Atkins, Brandon Atkins, Austin Atkins, Brady Atkins, Jason Lassiter, Curt Atkins, Brad Atkins, Stuart Smith, Carver Atkins, Madden Atkins, Palmer Atkins, William Atkins, Elliott Atkins; siblings, Vicki Baker (Ray).

He is preceded in death by his parents, William Clyde and Irene Still Atkins; son, Jim Atkins; grandson, Brandon Lassiter; siblings, Julia Mann, Loree Atkins, Bernard Atkins and Ray Atkins.

Atkins Interview:  
<https://www.youtube.com/watch?v=dTn47KLQx0E>

### Cool Under Pressure

*A story from Staff Sgt. Kris Friend.*

*I'm hoping someone shares this story better than I can because I was not there... Legend has it, that while coaching a service rifle long range team match he ordered all of his shooters to go get ice cream... Every other team laid down and shot during challenging wind conditions, but not the USAR team, they were behind the line eating ice cream.*

*Coach Atkins knew the wind was going to calm down and there was going to be plenty of time to shoot later in the block time during the team match. They began shooting while other teams were on their last pairs. They shot quick during more favorable conditions and won the match.*

### In the Family: CJ Atkins, 2004

The President's Rifle Match has been a fixture of the National Matches since their inception in 1903. In fact,



**Above:** 2004 President's Rifle Match winner Chris Atkins poses with the presentation rifle he won. The President's Rifle Trophy stands in front of him.

the original President's Match was initiated in 1894 as a High Power rifle competition for service rifles to determine the "Individual Military Rifle Championship of the United States." It was incorporated into the new National Matches in 1903 and President Theodore Roosevelt began the tradition of awarding a congratulatory letter from the President to the winner in 1904. The President's Match was opened to "any citizen of

the United States” in 1921, but throughout its history, it has been dominated by military competitors. From 1977 through 2002, every President’s Rifle Match winner was military.

That chain was broken last year when Stanton Noon, a civilian from New York, won the match. Mr. Noon was the first civilian to win the trophy since Gary Anderson, the current Director of Civilian Marksmanship, won it in 1976. Now, in 2004, another civilian, Christopher Atkins from Brunswick, Georgia, has won the coveted President’s Rifle Trophy. There is another historic twist in this story that is even more significant. Atkins was not even born until 1987; he is just 17 years old junior. He is the youngest shooter and most likely the first junior ever to win the President’s Match.

A member of the Georgia Junior High Power Rifle Team, Chris Atkins is no stranger to the National Matches or to shooting. He has been coming to the National Matches with his father since he was two years old. Christopher’s father is the record holding, legendary long-range shooter Billy C. Atkins, who for many years dominated long range events in National Matches service rifle competitions. Billy already has an NRA National Championship trophy named after him. Christopher won an award for being the High Junior in the 2003 President’s Rifle Match when he made the President’s 100 with a 291-5X score. He also is an accomplished position air rifle shooter with his Navy JROTC team in Brunswick. The Brunswick team was the top precision air rifle team in the Navy JROTC Air Rifle Championship conducted earlier this year by the CMP at Fort Benning, Georgia.

CJ Atkins fired the President’s Match on an early relay on Viale Range. He took an early lead in the match with a perfect 100-4X in the standing stage; it was the only clean standing among the 1300 shooters in the match. He followed that with a strong 99-6X in the prone rapid fire stage. When scores started being posted on the CMP’ Internet-based results system, it showed him on top of the leader board and he stayed there throughout the match. When the shooters moved back to the 600 yard line, only Atkins and the Army’s Sergeant William Pace were down one point and only two shooters were two points down. The question was whether he could hold on to his lead in the final 600 yard slow fire stage. Atkins quieted the doubters and permanently placed his name on the President’s Rifle Trophy when he finished with a solid 99-5X. Pace also fired a 99 at 600 yards, but his final X count was 6Xs behind the junior from Georgia. The rifle Atkins fired was a Bushmaster DCM rifle obtained through the CMP AR-15 rifle sales program.

At this year’s National Rifle Matches, Atkins showed his fellow competitors that no one should ever be counted out because of age or experience. His score of 298-15x ties the second highest score fired in the President’s Match since its current service rifle only 30 shot, 200 standing, 300 prone, 600 prone course of fire began in 1977. In fact his winning score was just one point and four Xs behind the all-time record, 299-19X, fired by Marine SSgt Scott Threatt in 2001.

Christopher received a presentation M-1 Garand rifle prepared by Phil Arrington of Arrington Accuracy Works, Phoenix, Arizona, as well as a plaque commemorating his achievement. He also will receive a congratulatory letter from President George W. Bush that honors his victory in the 2004 President’s Rifle Match. **ARM**



**Above:** 1978 National Trophy Infantry Team Champions. Standing left to right, Hugo Orav, Bud Bernard, Wayne Christopher, Steven Johnston. Kneeling L to R, Mike Ellway, Larry Moore, Boyd Goldsby, Billy Atkins





**Above:** 1983 USAR (L to R, CWO Billy C. Atkins - Team Coach, CPT Chris Stark, CPT Bruce O'Brien, SFC Al Ewing, SP4 Thomas Rider, SGT Tobias Benton, CPT Robert Gustin, CWO Al Coots - Team Captain.)



**Above:** Billy C. Atkins coaching (standing, third from right) on the 1000 yard line at Quantico 1990.



**Above:** 1990 - USAR (MSG Allen Ewing, MAJ Robert Gustin, SSG Lowell Johnson, MSG Doug Morrison, CPT Marcus Raab, LTC Chris Stark. Team Coach: MSG John Kessler, Team Captain, CW4 Billy C. Atkins.)Mike Ellway, Larry Moore, Boyd Goldsby, Billy Atkins



**Above:** Maj. (then Cpt.) Kirk Freeman is the only four time winner of the Billy C. Atkins Trophy, Service Rifle Long Range National Championship. Earned as a member of the USAR Service Rifle Team.



**Above:** Spc. Keith Stephens won the Billy C. Atkins trophy, the Service Rifle long-range aggregate in 2018. SPC Stephens also won the Porter Trophy for taking first place with a Service Rifle during Match 535 and the Farr Trophy for taking first place in Match 538 with a Service Rifle. Then a Specialist, Keith Stephens won the Billy C. Atkins, Porter, and Farr Trophies in 2018, presented here by Mr. Atkins in 2018.

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# Social Media Reality

**Social Media is a useful tool to promote any activity. However, it is not perfect. Every organization needs a solid, “home base” they control separate from their social media presence. Here's why.**

*From Sgt. 1st Class B.O. Combs.*

*So Facebook just deleted a group that was limited to members of the USAR Service Pistol Team talking about shooting in competition, because it violated “community standards.” The robot did not say what standard was violated.*

*Page/group owners can demand an explanation and we tried to have it restated upon review when there isn't any actual problem. I asked for review yesterday. Today it said it was permanently deleted, but I didn't see a reason. I'm at Ft. Knox, so I'm just looking on my phone.*

*My best guess about why our group was deleted by Facebook is that I posted about my S&W model 14 revolvers and how much they cost and the Facebook robots interpreted that as me trying to sell guns. Meanwhile, Marketplace is full of guys selling empty gun boxes for \$600 each, but never mind...*

*For this one, I'd say avoid posting pictures of guns and dollar amounts in the same post. I'm only guessing that was the problem, because Facebook didn't say and when I requested a review of the decision, they just said “deleted.” For this group, I made the name USAR Service Pistol and put the team picture up front, so maybe it would be a little more obvious to them - the group is still closed, so only members can see posts in it.*

And this is why we keep insisting our Team use the websites we already have. They don't get deleted.

Social Media is a useful tool to potentially reach out to others, however, you don't own the site or have full control over your content. The site is owned by some other entity and you are invited to use it (usually for free) at the site/service owner's discretion. Without a paid service agreement/contract, you have no real say. This is not censorship, as the private company that offers the service can refuse service as they see fit.

## Lesson Learned

You don't own your Social Media content or control the site. Use it only under the understanding that any-

thing posted there could be deleted at anytime.

Use a site/service that you or your organization owns and/or has full control over for official information and only then cross post to Social Media to share further.

For the USAR Marksmanship Program, that is <https://www.usar.army.mil/ARM/> (owned by USARC for our use) and <https://armyreservemarksman.info/> (owned by our Team).

**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 are 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>



# Retention with a Shooting Program

Shooting programs are an effective retention tool that need to be utilized more.



by Staff Sgt. Kriss Friend

Here's a photo of the Connecticut Junior Team, August 2003. Back when Connecticut had a powerhouse junior program. Even the Marine behind us on the right was a former Connecticut Junior Team shooter.

A retention lesson for you.

Every shooter on this 6-person Junior shooting team went on to serve in the military. Four of the six made it on military shooting teams. They include me (Kris Friend), Amanda Elsenboss, Julie McEvoy, and Will Aurigemma.

This is far from an isolated incident.

## Retention Improvement

*"When I was an Army Reserve Career Counselor, a Water Reclamation unit I supported had the strongest retention with Soldiers fighting to join," said Master Sgt. Jeffrey Bruce (Senior Command Career Counselor). "It's not that water reclamation was overly rewarding, it was because the unit hosted a Schützenschnur (German Armed Forces Badge for Weapons Proficiency) every year and they created a massive draw as Soldiers enjoyed serving when they were able to do motivating training. Postal Matches are a way every unit can offer something similar for their Soldiers."*

<https://www.usar.army.mil/News/News-Display/Article/1950559/army-reserve-soldiers-enhance-retention-with-postal-match-history/>

*"Events like the Army Reserve Small Arms Cham-*

*pionship 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.”*

<https://www.usar.army.mil/News/News-Display/Article/1851983/2019-army-reserve-small-arms-championships/>

*“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.”*

<https://www.usar.army.mil/News/News-Display/Article/1952388/retention-event-creates-100-qualification-rate/>

*1st Sgt. James Salm and Sgt. 1st Class Joshua Rosendorn helped conduct the training. “I was very impressed with the chain of command’s enthusiasm and support with regards to working towards sending a team to the All Army match.” Sgt. 1st Class Rosendorn said. “I was equally impressed with the level of interest among Soldiers within the Unit.”*

*Staff Sgt. David Kukla confirmed the effectiveness of this approach, saying, “Having a unit come prepared to train at my site, in this manner was appreciated. The EST seems to be an afterthought to many, and as a result, tends to be under utilized.”*

<https://www.usar.army.mil/News/Article/2010184/est-postal-match-enforces-retention-training/>

Retention is essential to preserving morale and unit readiness. Soldiers that want to stay are more motivated.

## RAND Corporation Study

*Life as a Private: A Study of the Motivations and Experiences of Junior Enlisted Personnel in the U.S. Army (RAND Corporation)*

Soldiers Value the Opportunity to Become a Military Professional. Doing “Army things”

Soldiers Value Relationships with Other Soldiers  
Doing “Army things” with other Soldiers

Soldiers in the Sample Were Satisfied with Army Life

Soldiers rarely leave good units and opportunities

## Master Resiliency

Competitive events builds on Master Resiliency.

Master Resiliency: Outlook changes perception

MRT Competencies

- Self-awareness: Be open and curious
- Optimism: Hunt good stuff, Fight Negativity Bias
- Mental Agility: Take other perspectives, willing to try new strategies
- Connection: via events

The Army Reserve Marksmanship Program offers all of these benefits for units willing to use them.

**ARM**

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# Bullet Impacts

A photo essay of what happens when bullets strike.

*Staff Sgt. Chris Allen*

These fired bullets were laying on the ground in the shooting pit where I practice for matches. Fired into a target at 50 meters several feet of snow and probably came to rest in or before soft dirt.

Picture at right

- Top two rows: 5.56 M855.
- 3rd row: M855A1 penetrators and copper plug.
- 4th-5th row: Soviet 7n6 5.45mm 53gr FMJ.
- 6th row: 9mm M882 FMJ.
- Last row: 150gr .308 L1A2 7.62?

Lot of shredded jackets I didn't take. I'm guessing those were M855A1. Few were recovered compared to the green tip. Pictures below are close ups. Interesting... **ARM**



# TC 3-20.40 Implementation Timeline

## HQDA EXORD 241-19: IMPLEMENTATION OF TC 3-20.40, TRAINING AND QUALIFICATION, INDIVIDUAL WEAPONS

Not later than October 2021, the Active, Army Reserve, and National Guard components implement the individual weapons training and qualification standards outlined in TC 3-20.40, as the test of record.

**Intended End State.** An individual weapons training strategy nested with the SRM at echelon, provides a common language across all formations, and ensures efficient and effective use of time and resources, IOT build and sustain combat ready maneuver forces prepared for operations across the conflict continuum.

