



Brigadier General Harry James Mott, III

Twice the Citizen: OCAR Automation and Retention Pioneer.

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

Harry J. Mott, III, born in Newark, New Jersey on 5 May 1929, grew up in northern New Jersey and New York City. His father, a journalist who started as a newspaper reporter, eventually worked on the copy desk of the Daily News. Mott participated in the Boy Scouts as a youth, and he earned the rank of Eagle Scout. As a Boy Scout, he served as an air aid warden during World War II, in charge of turning down municipal gas lamps. He joined the US Navy Reserve in 1947 and received assignment to a surface battalion stationed at Fort Schuyler, New York, home of the New York Maritime Academy. He went to sea for the first time on a destroyer escort, the USS Kyne (DE-744), a reserve training ship. During that training cruise, Mott performed duties as a boatswain's striker.

Seaman Second Class Mott received a fleet appointment to the US Naval Academy, Annapolis, Maryland, on 25 June 1949. As a midshipman at the academy, he served on the destroyer USS Barton (DD-722) during his summer training cruise. Future Texas billionaire and Reform Party presidential candidate (1992 and 1996), Ross Perot, then also a midshipman, roomed opposite Mott during his plebe summer. Another classmate, Carlisle A. H. Trost, later served as the chief of Naval Operations from 1 July 1986 to 29 June 1990. Mott left the academy in his second year for failing calculus.

A few months after he left the Naval Academy, draft board authorities informed Mott of his eligibility for the draft. He enlisted as a private in the US Army on 5 June 1951 and applied for Officer Candidate School. He completed basic training at Fort Dix, New Jersey. Soon after he graduated from basic training and received a promotion to sergeant, the Officer Candidate School at Fort Benning, Georgia, accepted him into its program. His class started

just before Thanksgiving 1951. Previously exposed to the Naval Academy regimen, candidate Mott did very well in training. He graduated from Officer Candidate School on 22 May 1952, finishing 28 in a class of 106. He received a commission in the Officers' Reserve Corps as a second lieutenant, Infantry.

Following commissioning, he attended the Army Airborne School and then the Jumpmaster Course at Fort Benning. His first assignment came in July 1952 as a platoon leader in M Company, 3d Battalion, 39th Infantry Regiment, 9th Infantry Division, at Fort Dix. Mott married Mary E. Graney on 28 June 1952. They had three sons and two daughters. Mott remained at Fort Dix for about six more months before he shipped off to Korea. During those months, he performed an additional duty as M-1 training committee chief for the 39th Infantry Regiment. Mott received his orders to Korea three days before Christmas 1952. He went to Fort Lewis, Washington, in January 1953, and from there, he briefly went to Camp Casey, Yokohama, Japan. From Japan, he moved to Pusan, Korea. Upon his arrival, Mott joined his new unit in the Kumwha Valley. He went to the 3d Platoon, Heavy Mortar Company, 27th Infantry Regiment, part of the 25th Infantry Division. When he reported to his new unit on St. Patrick's Day, 1953, the division remained in reserve. With most of the major hostilities of the Korean War over, fighting still occurred in the 27th Infantry's sector. New lieutenants received orientations on the area of operations, which included three days in the front lines. Mott went to a Belgian infantry company on Mortar Ridge just opposite Papa San (Hill 1062). When he reached the

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In This Issue

- BG Harry James Mott, III
- Range Safety Nonsense
- One Qualification Attempt Only!
- Public Affairs Change
- USAR Event Types
- Rifle Lethality
- #RetentionViaReadiness



1st Lt. Harry Mott (Korea, 1953) displays a recovered propaganda banner made by North Korean or Communist Chinese forces.

company, one of the Belgian soldiers gave him rough directions to the bunker of the American captain advisor. Not realizing that the enemy observed three sides of their hill, Mott proceeded toward the bunker, negotiating a long waist-deep trench. When he reached the awaiting captain, the advisor told him, "Congratulations, lieutenant, you're the first one who made it down this trench line standing up this month."

Following his three days in the line, Mott rejoined his company, then preparing the Wyoming Line, the United Nations Command's forward defenses. The line lay near Ch'orwon, Korea. On 4 May 1953, Mott led his platoon across Freedom Bridge to spend 72 days in support of the 3d Battalion, 27th Infantry Regiment, positioned on the left flank of the front line, located across from Hill 86. During that time, the sector remained relatively quiet. However Mott often came under Chinese fire while on his fire coordination excursions to Pig Outpost. Through his experiences on the front lines, Mott learned to respect the Chinese soldiers for their tenacity, innovativeness, and courage. He developed skills in team and morale building among soldiers while his platoon lived in very close quarters in bunkers. Mott spent his twenty-fourth birthday on the front and celebrated it by firing 25 rounds toward the enemy - 24 for his age and one for "good measure."

Mott received a promotion to first lieutenant on 12 June 1953. He acted as the company reconnaissance officer in August 1953, about one month after the armistice signed at Panmunjom went into effect. At this time,



Brigadier General Harry J. Mott, II (1987)

Mott's unit came off the front and again assumed the role of reserve in a blocking position behind Old Baldy (Hill 266), located about one mile south of the infamous Pork Chop Hill. On 15 August, Mott participated in Operation Big Switch, the repatriation of prisoners from both sides. United Nations forces transported enemy prisoners of war by train to a railroad siding, where Mott and other American personnel observed them during preparations for prisoner exchange. The prisoners and their American guards moved by truck to Freedom Village at the demilitarized zone. About halfway to the village and the demilitarized zone, the American guards turned in their weapons at a checkpoint.

Upon his return to the United States in December 1953, Mott went into the US Army Reserve Control Group. In civilian life, Mott worked briefly for a publicity firm until January and then decided to go back to college, enrolling in a local university. Mott went to work for the Rueben H. Donnelley Corporation three days after he graduated from college. He managed training, production, and computer operations, and worked at staff assignments as administrative assistant to the regional controller, the general production manager, and the vice president for personnel. In 1971, Mott received a promotion to the position of director of

personnel of the Dun-Donnelley Publishing Corporation. The president of the corporation at the time, William F. Ward, Jr., later became the chief of the Army Reserve.

In June 1954, Mott joined the 1329th Infantry Division (Reinforcement Training Unit). He initially served as a platoon leader and then became a company commander in May 1958. On 22 May, he advanced to the rank of captain. In October 1963, he assumed command of Headquarters Company, 77th Infantry Division. In May 1965, he became the division information officer. The Army promoted Mott to major on 21 May 1965. The 77th Infantry Division inactivated on 30 December 1965. In January 1966, Mott assumed duties as the assistant civil information officer of the 356th Civil Affairs Brigade, located in the Bronx, New York. He soon worked as the brigade's civil information officer. He completed the Infantry Officer Career Course (Nonresident) in 1967 and the Civil Affairs Officer Career Course (Nonresident) in 1968. Mott received a promotion to lieutenant colonel on 12 December 1969.

In his civilian career, Mott took a job as the secretary of Dun-Donnelley Publishing Corporation in 1972. The corporation promoted him to vice president of administrative services in early 1974. He later attended the New York University Graduate School of Public Administration and the Foreign Service Institute for Advanced Studies in African Affairs. He completed the Senior Managers in Government Program, Harvard University, Cambridge, Massachusetts, in 1984. In May 1977, Mott joined the Office of Operations, Office of the Mayor, New York City. He remained on this task force for about two years, serving under Mayors Abraham Beame and Edward Koch. In August 1978, the Reuben H. Donnelley Corporation appointed Mott director of special projects and task forces.


Beginning in March 1979, Mott managed the Employee Benefits Operation for the Dun and Bradstreet Corporation. Because of his extensive background in line and staff management, his military command experience, and his civil affairs expertise, Dun & Bradstreet selected Mott in May 1982 as its executive representative on the Economic Development Council of New York City. The city charged this team of private business executives with improving the management and operations of the New York City Transit Authority, with primary responsibility for improving the operations of the City Transit Police.