Army implements TC 3-20.40 in three phases:

### **Phase 1, Transition and feedback 1 April 2019 - 30 September 2020**

Units begin transitioning to the Training and Qualification standards outlined in TC 3-20.40, and will provide feedback throughout implementation.

Key phase 1 tasks are:

Individual weapons qualifications that are executed for record using the legacy standards will remain valid for a period of up to 12-months from the date of execution (not to exceed 30 September 2021) for readiness purposes.

Early implementation of the qualification standards outlined in TC 3-20.40 is authorized for Record. Army commanders have discretion on which units under their command will conduct early implementation of the individual weapons standards.

Units will provide feedback, related to TC 3-20.40, directly to the Maneuver center of Excellence, directorate of training and doctrine. Units will provide feedback, related to implementation concerns, directly to the USAIS.

Units will record TC 3-20.40 qualifications in DTMS, enabled unit data entry for TC 3-20.40 individual weapons qualifications separate from legacy individual weapons qualifications by end of 1st quarter FY20. DTMS will be prepared to provide data addressing Army, USAIS and command critical information requirements beginning end of 2nd quarter FY20 and continue to evolve TC 3-20.40.

Data collection and display reporting as needed during all TC 3-20.40 implementation phases.

### **Phase 2, Implementation**

**1 October 2020 - 30 September 2021**

Army-wide implementation of the Individual weapons training and qualification standards outlined in TC 3-20.40.

Key phase 2 tasks are:

Beginning 1 October 2020, execution of individual weapons qualifications that are not in accordance with the standards outlined in TC 3-20.40 are not authorized for record.

NLT 30 September 2021, Active, Guard, and Reserve component units that did not execute early implementation must execute the standards outlined in TC 3-20.40 for record.

Standards outlined in TC 3-20.40 are appropriately incorporated into regulations, publications, forms, records, and school courses.

### **Phase 3**

**1 October 2021**

All Active Army, National Guard, and Reserve components will be in compliance with standards outlined in TC 3-20.40.

### **POC**

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**ARM**

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# The Rifle Company

## Cohesion through Competition

CAPTAIN THOMAS H. GREER

Every future company commander agonizes over his command philosophy—the principal focus and direction he wants his unit to take during his tenure. Although few of these philosophies contain original thought, all are geared to develop the same thing—warriors who are capable of closing with and destroying the enemy.

In Korea near the demilitarized zone, Company A, 1st Battalion, 506th Infantry, focused on three simple but essential core areas—weaponry, battle drills, and leader training—with a strong emphasis on physical toughness and foot marching. This focus was based on the idea that the next war in Korea is likely to mirror the one in the early 1950s: The terrain has not changed; the climate has not changed; and the determination and psychological will of the enemy must be assumed to be unchanged as well. It will be a close fight in rugged, compartmentalized terrain where the difference between winning and taking second place will be the physical fitness of the infantryman and his ability to kill

what he shoots at on the next high ground over.

Every member knew the collective focus of the unit, which made it easier for even the youngest private to understand the end state of any training event. This also provided the foundation and baseline guidance for training events the sergeants and platoon leaders were tasked to develop. Before they went off in a corner to develop the training objectives, review the task, conditions, and standards, and coordinate resources, they had to understand how the event related to the company's focus. Before each brigade quarterly training brief, the commander reviewed the schedule for company training time—the time he owned to use as he saw fit—and templated these times with the company focus. The hard rule was that each prospective event had to contain two of the three areas before it could be considered “high-payoff training” and be tasked out to the action sergeant or platoon leader. This is standard stuff for company commanders and easily mastered after

the first quarter or two in the job.

Most units conduct high-payoff training in the bedrock skills of the infantry squad and platoon. But how can the commander get out of his soldiers that extra 10 percent that will be required when the shots are for real? What is that key ingredient in the best of infantry rifle companies? What makes the soldiers of a company truly believe in themselves as a unit, or have that genuine feeling of esprit-de-corps and cohesiveness? The answer is *competition*.

Competition is a concept that most infantry soldiers have grown up with—whether in little league baseball, sandlot football, or high school wrestling—and most are not ready to give it up. The feeling of victory, the disappointment of defeat, or the thrill and satisfaction gained through exerting maximum effort against a worthy opponent toward something important—all of these are hallmarks of the infantry soldier and a must in training. Infantrymen are winners by nature. They need to feel a



sense of accomplishment, receive recognition from their superiors, and be rewarded for exceptional effort and performance. They also need to know what it is like to give their all and still come up short, which can spark healthy discussion in a unit.

Korea can be a tough place to serve, or it can be a 12-month course in infantry tactics techniques, and procedures. Of course, individual attitudes determine the 12-month course, but the company commander can make a major difference in changing those attitudes and developing cohesion through competition.

In Company A, the commander mapped out all of the various training events he could influence in a given quarter, and then worked in some competitive events to build the esprit and cohesion the company would need to fight a hardened enemy who is always only a few kilometers away.

The initial focus was on the M60 machinegun crews and squads. We viewed these groups as our company muscle and wanted them to feel they were chosen for the job on the basis of performance instead of "arrival in country" date. Once a quarter we scheduled a two-day event to recognize the top individual M60 crew and weapons squad. We developed a list of 10 events that were physically and mentally taxing; if they were not difficult or demanding enough, the soldiers would be the first to voice their displeasure. Graders were pooled from the rifle squad leaders, and no grader was allowed to evaluate or test the squad or crew from his own platoon.

The commander and first sergeant served as monitors on each event and participated in the physical events to share the discomfort with the troops and keep them motivated throughout the long two days—but mostly to evaluate the collective will, competitive spirit, and leadership skills. The scoring of events was weighted on the basis of the difficulty of the event, physical demands, or skill required. We always weighted the foot march and live fire portion more heavily. When possible, we staggered physical and mental events to ensure that each soldier had

enough time to rest and drink enough fluids.

The "Best" M60 crew/squad event changed slightly from one quarter to the next to keep the soldiers guessing and to provide variety. The typical two-day event started early in the morning with a four-event PT test (pull-ups included), followed by personal hygiene and a quick breakfast before the 50-question written test was administered. The test questions were taken directly from Field Manual (FM) 23-67, *Machinegun 7.62mm, M60*, and each question required several answers to be entirely correct.

Next, the crews put on full battle gear, rucksacks, helmets, and load-bearing vests, drew the entire M60 weapon system and personal weapons,

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***Competition is a concept that most infantry soldiers have grown up with—whether in little league baseball, sandlot football, or high school wrestling—and most are not ready to give it up.***

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and departed for the top of "Magic Mountain" on a timed foot march. Nicknamed "Magic Mountain" by the troops, and spoken of only with the utmost respect, this towering and majestic hilltop rises 400 feet from its base with numerous vehicle and foot access routes, all going up, of course. We tried to include the hilltop in as many competitive events as we could and once executed the foot march with full gear in military-oriented protective posture (MOPP) IV.

One of the more popular events was the combat run. The uniform consisted of kevlar helmet, weapon, load bearing vest, and protective mask, and the course required the soldiers to negotiate a ridge line leading to the peak of the mountain. Along the course, the crews had to react to various targets, followed by the standard transition fire. Once the gunner fired his iteration, the assistant gunner executed the same scenario with the gunner's zero, just as he would have

to do in combat. When enough ammunition was available, the ammunition bearer fired the 10-meter course for record. This was followed by a timed "shoot the log in half" drill, in which each crew had 200 rounds to shoot a railroad tie in half at the center as its ends rested horizontally on sandbags approximately six inches off the ground. The ammunition bearer had 90 rounds to help with his M16A2. The gunner would start with the first 100 rounds and then roll out of the way to allow the assistant gunner to fire the second 100 rounds. This event was timed, and the first crew to split the tie won. Second and third places were determined by the next two crews to split the tie. If three teams did not split the tie before their ammunition was expended, the commander and three weapons squad leaders determined the ranking on the basis of the amount of wood removed from the rear of the tie and the tightness of the shot group.

One of the greatest benefits from competition in the company was that the sergeants had to perform to standard and set the example in front of their men. It is a humbling experience for a 35-year-old staff sergeant—whose previous four years may have been spent working at range control back home—to be struggling to get up our favorite ridge line leading to the top of the mountain, while his men were carrying more weight than he was.

The youngest soldier is often temporarily forced into the role of the leader, having to motivate and encourage his squad leader because the clock is ticking and another gun crew or squad is passing them by. Competition is a great equalizer, and the leader who fails to prepare his men or himself will suffer professional embarrassment in front of his peers. The leader who fails to perform to standard during the competition will quickly lose his soldiers' support, and will be a liability to the entire unit in combat. It was very encouraging to see the change in attitudes after just the first competition. The gun crews and weapons squads now had something to focus their training on during the next quarter.

We wanted to ensure that the young

platoon leaders were not forgotten and that they also endured some of the same stress we were placing on their soldiers. Platoon Leader Jeopardy, a modified version of the television show, was designed to square off the platoon leaders simultaneously against each other. We mustered the company to watch its platoon leaders perform and display their knowledge of machinegun tactics and techniques. The simple fear of having their men lose confidence in them was enough to ensure that they used their preparation time wisely. This event was a great professional development tool for the commander. All the platoon leaders became "book smart" in employing the M60 before serving as range officers in charge or before a collective training event.

Young warriors like to see their names in the headlines, and they enjoy, as long as possible, the bragging rights that come with winning. We covered this by purchasing a large plaque to hang just inside the entrance to the mess hall—the one area that every member of the company passed by three times a day and that was easily seen by all visitors. The plaque was complete with a 10-inch plastic replica of the M60 machinegun and a dozen brass plates. After each competition, we had the winners' names, gun team number, and platoon engraved in one of the plates for all to see. After seeing the excitement and healthy competitiveness enjoyed by the weapons squads and the M60 crews, the rifle squads were itching to test themselves against each other for the right to call themselves the "Best" rifle squad in the company.

Because of the high overhead in training resources and time, we decided to execute this two-day event semianually. The events were similar to the M60 competition, and the weapons squads provided graders and support personnel. We added to this event a night land navigation course that was designed by the platoon leaders on their off time and during morning PT hours. This was executed in fire team groups and in severe cold weather as low as -5 degrees wind-chill. Of course, the navigation point with the most value was on the very top of "Magic Moun-

tain." By the time the best rifle squad competition ended, each soldier had been up the mountain three times—once during the foot march, once during the combat run up the ridge, and finally during the night land navigation. Keeping the event results hidden from the participants throughout the two days was key to sustaining maximum effort from each individual.

Competition worked so well for the company that we began including a little of it in each training event. While executing room and building clearing battle drills at the live fire tire house, we developed a force-on-force scenario in which a downed Air Force pilot in North Korea was being held prisoner. The mission was to enter the building, clear the rooms, secure the black box and the pilot, and exfiltrate with all friendly personnel and precious cargo. This quick fragmentary order to the platoon leaders was all they needed to prepare a plan, brief their men, execute a few generic rehearsals and briefbacks, and be in the assault position. The scenario remained the same for each platoon, and the evaluation was done from the catwalk looking down under night vision goggles. The commander, first sergeant, fire support officer, and executive officer all evaluated from different positions on the catwalk and pooled their comments after each platoon iteration.

We came up with a short list of things to key on while evaluating each platoon: close quarter battle techniques and fundamentals, teamwork, accomplishment of the mission, leader control, and situational awareness. The rewards for this competition can be as simple as recognition by the commander and first sergeant in the company formation before foot marching back to camp, or it can be a three-day pass for the entire platoon.

Another event at the tire house was recognizing the shooter with the best understanding of and ability to perform the reflexive firing techniques and fundamentals required in an urban environment. After two days of firing the requisite reflexive firing static tables in accordance with various close quarter battle standing operating procedures,

the soldiers understood the importance of firing a controlled pair, or "double tap" at each target. As each fire team or squad conducted a live fire assault on single or multiple rooms, we kept track of each soldier's shot group. After the day's events, we had the top five soldiers with tightest shot groups throughout the day compete for the title of "best reflexive firer" in the company. Each soldier was required to enter the room and engage a target in his immediate sector of fire with a controlled pair. He then had to transition to three subsequent enemy targets as he collapsed his sector of fire and moved to his point of domination. Partially inflated balloons were placed on the targets as aiming points, helping the soldiers aim and giving them immediate feedback. Executing this event required only 40 rounds of 5.56mm ball ammunition and 15 minutes and gave every soldier something to strive for throughout the day.

While in garrison, we scheduled a company sports day in conjunction with our quarterly company party. Again, the sergeants and junior officers were tasked to take charge of certain events. Every event we could think of was given serious consideration. Besides the standard basketball, volleyball, and bench press, we included horseshoes, table tennis, pool, tennis, racquetball, and several others—anything to ensure maximum participation and effort. Again, the simple recognition, in the company formation, as the top platoon of the quarter was reward enough.

As a result of the massive monsoon rains in July, we were forced to remodel the day room after it was submerged in mud. We decided to recognize the many artists in the company by holding a contest to recognize the platoon that could paint the best mural on the new walls.

A quick review of the way each event supported the company focus of weaponry, battle drills, leader training, and physical toughness justifies the effort and training time expended. Every event required an action officer and NCO to develop a complete memorandum of instruction (MOI) five weeks before the event. Before the MOI was

## TRAINING NOTES

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approved and signed by the commander, the action officer had to conduct all the required coordination, develop a time schedule, and undergo a briefing and critique of his draft with the commander. Once it was approved, the action officer had to gather the resources, conduct a rehearsal with all supporting instructors and demonstrators, and then execute the event. All of this was significant leader training. The M60 competition included evaluating the weapons squad in occupying a support-by-fire position and executing crew drills during the live fire scenario. Both the M60 and rifle squad events included strenuous physical events and weaponry event in understanding zeroing procedures, fundamentals of firing, and live fire marksmanship. Obviously, the list

of events related directly to the company focus.

This kind of competitiveness would be disruptive if it ever were allowed to create dissention or animosity among the platoons. But this should not be a concern as long as everything is kept in perspective and the rewards do not outshine the events. Of course, the company must be a close-knit organization before embarking on this many events, and this closeness is often the contribution of the previous commander. As a result, Company A is a cohesive, ready force that has been built on healthy competition over the past year and a half.

A company commander controls many variables and intangibles that can make his company one of the best in the

Army today, but he should start out slowly and build up to it. He will be pleased with the results from one quarter to the next and will be a true believer when he leaves command and has a former member of the company visit to tell him how great it really was. This will confirm the emphasis on "cohesion through competition" and your personal feelings about the company you once commanded.

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**Captain Thomas H. Greer** commanded Company A, 1st Battalion, 506th Infantry, in Korea and is now S-3 Air of the 75th Ranger Regiment. He previously served in the 1st and 3d Ranger Battalions, the 3d U.S. Infantry, the 4th Ranger Training Battalion, and the 82d Airborne Division. He is a 1991 ROTC graduate of Columbus (Georgia) State University.

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## M4 M16 Training Observations

We observed a few units this past month conducting Table IV, V, and VI for the M4 Carbine. Here are some lessons learned by our team and the units conducting training that everyone could benefit from.

- **Concurrent Training is Critical.** Every Leader should know about concurrent training and how to implement it. Table III, Drills, is designed to provide a general understanding of the individual tasks that are reinforced throughout the training strategy. Those drills were developed to also serve as concurrent training for Table V, Practice, and Table VI, Qualification. The most critical drills being Reload from the Prone, Kneeling, and Standing positions, as well as Fight Up / Fight Down.
- **The 8-Step Training Model Works.** Success is dependent on the training unit following the 8-step training model. The training strategy is built such that unit success is tied to their proper application of this process. Units must apply the appropriate time and energy to certify the leaders running the range facility, certifying the lane NCO's to identify Soldier issues with the Shot Process, and proofing the range.

### Lessons Learned

Rifle and  
Carbine  
Marksmanship

TC 3-20.40

Chapter 4 –  
Range  
Operations is  
designed to  
assist the unit  
during the  
leader's recon  
of the training  
site, planning  
the training  
event,  
certifying  
leaders to  
operate the  
range, and  
during  
execution of  
the event  
itself. It is a  
great guide for  
junior leaders  
as well as  
those  
experienced  
ones.

- ☛ **Table IV is Critical.** Grouping, Zeroing, and Confirmation at Distance events pay huge dividends. Units that provide emphasis on these events will have a significant increase their success.
- ☛ **Unit Run Ranges.** TC 3-20.40, Chapter 4, Range Operations, is a great guide for leaders tasked to run a small arms range. Leaders are encouraged to review it and bring it along during their range reconnaissance, as well as build / create unit SOPs from it. The more efficiently a unit runs a live fire range, the more throughput they can achieve in a training day.
- ☛ **It Is Challenging and Rewarding.** Every Soldier that fired the new Qualification agrees - the courses of fire are significantly better, more *fun*, and very challenging. For the M4 and M16, you're not an EXPERT unless you're an EXPERT. It's demanding, but for the right reasons.
- ☛ **Initial Execution is Rough.** Qualification rates were higher than average (23 of 40 hits, minimum), but expert was harder to attain. The training strategy is designed specifically to achieve that outcome. Expert means EXPERT.
- ☛ **Feedback Always Welcome.** Send the MCoE feedback from each live fire range. Those comments will be reviewed and applied as appropriate to future training publications. We cannot improve training without hearing from you. Use either the email address or go to the milSuite and make a comment.

<https://www.milsuite.mil/book/groups/individual-weapons>

[usarmy.benning.mcoe.mbx.doctrine@mail.mil](mailto:usarmy.benning.mcoe.mbx.doctrine@mail.mil)

### ***Leader Feedback:***

"The training strategy is very solid. Each Table teaches and reinforces key skills that the Soldier must demonstrate proficiency on during the live fire events. To be successful, just follow the book. It's that easy."

"Concurrent training during live fire events should include the drills from the .9 associated to the firing tasks. Huge win."

"Soldiers MUST practice magazine changes from the prone, kneeling, and standing positions, from all pouches."



# TC 3-20.40, Training and Qualification, Individual Weapons

## General Overview Rifle and Carbine

**Stephen Krivitsky**

Chief

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# What Changed

- Target sequence, presentation, and exposure times.
  - Single, double, **triple**, and **4-target engagements**.
  - Target acquisition and transitioning between targets from near to far critical to success.
  - No posturing of magazines authorized.
  - Magazine changes prone, kneeling, and standing while changing firing positions (10 seconds).
  - Practice course of fire is **harder than the test**.
  - Firing order can be completed in **3 minutes, 56 seconds compared to 16 minutes**.
    - **Units can achieve 400% greater Soldier throughput in a single range day.**
  - NO ALIBIS.
  - Use of barricade for supported positions.
- Tactical vs. administrative commands from the tower.
  - Provide tactical information relevant to the firing tasks only.
  - Administrative commands (“Ready on the right, ready on the left, firers... watch your lane..”) are NOT AUTHORIZED.
  - Reinforces ROE, escalation of force, weapons safety statuses, and firer ownership of each round fired.
- **Alternate Course of Fire (ALT-C) no longer a means of qualification.**
  - ALT-C VALIDATES AN EXISTING QUALIFICATION. It DOES NOT produce a qualification.
  - General Officer must approve the use of the ALT-C.
- **M249AR fired on the rifle range with the Squad (LIN M09009).**
  - Same targetry, same timing sequence.
  - Practice course of fire includes ammunition change (belt to magazine, magazine to magazine, magazine to belt)



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# Weapons and Gunnery Publications



Master Plan  
(1)

JUN 2019

TC 3-20.0  
Individual Weapons Training Strategy

FY19

ATP  
(1)

ATP 3-21.90  
Tactical Employment of Mortars

FY19

DSMT CREW-P INDWPN CSW SPW

Training Strategies (9)			TC 3-20.10 Maneuver Battalion and Squadron FY19	TC 3-20.11 Maneuver Company and Troop FY19	TC 3-20.20 Maneuver Section and Platoon FY20	TC 3-21.30 Squad FY20	TC 3-20.31 Crew Platforms FY20	TC 3-20.33 Mortar Gunnery FY20	TC 3-20.40 Individual Weapons NOV 2019 FY19	TC 3-20.41 Crew-Served Weapons FY20	TC 3-20.42 Special Purpose Weapons FY20	
Crew Platforms PCC PCI Engagement Techniques (11)						TC 3-20.31-1 Gunnery Skills Test (GST) FY20	TC 3-22.90 Mortars FY20	TC 3-22.9 Rifle and Carbine FY20	TC 3-22.249 Light Machine Gun FY20	TC 3-22.37 Javelin Antitank Weapons System FY20	TC 3-22.12 Modular Accessory Shotgun FY20	
ABCT	SBCT	IBCT	TC 3-20.31-11 M1A1 Employment FY20	TC 3-20.31-21 Stryker ICV / RV Employment	TC 3-20.31-24 DRAGOON Employment	TC 3-20.31-31 ITAS Employment	TC 3-20.31-2 VCEEP FY20	TC 3-22.91 Fire Direction Center (FDC) FY20	TC 3-23.35 Pistol FY20	TC 3-22.240 Medium Machine Gun FY20	TM 3-22.31 40mm Grenade Launchers FY20	TM 3-23.25 Shoulder Launched Munitions FY20
TC 3-20.31-12 M1A2 Employment FY20	TC 3-20.31-22 MGS Employment	TC 3-20.31-25 RWS-J Employment	TC 3-20.31-32 MMG Employment				TC 3-20.31-4 Direct Fire Engagement Process (DIDEA) FY20	MTR	TC 3-22.10 Sniper Training and Operations FY20	TC 3-22.50 Heavy Machine Gun FY20	TC 3-22.XX M3 Carl Gustav FY19	TC 3-23.30 Grenades and Pyrotechnic Signals FY20
TC 3-20.31-13 M2A3 Employment	TC 3-20.31-23 ATGM Employment	TC 3-20.31-33 GCV Employment				TC 3-20.31-5 Direct Fire Ammunition FY20	Soldier Training Circulars (21)			TC 3-22.19 Grenade Machine Gun FY20	TC 3-22.32 Improved TOW Acquisition Sight FY20	TC 3-22.23 Claymore FY20

# IWTS Structure



	Table I	Table II	Table III	Table IV	Table V	Table VI
Battalion / Squadron	TEWT	STAFFEX COMMEX	CPX	FTX	FCX	DEPEX CALFEX
Company / Troop	TEWT	STX-V	STX	FTX	FCX	CALFEX
Section and Platoon	CLASS SOP	STX-V	STX	FTX	FCX	LFX
Squad						
Mortars (Section and Platoon)	CLASS GST	STX-V	STX			Practice
Crew Platforms				Basic		
Individual Weapons	CLASS PMI&E	PLFS	DRILLS	Basic	Practice	Qualification
Crew Served Weapons						
Special Purpose Weapons						
	Crawl Instruction, Hands On, Virtual		Walk TADSS Based Tactical		Run Live-Fire Maneuver Live-Fire	



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# TC 3-20.40, Training and Qualification, Individual Weapons

## Training Strategy Structure



**Table I – Preliminary Marksmanship Instruction and Evaluation (PMI&E):** Hands on instruction and testing delivered by the first line leader covering basic knowledge, skills, tasks, and actions concerning the use and employment of the weapon system.

**Table II – Pre-Live Fire Simulations (EST, S/SVT):** Basic and advanced engagement techniques in a virtual environment using iron sights and some magnified optics. Includes CBRN and night fire **qualification requirements** and applicable drills.

**Table III – Drills:** Hands on training on critical tactical employment skills required of all Soldiers. Also used for concurrent training during live fire events.

**Table IV – Basic:** Grouping exercises for the primary optic built upon the skills trained during previous training events. Zeroing exercise includes **confirmation at distance**.

**Table V – Practice:** Live fire tactical engagements that include all firing positions. Target presentations, sequences, exposure, and transition times are more difficult than the test.

**Table VI – Qualification:** Army-standard demonstration of proficiency on basic tactical employment and engagement skills using the primary optic.