During this same time, In January 1978, Mott accepted the position of deputy commander of the 353rd Civil Af-

fairs Command, Bronx, New York. In October 1979, he assumed command of the 800th Military Police Group, Hempstead, New York. That same year, he completed the Military Police Officer Advanced Orientation (Nonresident). In December 1981, Mott returned to the 353rd Civil Affairs Command as commanding officer. He received his first star on 5 August 1982.

General Mott took office as the deputy chief of the Army Reserve in March 1983. When he reported to the Pentagon, he discovered that there were 52 computer-generated pages of overdue suspenses at the Office of the Chief of the Army Reserve. Mott worked to reduce this backlog and managed the Army Reserve budget along with the Comptroller's Office. In an era before most Americans had ever used a computer, Mott's effort proved key in the computerization of operations in the Office of the Chief of the Army Reserve. This expanded from OCAR under Mott's leadership. One example, the Reserve Officer Training Corps Study Group Report (AD-A175 989) overseen by Colonel Wilson Barnes involved the development of the ROTC Mission Management System (ROTCMMS), an early recruiting/retention system used with seven college campuses. Another of his initiatives, the establishment of the Army Reserve Postal Match and air gun program for Reserve centers throughout the Army Reserve pre-dates the current simulators (EST, LMTS, etc.) as a more cost-effective method of training soldiers to improve marksmanship.

Major General William Berkman left the post of chief to become the military executive of the Reserve Forces Policy Board in August 1986. On 1 August, General Mott assumed duties as the acting chief of the Army Reserve. During his tenure as acting chief, he fought Department of Army-level efforts to take the Army Reserve Personnel Center from the Army Reserve. General Mott also officially adopted the slogan, "Twice the Citizen," for the Army Reserve.

The Infantry Officer Candidate School inducted Mott into its Hall of Fame. The Army Reserve honored Mott with an award that is presented annually to the individual who does the most in the year to promote Army Reserve marksmanship still listed in AR 140-1 — the BG Harry J. Mott, III Shooter's Trophy. He also distinguished himself as the longest serving member of the National Board for the Promotion of Rifle Practice, a position he held from 1985 to 1995. Since retiring, Mott enjoys hunting and fishing, residing with his wife, Mary, in Hempstead, Long Island, New York. 

Range Safety Nonsense

Rodding weapons on ranges is a detrimental procedure that creates unsafe Soldiers and damages weapons. Wearing a helmet on the range is not a safety procedure.

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

Many of things done on Army ranges in the name of safety are not directed by regulation, are useless, and may create problems while fixing nothing. The “requirement” to rod weapons on and off the range and the wear of helmets and body armor for safety are two prime examples.

Failing to Train Safety

The claimed “necessity” to rod weapons on and off the range or the “need” to wear a helmet or armor for reasons of safety are actually failing to train Soldiers about how to be safe. Consider this segment from an article written in a professional Army journal.

"Training Safety"

by Lt. Col. Robert J. Greenwalt, Jr.

Engineer: The Professional Bulletin For Army Engineers
(November 1989)

The Army has built an enormous safety edifice to ensure that we train safely but we have missed the essential point - we must design our procedures and train our Soldiers to be safe.

In response to tragedy the Army examines itself to ensure that safety is adequately emphasized. We give briefings, write “safety” into LOI and OPORDS, appoint safety officers and safety NCOs, restrict training to avoid known dangers, and investigate accidents. If too many accidents are associated with some training, we stop the training.

With all this we haven’t done anything to improve the safety of the force.

Many of today’s safety programs promote peacetime risk avoidance, not safety. They either prohibit critical training or add an artificial step such as rodding weapons on live fire ranges that doesn’t make sense for combat. We must change this.

Army weapon safety procedures are designed to avoid accidents on highly controlled ranges. They are not designed to teach safe use of weapons. Where does a Soldier develop the proper reflexes with his weapon to ensure oth-

ers are not endangered?”

This was published November 1989 and too many in the Army continue to insist on these problems warned of. As LTC Greenwalt wisely points out, adding in artificial risk avoidance schemes does not train safety; artificial safety schemes shelter Soldiers and prevent them from learning what good safety procedures actually are.

Rodding Weapons Considered Harmful

<https://youtu.be/Moo1z6yKcEE>

“I have seen a lot of odd things on Army ranges in my 18 years but I can say that I saw something new today. Over the years, I have seen soldiers drop loaded firearms, load rounds backwards (and alternating rounds) in a magazine, stripper clips shoved inside magazines, upside down M16 magazines, soldiers closing their eyes while shooting and even a soldier getting her cell phone stuck in a magazine well of an M4. It seems the list can go on forever.

Just an FYI for those who are unaware, “rodding” is the use of a single long rod, typically slightly longer than an M16 barrel, to insert into the end of the barrel all the way to the bolt face to verify the weapon is clear before entering and exiting a range. “Rodding” is done by range safety personnel.

Today I witnessed a pistol range being run by MP’s where upon completion of their course of fire, they decided to “rod” the pistols off the range using an M16 clearing rod. In my 18 years, many as a marksmanship instructor, I had never seen this in active duty nor the Guard. The typical procedure is simply locking the slide to the rear with magazine out and wait to be visually cleared by the line safety. When I asked the OIC of the range if it was a normal procedure, he assured me it was.

This was one of the worst run range days of my career. These folks requested trainers to assist, then disregarded all advice and told us “We’ve been doing this for years!”

Here are some fabulous quotes by range staff..

“These weapons don’t need CLP! Carbon is a natural lubricant!”

Below Right: Rodding weapons violates safety rules as these pictures demonstrate. Rodding forces Soldiers to put their hands and head in front of the muzzle of weapons on a live fire range, weapons that they probably didn't personally clear. Note the muzzle directions, such as pointing the rifle off to the side of the range at who-knows-what and at Soldier's heads. Helmet and body armor does no good with a bullet directly to the face. Rodding weapons encourages sloppy muzzle management and violates Rule 2. But everyone is wearing a helmet...

"Keep your face as far away from your rear sight (on your rifle) as you can because the front sight will be easier to center in the tiny circle!"

Personnel would rather repeat the same things they see others do rather than look up what actual procedures are supposed to be. You might be surprised to learn that AR 385-63 Range Safety directs range safety procedures for the Army, serving as the core regulation on the subject. It might also be surprising that there is no mention about rodding weapons on ranges in that entire regulation. In fact, no variation of the the word "rod" appears anywhere in the text. Note the host of observed problems stated above that never get addressed, such as inability to fill magazines or load weapons correctly, while the insistence on rodding weapons continues.

Rodding Weapons is Potentially Unsafe

Rule 2: Never Point the Weapon at Anything You Do Not Intend to Destroy. Where does the muzzle point when rodding a weapon? At the very least, the Soldier with the rod has to put his hands in front of the muzzle, which is never a good idea on a live fire range. If Soldiers display sloppy weapon handling (and many do) the muzzle could point anywhere while rodding.

Below: The gray object in the background is a bus. This "safety" NCO is jamming a metal rod up a rifle while pointing at the parking area where other Soldiers are load/unloading vehicles.





Above: Weapon damaged by rodding. Stop doing this!

Rodding Damages Weapons

Rodding weapons is not only a useless gesture that fails to develop proper safety habits and may induce safety issues, it also damages weapons.

<https://www.ssusa.org/articles/2017/1/18/will-damage-to-a-rifles-crown-hamper-accuracy/>

Shooting Sports USA, January 2017

"Will Damage to a Rifle's Crown Hamper Accuracy?"

by Jeff Johnston

"If you're like me, you are obsessed about preventing your rifle's crown (where the barrel's rifling is exposed at the terminal end of the muzzle) from being damaged because it's commonly believed that crown damage can cause a bullet to exit the barrel erratically, thereby ruining precision. But I wanted to know exactly what happens when you nick your rifle's crown with a cleaning rod..."

In all barrels tested, those with a damaged crown were less accurate when compared with the rifle's undamaged accuracy data. All damaged barrels demonstrated slight to significant point-of-impact.