Individual Weapons	Table I	Table II	Table III	Table IV	Table V	Table VI
	PMI&E	PLFS	Drills	Basic	Practice	Qualification
Days Required	0.5	1.0	0.5	0.5	1	1
Training Days Remaining on Critical Training Path	4.0	3.5	2.5	2	1	Live Fire Proficiency Gate (LFPG)
	CRAWL	CRAWL	WALK	WALK	RUN	RUN

*Soldier Success is Dependent on **Following the Strategy***

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# Individual Weapons Training Key Changes



Topic	Description	M9, M17, M18	M4, M16	M249AR	Sniper Weapons
IWTS Formatting	Uses table structure standard from TC 3-20.0, Integrated Weapons Training Strategy (IWTS)	X	X	X	X
Updated Courses of Fire	Updated targetry, sequence, exposure time, firing positions, and engagement sequences. Reinforce the weapon's Training Circular information.	X	X	X	X
Updated ALT-C	ALT-C <b>Validation</b> rules with GO-level approval. Successful completion adds <b>12-months</b> to the <b>existing</b> qualification.	X	X		
Certifications	Developed key certifications beyond Army-standard qualification; <ul style="list-style-type: none"> <li>Assisted Night Fire (Thermal / IR)</li> <li>Urban Rifle Marksmanship</li> </ul>		X	X	
Updated Score Cards	Standardized Header and Footer information with area for future QR code integration.	X	X	X	X
Train Harder than the Test	Practice courses included: <ul style="list-style-type: none"> <li>Increased tempo of engagements</li> <li>Reduced change of position times</li> <li>Reduced RELOAD times</li> <li>Induced Malfunctions (DDI or spent casings)</li> </ul>	X	X	X	X
Squad Trains Together	M249AR uses Rifle / Carbine Scenario enables training and qualification on the same range facility.		X	X	
Tower Operations Instructions	Included tower operations sample scripts, throughput schedules, conduct of the range flow.	X	X	X	X



# Qualification Ratings



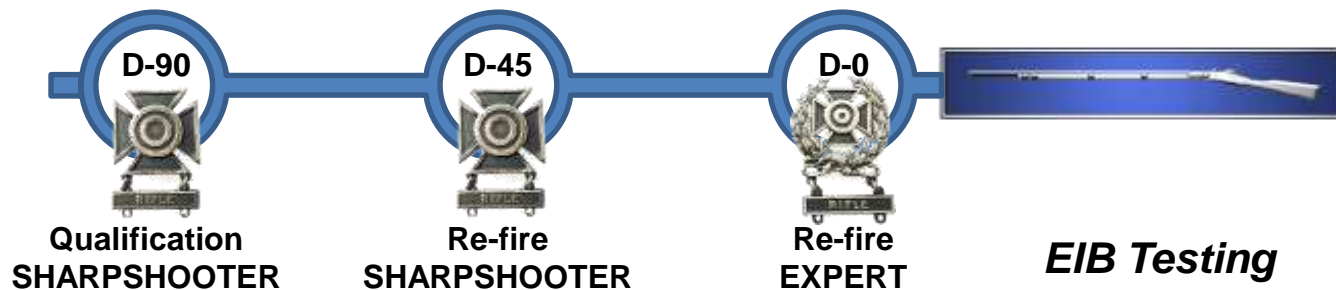
There is *no change to the qualification ratings* for the M4/M16.  
M249AR will follow these standards:

Number of Hits	Percentage of Hits	Table VI, Qualification
36 – 40	90%+	EXPERT
30 – 35	75-89%	SHARPSHOOTER
23 – 29	57-74%	MARKSMAN
<23	<57%	UNQUALIFIED



# Multiple Attempts to Qualify or Increase Rating

- Qualification is a TEST.
- The results of Qualification reinforce the training strategy's overall effectiveness.
- Re-fires -
  - Must wait 45 days to INCREASE rating.
    - EIB training and testing.
    - Promotion points.
    - DA Photo
  - Retraining to QUALIFY may be conducted the same day.
  - **Highest rating** for re-fires **within 44 days** of last attempt receive MARKSMAN rating ONLY.
- Provides better commander assessment of proficiency and past performance.
- Firing multiple attempts does not build a better shooter.
- Reinforces the 8-step training model.





# Promotion Points



- No changes to AR 600-8-19, Tables 3-7 (SGT) or 3-8 (SSG).
- Promotion points remain based on number of hits for primary individual weapon.

Promotion Point Calculations			
Rating	Hits	Points to SGT	Points to SSG
EXPERT	40	160	110
	39	153	107
	38	145	104
	37	138	101
	36	130	98
SHARPSHOOTER	35	123	91
	34	115	84
	33	108	77
	32	100	70
	31	93	63
	30	85	56
MARKSMAN	29	78	52
	28	70	48
	27	63	44
	26	55	40
	25	48	36
	24	40	32
	23	33	28





# Implementation Guidance

- ACOM Commander determined.
  - When subordinate units *must* use updated strategies.
  - Typically the beginning of the Fiscal Year.
- Approved training strategy authorize -
  - Units can to train to the strategy immediately.
  - Training support system enablers begin updating range software, integrating updated scorecards.
  - DTMS works to facilitate legacy and new methods of qualification for reporting purposes.
  - Installation Range Operations provided detailed instructions for scenario development (software programming).
  - Units must verify targetry, timing, target sequencing, and barricades (proof the range). Conduct rehearsals as appropriate.
  - Units may use hard-copy scorecards until DTMS updates go live.



# Qualification Duration vs. Frequency

## ***Qualification Duration***

12-months for all weapons.

Establishes the rules (condemnation criteria) used to determine the expiration of any qualification, certification, or proficiency rating.

This is the ***Army-standard*** and ***applies to all components.***

## ***Frequency***

The number of times a training event is resourced for execution within a given fiscal year (FY).

*In general, units conduct individual weapons training –*

*AC – 2x per Fiscal Year (FY)*

*RC – 1x per Training Year (TY)*

QD is not negatively impacted by the *frequency*. The frequency does not shorten the QD. If the event is conducted successfully prior to the QD of the qualification, the QD is restarted on the date of execution.

Publications used to state the qualification requirement with an embedded frequency.

“Soldiers qualify the weapon twice annually.”

“Soldiers must complete qualification two times per year.”

All qualifications actually had a “shelf-life” of 12-months.

A 6-month qualification would not work as an Army-standard for COMPO2 and COMPO3 units.



# Qualification Duration (QD) and Condemnation Criteria (CC)

- Qualification Duration (QD) – is the length of time a qualification or certification is valid – all Individual Weapons qualifications and certifications are valid for 12-months (Army-standard).
- ALT-C may extend the QD by 12 additional months. No more than 1 iteration may be conducted within a 24-month period.
- Condemnation Criteria (CC) – standardized rules that assist commanders to determine the validity of any qualification, certification, or proficiency indicator.
- Contains up to 6 rules based upon the weapon, system, element, or echelon in question.
- Applied to individual weapons (qualification and certification) through maneuver battalion / squadron live-fire proficiency.

Condemnation Criteria Rule	Applies To:									
	IND	CSW	SPW	CREW PLAT	MTR	SQD	SEC	PLT	CO	BN
1 Time	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y
2 Key Leader Turnover	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y
3 Commander Assessment	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y
4 Subordinate Element Proficiency					Y	Y	Y	Y	Y	Y
5 Specialty Proficiency					Y	Y	Y	Y	Y	Y
6 Staff Section Proficiency										Y
<b>Legend:</b> BN Battalion CO Company CSW Crew-served weapon IND Individual MTR Mortar PLAT Platform PLT Platoon SEC Section SPW Special purpose weapon SQD Squad										
<b>Note:</b> Changes in equipment model or policy changes may alter qualification or proficiency ratings										



# Condemnation Criteria for Individual Weapons

- 1) Time** – twelve (12) months has elapsed since the date of the qualification, proficiency rating, or certification was completed.
- 2) Key Leader Turn-Over** – the minimum identified key leader(s) **at echelon** are no longer assigned to the position(s) since the completion of the qualification, proficiency rating, or certification. *(For the purposes of Individual Weapons, the “key leader” is the Soldier assigned the weapon.)*
- 3) Commander Assessment** – any commander within the chain of command determines the subordinate unit’s proficiency is no longer at a trained level.
- 4) Subordinate Element Proficiency** – the minimum number of subordinate elements are no longer proficient
- 5) Specialty Proficiency** – the minimum number of proficient specialty elements or the required school-trained certifications, additional skill identifiers (ASI), and qualification skill identifiers (QSI) are not maintained.
- 6) Staff Section Proficiency** – the minimum number of proficient staff sections not maintained.



# Appendix E – Rifle and Carbine



- Updated the training strategy to include:
  - Grouping (15-rnds)
  - Zeroing (15-rnds)
  - Confirmation at Distance (15-rnds)
- Includes DDI in the Practice course of fire to reinforce immediate action. Minimum requirement is an *expended cartridge case*.
- Includes complete training ammunition requirements.
- Includes live fire event “stages” with reinforced events from simulations:
  - Stage I - Day Fire
  - Stage II - Day Fire, CBRN
  - Stage III - Night Fire
  - Stage IV - Night Fire, CBRN

DODIC	Munition Type	Table III DRILLS	Table IV BASIC	Table V PRACTICE	Stage 1 Table VI QUAL	Total
AB57	CTG, 5.56MM, BALL, M855A1 EPR		45 (+27)	40 (+20)	40	125
AB46	CTG, 5.56MM, SINGLE ROUND, DDI, M199A1			1		1
Additional Requirements for Stage 2, 3, and 4 are authorized only when approved Simulation Systems are NOT Available						
DODIC	Munition Type	Stage 2 Day Fire CBRN	Stage 3 Night Fire	Stage 4 Night Fire CBRN	Total	
AB57	CTG, 5.56MM, BALL, M855A1 EPR	10 (+10)	10 (+10)	5 (+5)	25	
AB74	CTG, 5.56MM, TRACER, M856A1, EPR		10 (+10)	5 (+5)	15	
AB46	CTG, 5.56MM SINGLE ROUND, DDI, M199A1	0	0	0	0	
Model	LIN / NSN	Model	LIN / NSN			
M4	R97234 / 1005-01-231-0973	M16A2	R95035 / 1005-01-128-9936			
M4A1	C06935 / 1005-01-382-0953	M16A4	R97175 / 1005-01-383-2872			
<b>Note.</b> Units are not resourced training ammunition for Table VI, Qualification, CBRN, or Table VI, Qualification, Night, when an authorized simulator system is provided as part of the basis of issue plan.						
<b>Legend:</b> CBRN – chemical, biological, radiological, and nuclear, CTG – cartridge, DDI – dummy, drilled, inert; DODIC – Department of Defense identification code, EPR – enhanced performance round, LIN – line item number, MM – millimeter, NSN – national stock number, QUAL – qualification course of fire						

Note: The frequency of execution with the Primary Optic (iron sights or glass) for RA = 2x per FY; RC = 1x per FY.

All firers with glass DO NOT receive an additional 1x iteration for iron sights.



## Appendix E – Rifle and Carbine

- Introduction of “throughput schedules” for planning and preparation purposes.
- Tower prompts that reinforce conduct of fire, WSS, and conduct of the range.
- New course of fire reduces time to complete one firing order from 18:00 minutes to **3:56 minutes**.
- Enables units to complete multiple live fire events on the same facility on the same training day.

Phase	Time to Execute	Remarks
Prone, Unsupported	1:05 minute	Includes three (3) seconds between engagements and ten (10) seconds transition to next phase.
Prone, Supported	1:03 minute	
Kneeling, Supported	0:59 seconds	
Standing, Supported	0:49 seconds	Includes three (3) seconds between engagements.
Total Time Per Firing Order	<b>3:56 minutes</b>	<i>Does not include administrative time to move firing order to or from their respective firing positions.</i>

Total Number of Firing Orders	Table VI Execution with Administration Time Between Firing Orders			Total Firer Throughput based on Range Configuration	
	2 min	5 min	10 min	16 Lane	32 Lane
2	12 min	18 min	28 min	32	64
3	18 min	27 min	42 min	48	96
4	24 min	36 min	56 min	64	128
5	30 min	45 min	1 hr 10 min	80	160
6	36 min	54 min	1 hr 24 min	96	192
7	42 min	1 hr 3 min	1 hr 38 min	112	224
8	48 min	1 hr 12 min	1 hr 52 min	128	256
9	54 min	1 hr 21 min	2 hrs 6 min	144	288
10	60 min	1 hr 30 min	2 hrs 20 min	160	320
11	1 hr 6 min	1 hr 39 min	2 hrs 34 min	176	352
12	1 hr 12 min	1 hr 48 min	2 hrs 48 min	192	384
13	1 hr 18 min	1 hr 57 min	3 hrs 2 min	208	416
14	1 hr 24 min	2 hrs 6 min	3 hrs 16 min	224	448
15	1 hr 30 min	2 hrs 15 min	3 hrs 30 min	240	480
16	1 hr 35 min	2 hrs 23 min	3 hrs 43 min	256	512
17	1 hr 41 min	2 hrs 32 min	3 hrs 57 min	272	544
18	1 hr 47 min	2 hrs 41 min	4 hrs 11 min	288	576
19	1 hr 53 min	2 hrs 50 min	4 hrs 25 min	304	608
20	1 hr 59 min	2 hrs 59 min	4 hrs 39 min	320	640

Legend: hr – hour; hrs – hours, min – minutes



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# Rifle and Carbine Table VI, Qualification



Phase 1 Contact to Prone Unsupported (1 ea 10 round magazine)			Phase 2 Prone Supported (1 ea 10 round magazine)			Phase 3 Kneeling Supported (1 ea 10 round magazine)			Phase 4 Standing supported (1 ea 10 round magazine)					
ENG	Range (meters)	Presentation Time (seconds)	10 Sec Delay Between Phases	TGT	Range (meters)	Presentation Time (seconds)	10 Sec Delay Between Phases	TGT	Range (meters)	Presentation Time (seconds)	10 Sec Delay Between Phases	TGT	Range (meters)	Presentation Time (seconds)
1	50 (R)	5		6	100	5		11	50 (L)	12		15	50 (L)	8
2	100	5		7	150	8			100				100	
3	150	5			300				200			16	200	8
4	50 (L)	12		8	200	8		12	50 (R)	8			17	
	150				300				200			100		100
	200			9	250	8		13	150	8		150		
5	150	10			300				12			14	250	12
	200			150	100	100								
	250			250	150	200								
	300			300	200	250								

RANGE	QTY	REMARKS
300 M	5	Must hit at least <b>1 each 300m</b> for EXPERT.
250 M	6	Must hit at least <b>1 each =&gt; 250m</b> for SHARPSHOOTER
200 M	8	Must hit at least <b>2 each =&gt;200m</b> for MARKSMAN
150 M	8	Single (1) target engagements five (5) second exposure.
100 M	7	Double (2) target engagements eight (8) second exposure.
50 M	6	Triple (3) target engagements twelve (12) second exposure.
		Quadruple (4) target engagements sixteen (16) second exposure.