Does damage to the barrel's crown hamper accuracy? The answer is: Yes. Overall, damage to the crown makes the rifle less consistent... So the advice to pamper your barrel's crown is well-founded. Do not clean it from the muzzle end; clean it from the chamber end."

The author of this article purposely damaged the crown (end cut of the muzzle) to test the effect on accuracy. The crown is the final contact point the barrel has on the bullet and ultimately directs where the launched bullet goes. In

all tested cases, any inconsistency in the crown reduced accuracy and rubbing the length of a cleaning rod or any metal rod against the crown is enough to do this. So Soldiers insist on jamming a metal rod down the muzzle and yanking it out every time you enter and leave a range. With a bore diameter less than a quarter of an inch, it is impossible to keep that rod straight, so metal-to-crown, accuracy-robbing contact permanently damaging the weapon is inevitable.

Rodding Has Destroyed Weapons

Damage to the crown from rodding weapons will degrade accuracy. Rodding weapons has caused the destruction of a number of weapons on numerous ranges. Fort Sill and Fort Campbell were some of the first (but not only) posts to formally report this. Segmented cleaning rods repeatedly shoved up and down scores of barrels on the range, jamming against the rifling (which is supposed to spin an object) can work loose. If not caught, Soldiers load and fire a weapon with a metal cleaning rod segment still inside. Kaboom!

Not being content to merely damage accuracy, rodding has been the cause of blowing up a number of weapons. Consider that rodding weapons is supposed to check for a bore obstruction but the act of doing it has created a weapon-destroying bore obstructions that otherwise wouldn't have been there. But instead of simply putting an end to this practice, Army leadership decided to double down and insist on one piece rods.

Lesson NOT Learned. Stop shoving metal rods up barrels on the range! You'll damage and blow up less weapons and put a stop to a practice that encourages unsafe weapon handling.

Below: Weapon destroyed by rodding. Stop doing this!



A Better Fix

A bore obstruction is rarely a concern, and likely only if the weapon is dropped in mud or similar. Competition shooting events normally only check for a bore obstruction after a drop and we experience essentially no safety issues, far less than typical Army ranges. National Match competition has been held continuously since the mid-1800s and none of the organizations behind it require bore obstruction checks. Despite no requirement of checking bores at matches or any mention in any rulebook, this has remained a non-issue for nearly two centuries!

Visually check barrels if a barrel obstruction inspection is warranted. See below. If a bore obstruction is a concern, LOOK through the barrel after clearing and disassembling. With the M16/M4 Soldiers clear (go to Condition Green), “shotgun” the weapon (pull the aftmost/rear takedown pin), and remove the bolt carrier. Remove the barrel from machine guns or pistols as normal.

The Dome of Obedience

Yelling at Soldiers to get their Kevlar on while within five clicks of any active range is a very Army thing to do. As with many very Army things, it’s also silly.

There is no regulation requiring helmets or other armor for non-explosive ordnance. See AR 385-63 and MCO 3570.1C on Range Safety to confirm. Current Army Training Circulars now explicitly direct Soldiers to conduct initial live-fire training (zeroing and other practice) “slick” with no field gear. Marines have been doing it this way for many decades.

It’s worth noting that some local regulations or post range procedures may list Kevlar wear or rodding weapons as a range requirement. These are add-ons made up by local personnel that do not have anything to do with actual regulations or safety procedures. Consider civilian range operations personnel comprised of retired military being asked to write local range policy in which they infringe nonsense parroted during their Army days. They didn’t read the regulation when in uniform and nobody demands correction, so a rule is conjured and plopped in.

The good reason to wear equipment is for training simulation, not an imaginary safety requirement. That’s why Service Conditions matches and qualifications rightly require full equipment worn (helmet, body armor, etc.) when shooting for record.

A scan of AR 350-19, DA Pam 385-63, Marine Corps Order (MCO) 3550.9 and MCO P3550.10, and Department

of Defense instruction (DODI) 3200.16 reveals that common “required” safety procedures are not listed at all. In fact, the word “helmet” or “kevlar” or “rod” or “rodding” does not even appear in these texts which officially direct range safety for all components of the Department of Army and the Marine Corps.

What Do?

Teach proper weapon safety habits.

Rule 1: Treat Every Weapon as if it is Loaded

Rule 2: Never Point the Weapon at Anything You Do Not Intend to Destroy

Rule 3: Keep Finger Straight and Off the Trigger Until Ready to Fire

Rule 4: Ensure Positive Identification of the Target and its Surroundings

Note the lack of mentioning about rodding weapons, clearing barrels, “up and down range”, or helmet wear. Learn what is and isn’t safe, use what works everywhere, and your range will also be safe.

Use proper carry methods, not “up and down range”

Really, how to you point a weapon up AND down range at the same time? Just as dumb, where is “down range” in the real world, such as on patrol when there is no threat present? Rather than artificial risk avoidance schemes, teach useful carry methods. Soldiers should carry their weapon at the Safe Hang or Collapsed Low Ready any time they aren’t engaging targets, including on the range. Have Soldiers carry their weapon at Safe Hang or Collapsed Low Ready when inspecting targets, moving on, off, or around the range. Get used to proper carry and movement in the company of others instead of fear mongering with useless and artificial range gestures. Stop thinking of pointing the muzzle “down range” (which does not exist off the range) and instead start thinking of safe directions and carry methods that work everywhere.

Visual bore obstruction check

If you insist on a bore obstruction check, do so visually. Before shooting on a range, put Soldiers on line, shoulder-to-shoulder, facing the targets/berm/downrange area to clear their weapons, going to Condition Green. With the M16/M4, “shotgun” the weapon (pull the aftmost/rear takedown pin) and remove the bolt carrier. Remove the barrel from machine guns or pistols as normal.

The RSO or other appointed safety NCO can walk behind the line to conduct a visual bore check on the entire group of cleared Soldier’s barrels faster than inserting and



Above: Chamber Blocking Device from Chamber Safe (above). Zip ties, “weed wacker” string trimmer line, or drinking straws can be used as Empty Chamber Indicators; ease the bolt or slide forward on them to provide at-a-glance proof a weapon is in Condition Green. While not necessary, an ECI is useful in lower skill environments (as most military ranges are) and may be a helpful “security blanket” that can convince a skittish commander to adopt better range safety procedures.

running a length of metal rod up and down each barrel one at a time. Viewing from the breech end of a barrel is far safer than putting your hands or head in front of the muzzle of an assembled weapon that you didn’t personally clear. Even if this method were slightly slower (it is not in actual practice) the extra few seconds spent to avoid safety issues and weapon damage are far worth it.

Consider ECI/chamber flags

Master Sgt. Paul Howe was with Delta Force at The Battle of the Black Sea in Mogadishu (Blackhawk Down) and had a twenty-year career with Special Operations. He now runs his own training company, Combat Shooting And Tactics in Nacogdoches, Texas. Law enforcement SWAT teams are some of his biggest customers, in addition to classes for military and civilians. His CSAT classes require students use an Empty Chamber Indicator or chamber flag. National-level matches conducted by the Civilian Marksmanship Program, military marksmanship teams/units, and many others also use them.

Howe prefers the Chamber Blocking Device from Chamber Safe (above) but anything similar will suffice. A large zip tie pulled into a loop or a cut length of string trimmer (“weed wacker”) line with the bolt or slide gently closed on it will also work. A plastic soda straw can work as well.

This does not contradict the above advice. Unlike rodding, clearing barrels, or other artificial procedures, using an ECI does not change how the weapon is carried and its use won’t damage a weapon. Safety and weapon carry



procedures remain the same as used in the field; the range environment just adds an ECI for that last bit of insurance. This just may be the blue security blanket to help convince your commander, Cpt. Linus Van Pelt, to adopt better procedures and eliminate poor ones.

With good safety procedures, there will be no issues. Given that many Army personnel remain unfamiliar with their weapons due to lack of semi-regular use and handling, an ECI allows anyone to ascertain if a weapon is in Condition Green at a glance. That way, if anyone makes a weapon handling or safety error, it becomes a teaching moment rather than a tragedy. **ARM**

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<https://www.usar.army.mil/ARM>

<http://ArmyReserveMarksman.info/postal-match>

One Qualification Attempt Only!