QUALIFICATION STANDARDS		
Category	Hits	Percentage
Expert	36 - 40	90% - 100%
Sharp Shooter	30-35	75% - 89%
Marksmen	23 - 29	57% - 74%
MAGAZINE TOTAL		
Four each, 10 round magazines.		

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As of 05 DEC 2019



# Change to Target Count Impact on Ratings

TOTAL TARGET PRESENTATIONS BY RANGE				
Qualification Current		Updated Qualification		Remarks
Range to Target	Number of Presentations	Range to Target	Number of Presentations	
300 M	3	300 M	5	Requires Soldiers to hit a minimum of 1 each 300m target to achieve EXPERT.
250 M	5	250 M	6	Requires Soldiers to hit a minimum of 1 each 250m <b>or</b> 300m targets to achieve SHARPSHOOTER
200 M	7	200 M	8	Requires Soldiers to hit a minimum of 2 each 200m, 250m <b>or</b> 300m targets to achieve MARKSMAN.
150 M	11	150 M	8	
100 M	8	100 M	7	
50 M	6	50 M	6	
Total: 40		Total: 40		





# Throughput Schedules



Rifle and Carbine, Table VI, Qualification

Phase	Time to Execute	Remarks
Prone, Unsupported	1:05 minute	Includes <b>three (3) seconds</b> between engagements and <b>ten (10) seconds</b> transition to next phase.
Prone, Supported	1:03 minute	
Kneeling, Supported	0:59 seconds	
Standing, Supported	0:49 seconds	Includes <b>three (3) seconds</b> between engagements.
Total Time Per Firing Order	<b>3:56 minutes</b>	<i>Does not include administrative time to move firing order to or from their respective firing positions.</i>

Total Number of Firing Orders	Table VI Execution with Administration Time Between Firing Orders			Total Firer Throughput based on Range Configuration	
	2 min	5 min	10 min	16 Lane	32 Lane
2	12 min	18 min	28 min	32	64
3	18 min	27 min	42 min	48	96
4	24 min	36 min	56 min	64	128
5	30 min	45 min	1 hr 10 min	80	160
6	36 min	54 min	1 hr 24 min	96	192
7	42 min	1 hr 3 min	1 hr 38 min	112	224
8	48 min	1 hr 12 min	1 hr 52 min	128	256
9	54 min	1 hr 21 min	2 hrs 6 min	144	288
10	60 min	1 hr 30 min	2 hrs 20 min	160	320
11	1 hr 6 min	1 hr 39 min	2 hrs 34 min	176	352
12	1 hr 12 min	1 hr 48 min	2 hrs 48 min	192	384
13	1 hr 18 min	1 hr 57 min	3 hrs 2 min	208	416
14	1 hr 24 min	2 hrs 6 min	3 hrs 16 min	224	448
15	1 hr 30 min	2 hrs 15 min	3 hrs 30 min	240	<del>480</del>
16	1 hr 35 min	2 hrs 23 min	3 hrs 43 min	256	512
17	1 hr 41 min	2 hrs 32 min	3 hrs 57 min	272	544
18	1 hr 47 min	2 hrs 41 min	4 hrs 11 min	288	576
19	1 hr 53 min	2 hrs 50 min	4 hrs 25 min	304	608
20	1 hr 59 min	2 hrs 59 min	4 hrs 39 min	320	640

Provides the unit the throughput potential of the event.

Of note, a unit can complete:

- 240 Soldiers in one (1) training day.
- On one (1) facility.
- Conducting all live-fire events
  - Table IV, Basic
  - Table V, Practice
  - Table VI, Qualification.

Educating the units **how** to efficiently run a range facility is directly related to their overall throughput capability.

# Phase 1 – Contact (Standing) to Prone Unsupported



<https://youtu.be/Pnc9w6NGHxU>

Phase 1 Contact to Prone Unsupported (1 ea 10 round magazine)		
ENG	Range (meters)	Presentation Time (seconds)
1	50 (R)	5
2	100	5
3	150	5
4	50 (L)	12
	150	
	200	
5	150	16
	200	
	250	
	300	

10 Sec Delay Between Phases

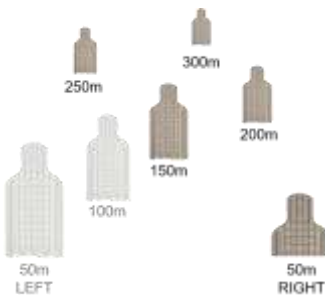
**Note:** Drill H, Go-To-Prone  
Drill D, Load  
Drill I, Tactical Reload  
Drill J, Clear Malfunction

Engagement 1 through 5 – Day, Contact to Prone, Unsupported			

# Phase 2 – Prone Supported



<https://youtu.be/Pnc9w6NGHxU>

Engagement 6 through 10 – Day, Prone, Supported			
	Engagement	Target	Target Type
	6 through 10	E-1	Point
	Rounds	DODIC	Time (Seconds)
	1 magazine, 10 rounds	AB57	63
TOWER		SOLDIER ACTION	
<div>WEAPONS SAFETY STATUS RED</div> <div>Although the firer's bolt should be locked to the rear, the tower must treat all weapons as if in a RED status</div> <div>Soldier remains in the PRONE position, at the READY and may RELOAD or await instructions.</div>			
CONTROL		<div>GO TO PRONE SUPPORTED</div> <div>RELOAD</div> <div>The Soldier conducts an emergency RELOAD and establishes a PRONE, SUPPORTED position and prepares to engage.</div>	
TOWER AWAITS THE END OF THE 10-SECOND TRANSITION THEN PROCEEDS			
WEAPONS SAFETY STATUS REMAINS RED			
EXECUTION		<div>ENGAGE UPON POSITIVE IDENTIFICATION</div> <div>Soldier acquires, prioritizes, and engages targets with one round per target.</div>	
TOWER AWAITS COMPLETION OF ENGAGEMENT 10 THEN PROCEEDS IMMEDIATELY			
WEAPONS SAFETY STATUS REMAINS RED			
<div>Note: There is a <b>three (3) second delay</b> between all engagements. There is a <b>ten (10) second delay</b> at the end of the phase to support change of magazine and change of firing position.</div> <div>Legend: DODIC – Department of Defense Identification Code</div>			

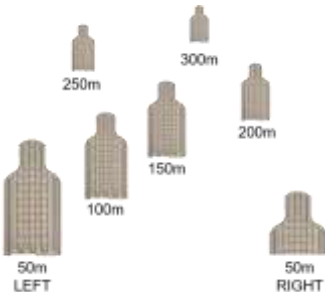
**Note:** Drill G, Fight Up  
Drill I, Tactical Reload  
Drill J, Clear Malfunction



# Phase 3 – Kneeling Supported (Barricade)



<https://youtu.be/Pnc9w6NGHxU>

Engagement 11 through 14 – Kneeling, Supported			
	Engagement	Target	Target Type
	11 through 14	E-1 F-1	Point
	Rounds	DODIC	Time (Seconds)
	1 magazine, 10 rounds	AB57	59
TOWER		SOLDIER ACTION	
<b>WEAPONS SAFETY STATUS RED</b>		<i>Although the firer's bolt should be locked to the rear, the tower must treat all weapons as if in a RED status.</i>	
<b>CONTROL</b>	RELOAD	The Soldier conducts an emergency RELOAD and assumes the KNEELING, SUPPORTED position.	
	FIGHT UP		
<b>TOWER AWAITS THE END OF THE 10-SECOND TRANSITION THEN PROCEEDS</b>			
<b>WEAPONS SAFETY STATUS REMAINS RED</b>			
<b>EXECUTION</b>	<b>ENGAGE UPON POSITIVE IDENTIFICATION</b>	Soldier acquires, prioritizes, and engages targets with one round per target.	
<b>TOWER AWAITS COMPLETION OF ENGAGEMENT 14 THEN PROCEEDS</b>			
<b>WEAPONS SAFETY STATUS REMAINS RED</b>			
<b>Note:</b> There is a <b>three (3) second delay</b> between all engagements. There is a <b>ten (10) second delay</b> at the end of the phase to support change of magazine and change of firing position.			
<b>Legend:</b> DODIC – Department of Defense Identification Code			

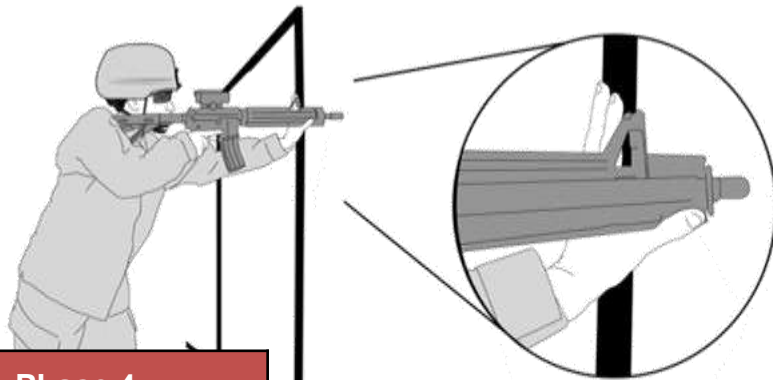
Phase 3 Kneeling Supported (1 ea 10 round magazine)		
TGT	Range (meters)	Presentation Time (seconds)
11	50 (L)	12
	100	
	200	
12	50 (R)	8
	200	
13	150	8
	250	
14	100	12
	150	
	200	

10 Sec Delay Between Phases

**Note:** Drill G, Fight Up  
Drill I, Tactical Reload  
Drill J, Clear Malfunction



# Phase 4 – Standing Supported (Barricade)

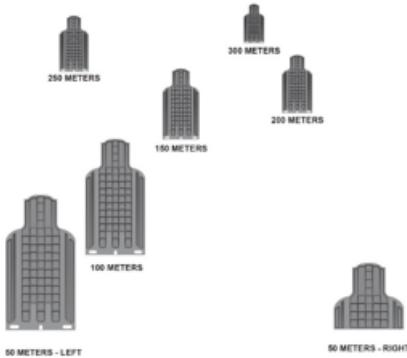


## Phase 4 Standing supported (1 ea 10 round magazine)

TGT	Range (meters)	Presentation Time (seconds)
15	50 (L)	8
	100	
16	200	8
	250	
17	50 (R)	12
	100	
	150	
18	100	12
	200	
	250	

<https://youtu.be/Pnc9w6NGHxU>

**Note:** Drill G, Fight Up  
Drill I, Tactical Reload  
Drill J, Clear Malfunction

Engagement 15 through 18 – Standing, Supported			
	Engagement	Target	Target Type
	15 through 18	E-1 F-1	Point
	Rounds	DODIC	Time (Seconds)
	1 magazine, 10 rounds	AB57	49
TOWER		SOLDIER ACTION	
<b>WEAPONS SAFETY STATUS RED</b>		<i>Although the firer's bolt should be locked to the rear, the tower must treat all weapons as if in a RED status.</i>	
CONTROL	RELOAD	The Soldier conducts an emergency RELOAD and assumes the STANDING, SUPPORTED position.	
	FIGHT UP		
TOWER AWAITS THE END OF THE 10-SECOND TRANSITION THEN PROCEEDS			
WEAPONS SAFETY STATUS REMAINS RED			
EXECUTION	ENGAGE UPON POSITIVE IDENTIFICATION	Soldier acquires, prioritizes, and engages targets with one round per target.	
TOWER AWAITS COMPLETION OF ENGAGEMENT 18 THEN PROCEEDS			
WEAPONS SAFETY STATUS REMAINS RED			
<b>Note:</b> There is a 3-second delay between all engagements. This completes the day firing phase for Table VI. <i>There are no alibis authorized.</i> Any remaining ammunition is returned to the ammunition issue point for redistribution.			
<b>Legend:</b> DODIC – Department of Defense Identification Code, m – meter			





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# End of the Training Event



Firing Order Complete				
FIRING ORDER COMPLETE		Task	Target	Target Type
		Completed Firing Order	N/A	N/A
		Rounds per Target	DODIC	Time (Seconds)
		N/A	N/A	NO LIMIT
TOWER		SOLDIER ACTION		
TOWER MUST ASSUME ALL FIRERS' WEAPON SAFETY STATUS ARE RED				
TERMINATION	CEASE FIRE CEASE FIRE	Soldiers stop firing and place weapons on SAFE.		
WEAPONS SAFETY STATUS GREEN	GO GREEN GO GREEN  ONCE VERIFIED BY THE RSO,  SECURE WEAPON	Soldiers clear their weapon and wait to be inspected by a lane safety.		
CONDUCT OF THE RANGE	FIRERS SECURE YOUR DUNNAGE  MOVE TO THE BASELINE.	Firers secure weapon and ammunition dunnage and move to the designated location.		
Once all firers return to the baseline, tower directs the firing order off the range.				
Legend: DODIC – Department of Defense Identification Code, N/A – not applicable, RSO – range safety officer				

**THERE ARE NO ALIBI FIRES**

<https://youtu.be/Pnc9w6NGHxU>

**Note:** Drill J, Clear Malfunction  
Drill K, Unload / Show Clear

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As of 05 DEC 2019



## Alternate Course of Fire (ALT-C)

- No longer a means of qualification.
- Validates existing qualification. It DOES NOT produce a qualified shooter.
- Requires first General Officer in the chain of command approval.
- Successful completion of ALT-C extends the existing qualification and rating by **12 months. (UPDATED)**
- Only authorized to utilize ALT-C twice in a 24-month period.
- Failure of the first attempt at ALT-C condemns the original qualification, requiring the firer to retrain and conduct the training strategy to standard on an authorized range facility.
- Units that require consideration for an *alternate means of qualification* must coordinate with USAIS.
  - Must be **>180 miles** from an authorized automated range.  
**(UPDATED)**
  - OCONUS with host nation restrictions.
- Updated ALT-C (validation) is *more difficult* to pass than qualification

# Alternate Course of Fire



**When authorized**, the Alternate Course of Fire (ALT-C) is a **validation** of a Soldier's **existing** weapon's qualification. The Alternate Course of Fire allows firers to demonstrate their knowledge and application of the Rules of Firearms Safety through **basic live-fire engagement skills**, employing their assigned weapon using their primary optic on a scaled range with the appropriate targetry. The ALT-C **validates** the Soldier's general safe use under normal conditions of the weapon or system.

Garrison Requirement	Operational Requirement
<p>The <b>first General Officer in the unit's chain of command</b> may authorize the validation event when one of the following conditions exist while in garrison:</p> <ul style="list-style-type: none"> <li>• Unit assigned as a quick reaction force within 90 days.</li> <li>• Unit directed to deploy within 90 days without prior notice</li> <li>• Installation range restrictions prohibit standard qualification due to range closures, ammunition restrictions, or unforeseen circumstances beyond the control of the unit.</li> <li>• Unit location is greater than <b>180 miles</b> from an Army standard primary training facility.</li> </ul>	<p>The <b>first General Officer in the unit's chain of command</b> may authorize subordinate units to exercise the validation event when deployed to austere environments when one or more of the following conditions exist:</p> <ul style="list-style-type: none"> <li>• Available range facilities do not support the standard Army qualification requirements.</li> <li>• Local range regulations prohibit firing the ammunition type, standard engagement techniques, or do not support the required surface danger area.</li> <li>• The training area available does not meet the most stringent range safety regulations of the US Army or host nation, where the composite surface danger zone cannot be sufficiently maintained and secured.</li> </ul>
<p><b>Notes:</b></p> <ul style="list-style-type: none"> <li>• Units in remote locations are authorized to conduct ALT-C <b>no more than ONCE</b> in a 24-month period.</li> <li>• Failing to request or secure appropriate training facilities, ammunition, or other resources does not justify the use of a validation event at home station or in garrison.</li> </ul>	



# Validation / Alternate Course of Fire Application

- **25 meter Validation (ALT-C) is a GO/NO-GO event.** GO requires a minimum of 60 hits out of 80 on the authorized target (75%).
- Soldiers that achieve a GO **extend** their **current qualification rating** by **12 months** (QD cannot exceed 24 months for any reason). **UPDATED**
- GO on Validation (ALT-C) **does not change** the existing qualification rating.
- Soldiers may conduct ALT-C **no more than two times between** qualifying on an authorized primary training facility unless assigned to a unit in a remote location.

Number of Hits	Percentage of Hits	Table VI, Qualification	Alternative Course of Fire (ALT-C), Validation
36 – 40	90%+	EXPERT	GO
30 – 35	75-89%	SHARPSHOOTER	
23 – 29	57-74%	MARKSMAN	NO-GO
<23	<57%	UNQUALIFIED	

For example, a Soldier qualifies SHARPSHOOTER on an Automated Record Fire (ARF) range in January 2016. The unit is placed on a Quick Reaction Force mission in JUL 16, requiring validation. The Soldier receives a GO on the ALT-C. The Soldier's current rating's qualification duration is extended by no more than 12 months (24 months total) to JAN 2018. The Soldier must return to an appropriate range facility to conduct qualification not later than JAN 2018.



# TC 3-20.40 Change 1 Overview

Previous Training Strategy	TC 3-20.40, 30 JUL 19	TC 3-20.40 w/C1 04 NOV 19	Remarks
Single and double target engagements	Single, double, triple, and quadruple target engagements	No changes required.	
Target acquisition and transition between targets minimal impact to firer.	Decreased target presentation time requires rapid target acquisition, engagement, and transition near to far.	No changes required.	
Magazines postured on the ground.	Firers required to place magazines in load bearing equipment. Posturing magazines not authorized.	No changes required.	
Firing line reports when ready during magazine changes. No time limit enforced.	Magazine changes are announced, but limited to 10 seconds with change of position.	No changes required.	USAIS produced an example video of the entire qualification course of fire to educate the force.
Practice course of fire identical to the qualification course of fire.	Practice course is more difficult (time, speed of engagements) than qualification.	Use of expended cartridges rather than DDI preferred method on Table V, Practice.	
Firing order requires 16 to 20 minutes to complete. Approximately 48 Soldiers per hour (16 lane)	3 minutes, 56 seconds to complete one firing order. Approximately 192 Soldiers per hour (16 lane).	No change.	
Alibis authorized for any firer with rounds remaining	Alibis not authorized.	No change.	





# TC 3-20.40 Change 1 Overview



Previous Training Strategy	TC 3-20.40, 30 JUL 19	TC 3-20.40 w/C1 04 NOV 19	Remarks
ALT-C authorized form of qualification	ALT-C validates existing qualification only. Not a means to qualify.	No change.	
Unit commander decision to use ALT-C.	General Officer must approve the use of ALT-C	No change.	
ALT-C requires 40 rounds.	ALT-C requires 80 rounds.	No change.	
Successful completion qualifies firer for 12 months.	Successful completion extends existing qualification by 6 months.	Successful completion extends existing qualification by <b>12 months</b>	Aligns with Army-standard Qualification Duration of 12-months. Provides the most flexibility to the commander to meet mission requirements.
ALT-C may be used as frequently as the commander chooses.	Limitation of the use of ALT-C to twice in a 24-month period.	<b>ALT-C may be used once every 24-months</b>	This requires ALL authorized Soldiers to fire on an automated range <b>once every two years, minimum.</b>
Commanders may choose to use ALT-C regardless of automated range availability.	Units >250 miles from an automated range may request GO approval to use ALT-C	Units <b>&gt;180 miles</b> from an automated range may request GO approval to use ALT-C	One Unit Training Assembly day (UTA) used to travel to the training location better fits COMPO 2 and 3.
ALT-C requires 40 rounds. Time limits are vague.	Updated ALT-C Validation more difficult to pass (change of position, timed magazine changes, accuracy requirements).	No change.	Uses previous ammunition authorizations from Practice and Qualification Courses of fire to complete ALT-C.



# TC 3-20.40 Change 1 Overview

Previous Training Strategy	TC 3-20.40, 30 JUL 19	TC 3-20.40 w/C1 04 NOV 19	Remarks
M249AR (M09009) fired on the Multipurpose Machine Gun range (MPMG)	M249AR (M09009) fired using the same courses of fire, score sheet, timing, and range facility as the M4/M16	Updated 28 / 40 to <b>23 of 40</b> to match standard score sheet (typo).	Keeps the squad training together for their individual weapons as often as possible.
Multiple manuals contained DA Form score cards.	Standard score sheets placed in single appendix (Appendix B)	<b>Updated score sheet examples.</b>	Corrected all score sheet example issues identified.



# TC 3-20.40 Change 1 Overview

Previous Training Strategy	TC 3-20.40, 30 JUL 19	TC 3-20.40 w/C1 04 NOV 19	Remarks
Successful completion qualifies firer for 12 months.	Successful completion extends existing qualification by 6 months.	Successful completion extends existing qualification by <b>12 months</b>	Aligns with Army-standard Qualification Duration of 12-months. Provides the most flexibility to the commander to meet mission requirements.
ALT-C may be used as frequently as the commander chooses.	Limitation of the use of ALT-C to twice in a 24-month period.	<b>ALT-C may be used once every 24-months</b>	This requires ALL authorized Soldiers to fire on an automated range <b>once every two years, minimum.</b>
Commanders may choose to use ALT-C regardless of automated range availability.	Units >250 miles from an automated range may request GO approval to use ALT-C	Units <b>&gt;180 miles</b> from an automated range may request GO approval to use ALT-C	One Unit Training Assembly day (UTA) used to travel to the training location better fits COMPO 2 and 3.
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Multiple manuals contained DA Form score cards.	Standard score sheets placed in single appendix (Appendix B)	<b>Updated score sheet examples.</b>	Corrected all score sheet example issues identified.

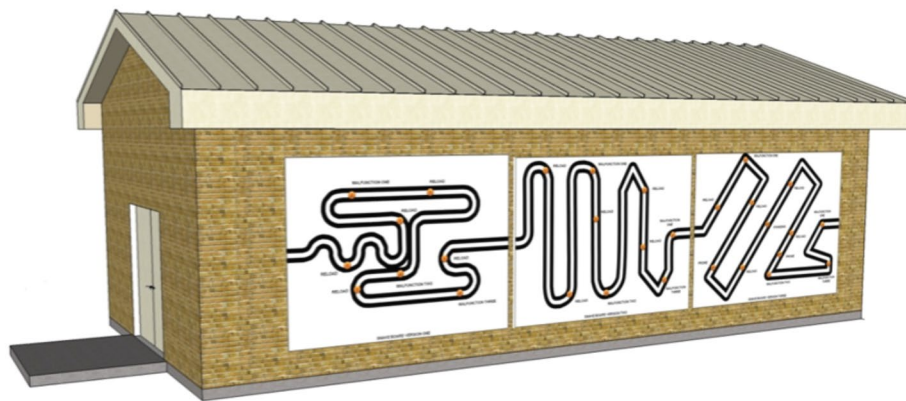
Consolidated list of changes between 30 JUL 19 and 4 NOV 19 documents.



**6 NOV 2019**

# Dry Fire Training Creating Snake Boards

### Figure 1, Snake Boards on a General Instruction Building



This packet describes how to make, set up, and effectively train Soldiers with them.

## Concurrent Training –Dry Fire

A Planned and Consistent Dry Fire Program is the most effective way for a Commander to ensure individuals and crews are proficient in the safe and effective use, maintenance, and employment of weapons and weapon systems IAW AR 350-1 F-7.

## Material List

- 4' x 8' sheet of ¼" plywood or target cloth.
- Exterior Paint (white and black)
- Masking tape (painters tape)
- Paint brushes (If using liquid and not aerosol paint)
- Measuring tape
- Stencil pack (shapes and letters 2in). The symbols used will be custom cut from a standard manila folder.
- 1 each manila folder.
- X-acto knife or razor blade.