Most underachievers look for flaws in the system to justify their inability to meet the standard. What's your excuse?

A few Soldiers - those interested enough to have read and understand current Army small arms training doctrine and standards - have predicted the downfall of unit qualification. While many remain unaware, the United States Army Training Circular 3-20.0 (Integrated Weapons Training Strategy) provides the Army a unified common training strategy that is refined and fleshed out for each weapon system and level of training in other publications.

One of the significant changes to current individual weapons qualification standard is that Soldiers are allowed ONE attempt at qualification. This leads to a complaint from the tiny fraction of Soldiers that have read it: "Why are they taking away our ammunition?" or "This hurts Reserve Soldiers!"

All wrong. The Army Reserve did have input to this standard, even though leadership has done a poor job communicating it. In addition to being wrong, these complaints completely miss the point of the standard.

TC 3-20.0 does NOT state that Soldiers cannot shoot as much as ammunition allows. Practice, training, validation courses of fire, and matches (Postal Match, EIC, etc.) can all be conducted before the actual qualification. The training strategy in TC 3-20.40 provides Soldiers more of a chance to learn the Shot Process and fix their issues before they get to the firing line for qualification. Validation before qualification is a published requirement.

The first three tables build upon one another (Tables I-III) to provide opportunity for repetitions with weapons before going to the range. Before the Integrated Weapons Training Strategy, it was a haphazard approach to go to the range as Soldiers did not build any skill in the Shot Process consistently. Table IV and V confirms zero and then confirms skill with pre-qualification exercises. This can be done as much as time and ammunition allows.

Everyone focused on "Why are they taking away our ammo? This is the only chance we get to shoot!" needs to re-frame that and see what this does for you. Or, they at least to read the manuals before complaining. If you use the integration of Preliminary Marksmanship Instruction, use of the preliminary live fire simulations to help identify issues before the range, and incorporate dry-fire drills, you'll have objective results to learn from and improve your training and Shot Process. This makes the integrated



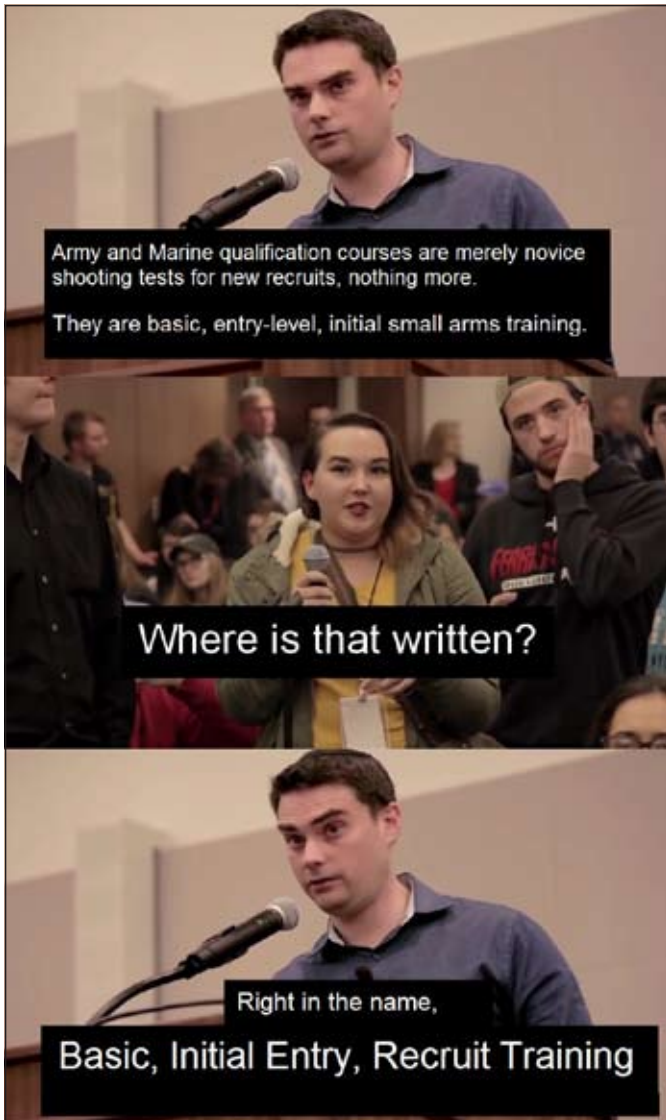
weapons training strategy a better concept than going to the range and wasting time and ammunition all day trying to get someone qualified.