Figure 2, Material List



1	4'x 8' sheet of 1/4" plywood or target cloth	5	Measuring Tape
2	Exterior Paint (White and Black)	6	Stencil Pack (Shapes and Letters 2in)
3	Masking Tape (painters tape)	7	1 each manila folder
4	Paint Brushes (If using liquid and not Aerosol Paint)	8	X-acto knife or razor blade

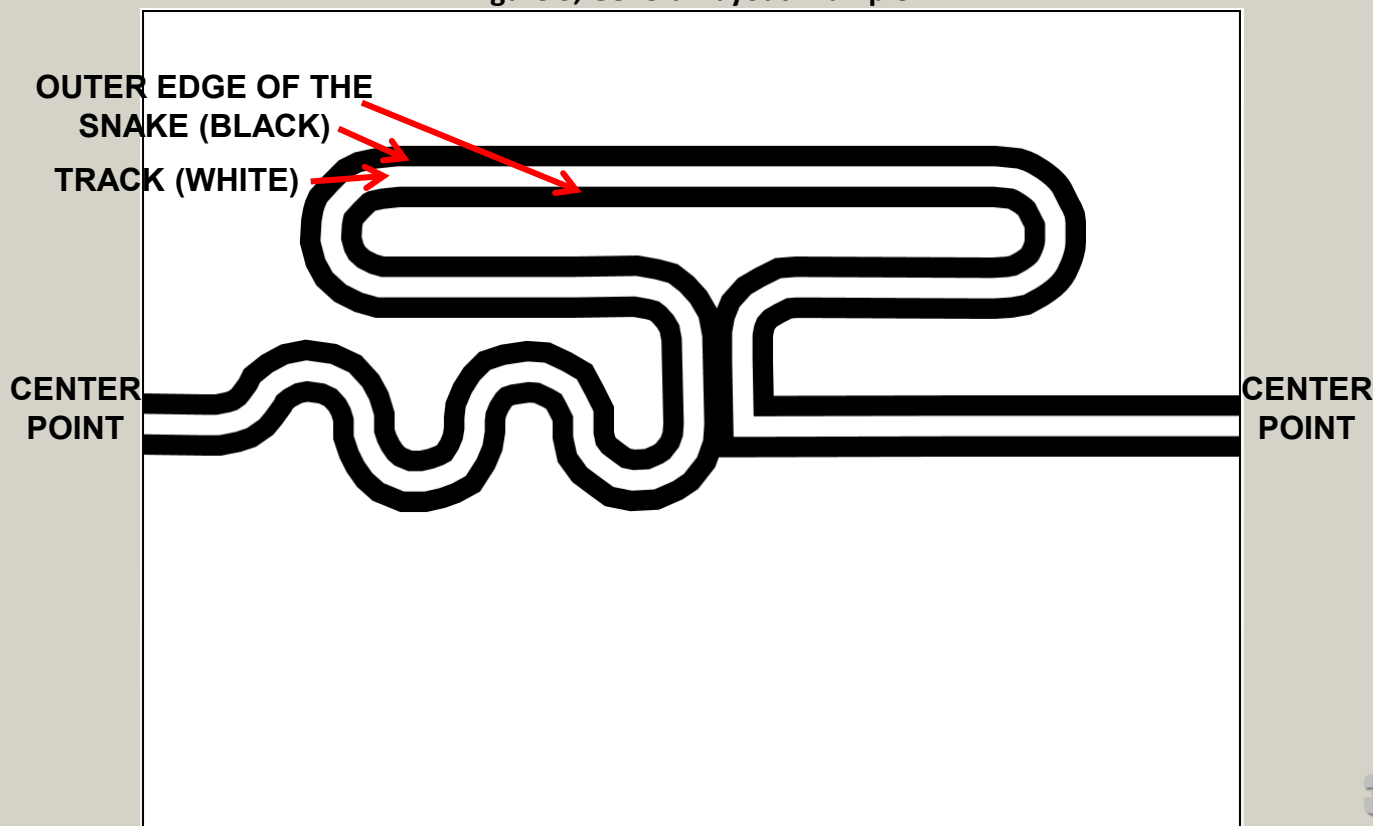
Note: Target cloth is cheap fabric that is typically available at Range Operations. It is a thinner burlap type fabric that takes paint well.



## ☼ Layout.

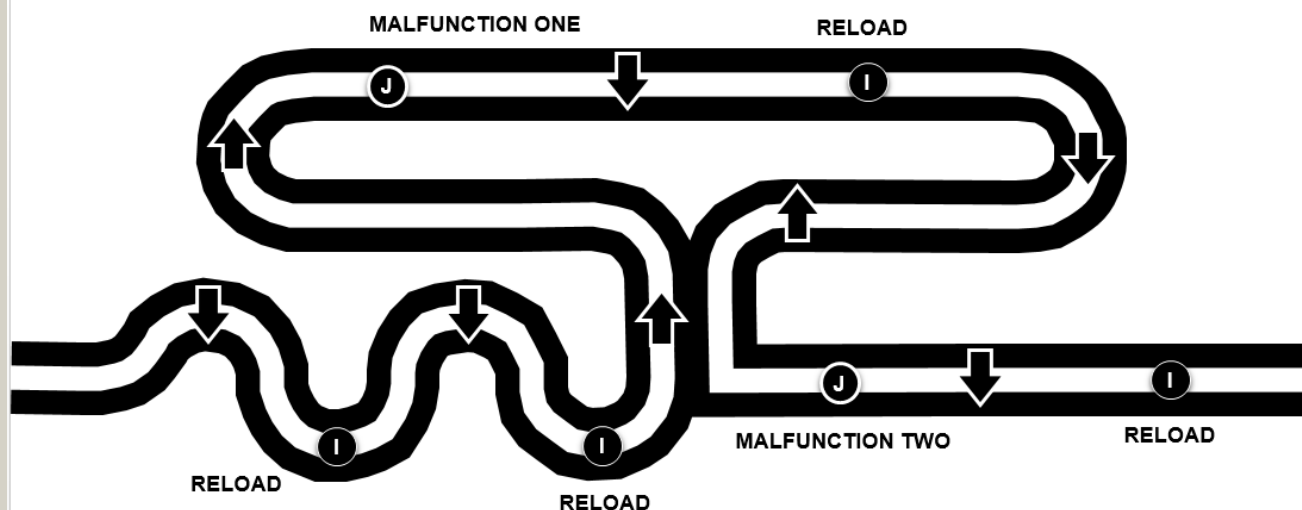
- ☼ Background should be painted white. If using target cloth, the light tan color is acceptable.
- ☼ Identify the center point of the left and right edges of the board. This allows the trainer to use multiple boards in a continuous fashion.
- ☼ Design the snake. The snake must have a center that is 2" wide. That contains the laser light on the panel and the Soldier can observe the track to follow through the optic.
- ☼ Snake design is up to the unit – the pattern should be progressive in difficulty, and work continuously from left to right, or from right to left.
- ☼ Use painter's tape to cover the 2" wide track, and outline the outer portions of the snake. This requires three (3) taped lines. Once complete, cover the area not intended to be painted as necessary (to protect against overspray or rolling). Paint the outer edges of the track with black paint.

Figure 3, General Layout Example



- ☼ Cut out the stencils necessary for the board.
  - ☼ Arrows – 3" tall.
  - ☼ Circles 3" diameter.
- ☼ Have a reference point to ensure that both bore laser or laser/illuminator and optic are co-witnessed for 10 meters.
- ☼ Track (white line) should be no wider than 2 inches for execution at 10m.
- ☼ Arrows should be used to determine changing positions up or down.
- ☼ Height of plywood should be adjusted to allow for execution of Standing, Kneeling, and Prone positions.
- ☼ Each board should consider incorporating barricades to provide relevant training to the live fire tasks.

Figure 4, Adding Tactical Action Markers



The Snake Board builds the Soldier's ability to manipulate the weapon's fire controls while maintaining focus and tracking a threat. The board is placed 10 meters from the training Soldier. The snake board exercise follows a predetermined path for the Soldier to use as a point of aim. Periodically along that path drills are introduced for the Soldier to execute, then return to tracking the path. We recommend three versions of the snake board, each version progressing to more complex and rigorous tasks and timing standards.

### Figure 5, Adding Reticle Relationship Markers

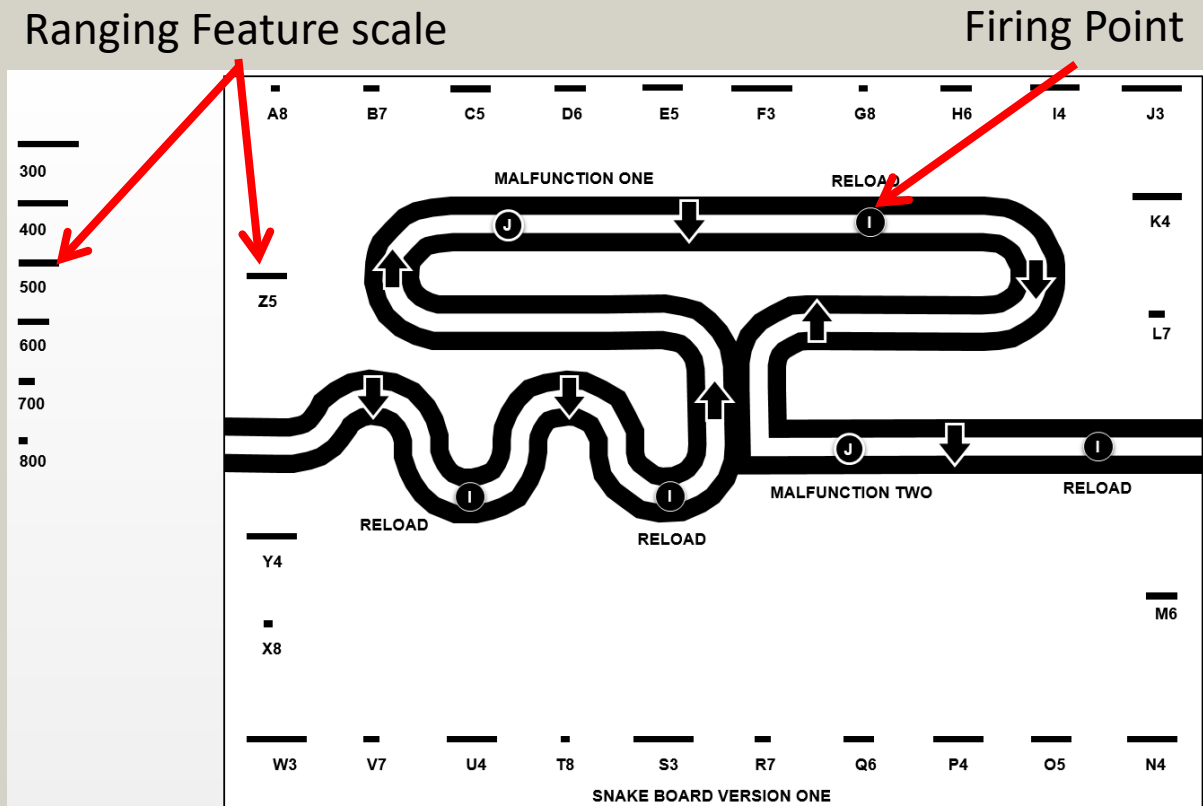
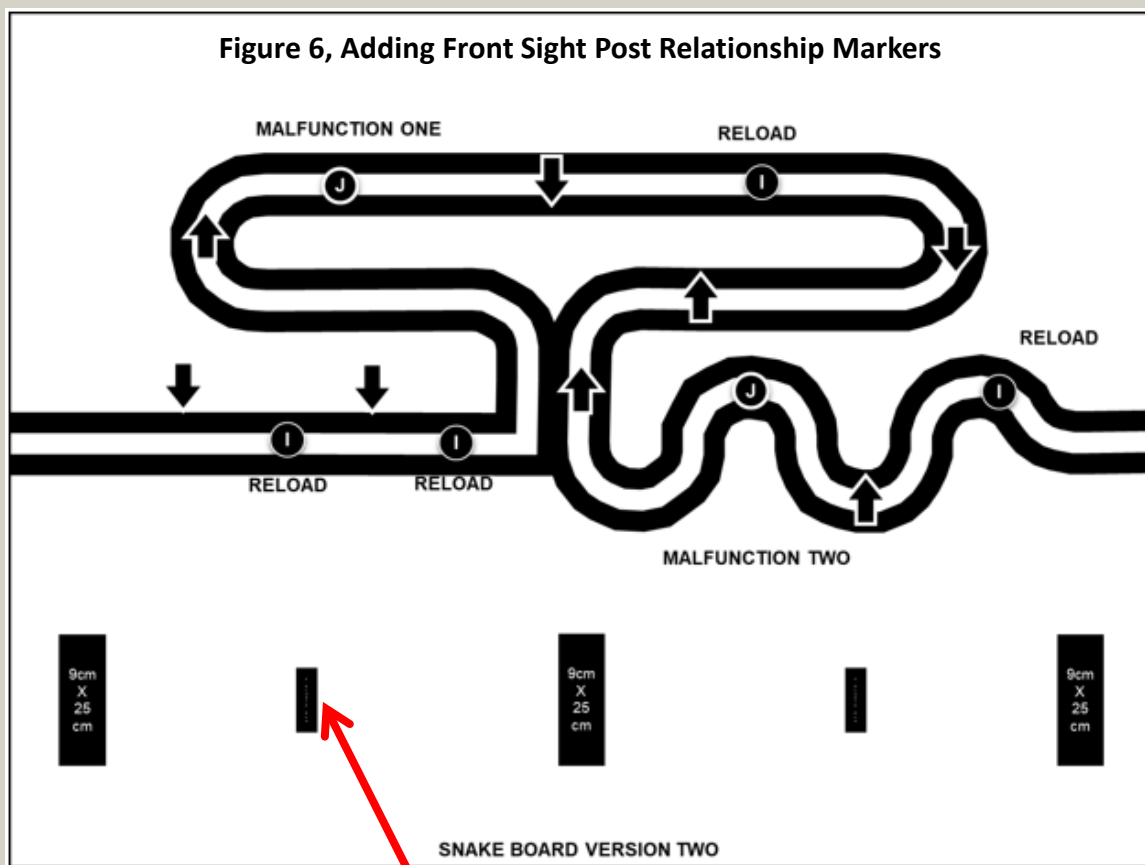


Figure 5 shows an example of Snake Board, version one. Soldiers use a bore light or Laser/ illuminator on constant while executing this exercise. The red dot should remain within the boundaries of the lines. The instructor can announce a drill for the Soldier to execute while tracking between the lines of the board. At the command of execution the Soldier will get a trigger press in, and execute the drill. Once the drill is complete, the firer will reset and continue. A combination of Letter and Number (A9) can be used to ensure RCO firers know how to use the ranging feature (Version 1). A Soldier can also execute the drill by identifying the drill by letter or by name. The instructor can build proficiency by increasing difficulty or establish a base to build that proficiency.

Figure 2 shows Snake Board, version 2. This board is used for building the Aiming Process and fire control manipulation during the shot process. The red dot allows the instructor to view where along the path the Soldier is, and how much time the Soldier stays off target (path) when executing the designated drill. Drills are executed when the Soldier's sight picture touches the Drill identification letter. There are three rectangles below the track measure 9cmx25cm and two rectangles measure 4.5cmx12.5cm

Once the course is complete, the Soldier should reverse the course along the path. The instructor should identify the time each Soldier took to complete the exercise in order to establish a base line time to beat for each Soldier.

For any drill executed incorrectly, the instructor will penalize the Soldier one second. Each Soldier executes the Snake Board exercise from the prone, kneeling, sitting, and standing. Soldier's that fail to complete the Snake Board (forward and reverse) in 20 seconds per course, or 80 seconds overall, must review their execution and receive retraining.



Height of E-Type Target at distance

The figures below show Snake Board, version 3 and version 4. These boards are used for tracking non-linear movement and maintaining a balance of stability and control. These can also be used with the same parameters as version one and version two with time and standards.

Figure 7, Snake Board Version 3 example

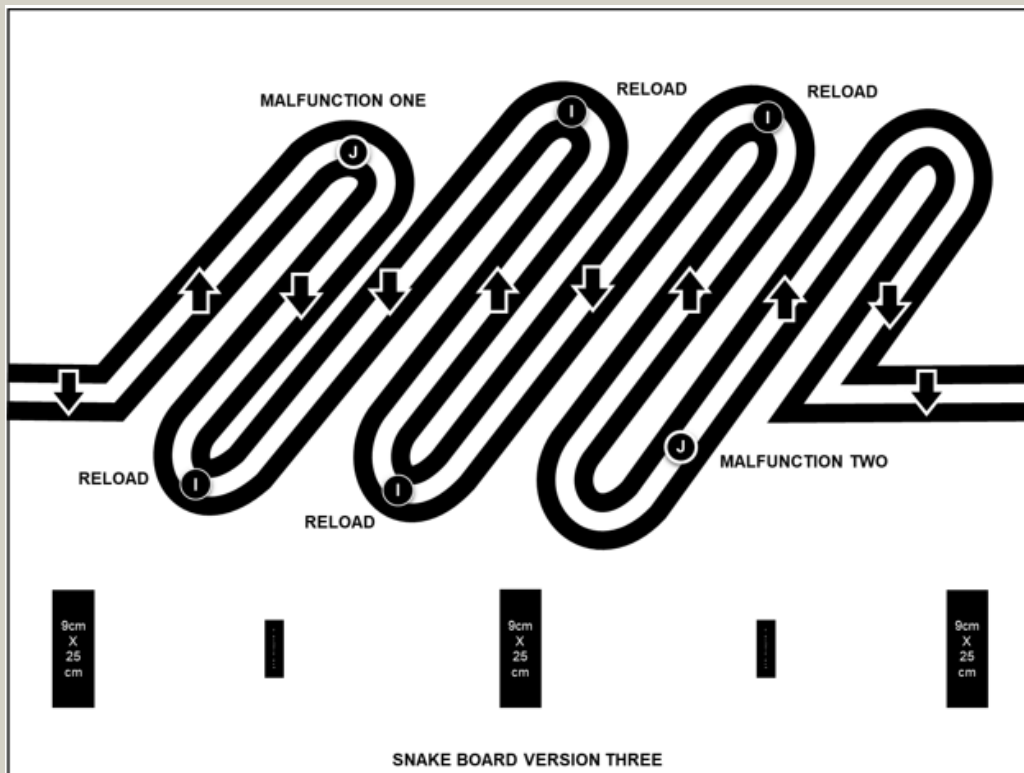
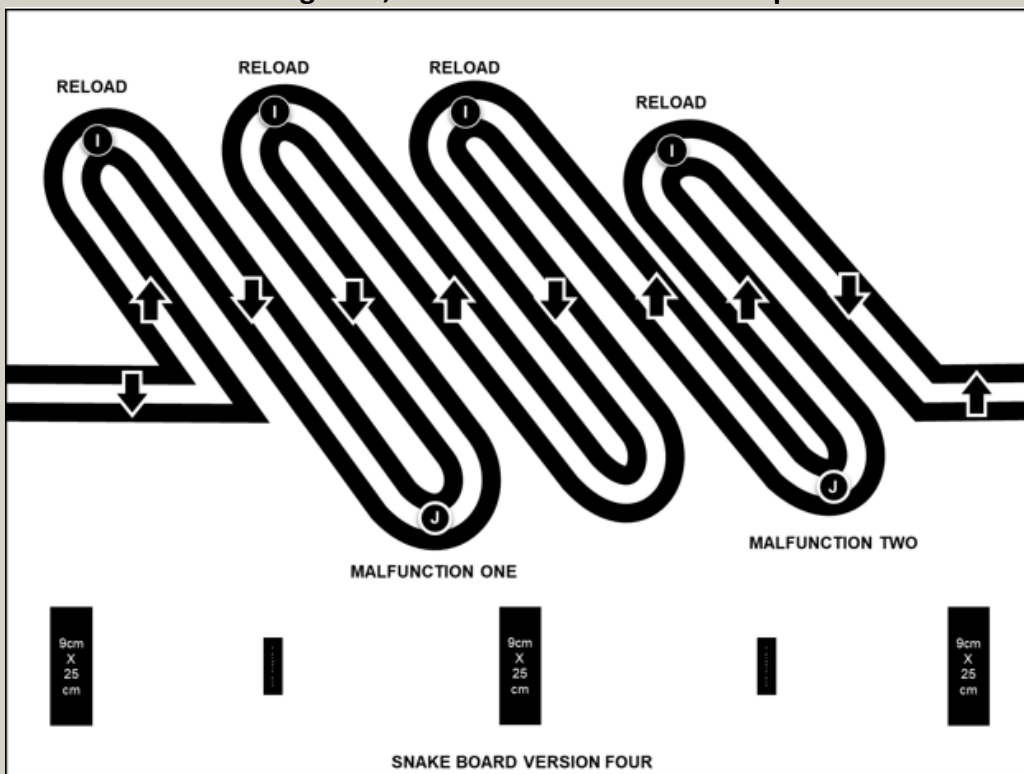


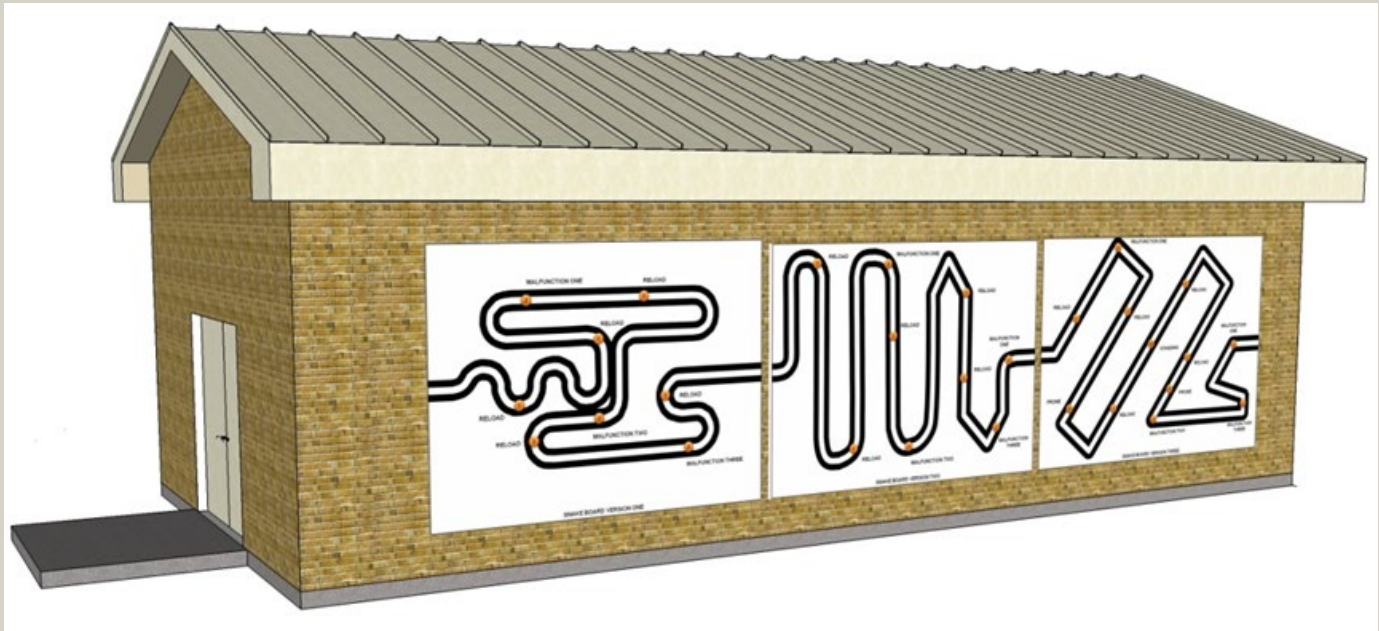
Figure 8, Snake Board Version 4 example





The figure below shows three different boards that were placed together to conduct concurrent training before live fire. This layout will allow a Soldier to execute an exercise that moves through the shot process while incorporating a focus on the functional elements (Stability, Aiming, Movement, and Control) and fire control manipulations. This exercise would act as a preparatory exercise before Table V and Table VI.

Figure 9, Snake Boards Applied to General Instruction Building



<https://www.milsuite.mil/book/groups/individual-weapons>

[usarmy.benning.mcoe.mbx.doctrine@mail.mil](mailto:usarmy.benning.mcoe.mbx.doctrine@mail.mil)

### **Leader Feedback:**

“There is a huge difference between *shooting occasionally* and *shooting with a purpose and having a plan*. That difference is mediocre success or building experience successfully.”

“Live fire should confirm that you are conducting the proper Dry-Fire. If you can dry fire to standard with consistency, it will show on the range.”

“Soldiers MUST practice incorporating multiple drills into their dry practice if they want to achieve a success on any tactical course of fire or combat. Experience doesn’t build by itself.”