Qualification is NOT Training!

Too many units conduct small arms "training" in the same, failed manner. Any attempt at Preliminary Marksmanship Instruction is abbreviated at best and often error laden. I've met Soldiers surprised that PMI could last more than 5-15 minutes because that's all they've ever seen or done. Of course, with an "instructor" whose total knowledge can fit on a single 3x5 index card, 5-15 minutes is all you'll get. If you're lucky, this PMI won't relay too much incorrect information.

Nothing follows this inadequate PMI. In the unlikely event any form of hands-on dry practice is conducted, it will be unorganized and unmeasured. Given that the previous qualification required no movement or reloads on the clock, many Soldiers are unaware about how to set up equipment for efficient use as it wasn't a factor during qual and nobody on the range knew how to do it.

The 25-meter range is likely the first and only training/practice prior to qualification. After removing the rusting rifles jailed in the arms room since last qualification, Soldiers will get their first hands-on moments before attempting to nearo. The previous Four Fundamentals model attempted to remove the need to understand developing a Shot Process beyond stumbling through four simplified steps. Knowledge of basic ballistics and how sights work was removed beyond counting squares and looking at the arrow cartoons in each corner of the zero target grid.



The range was called hot to conduct a brief burst of three shots and then put on hold for an extended period to allow everyone to gawk at their target, instead of observing up range with optics as needed or using another, efficient approach. Given that ranges are typically cold 5-15 minutes for every single minute of shooting, many leave the ordeal as soon as possible. No attempt to practice or refine a Shot Process is attempted. Even if a Soldier wanted to train their Shot Process and knew how, having to stop for 5-15 minutes after every 3 shots makes efficient training impossible. Soldiers are asked how they “feel” about their zero before stumbling off to the qualification range.

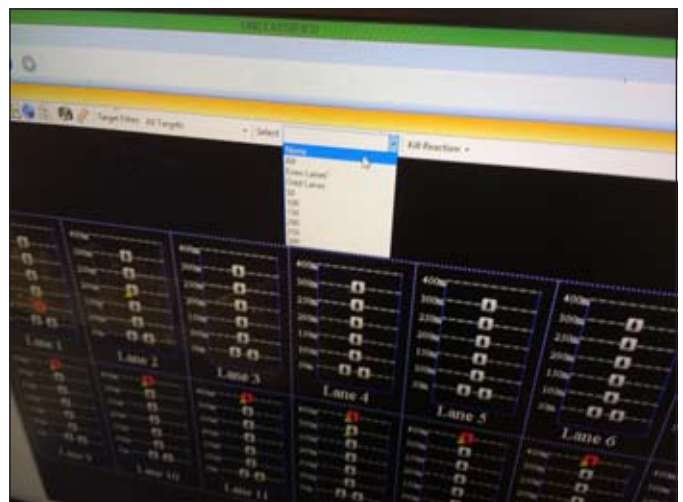
The various manufacturers of our Automated Record Fire ranges built in many useful features that Soldiers are never allowed to use. Range Operations personnel are either unaware of how to use any of these features beyond pressing the button to start the single, pre-programmed qualifi-

cation, or are unwilling to bother. Even those Soldiers that spend 5-10 minutes reading the equipment manual in the tower (and thus becoming more knowledgeable about the ARF system than some full-time Range Operations personnel) are forbidden from exploiting these features the Department of Army insisted upon and tax payers wasted good money on that never see use.

Instead, a paid button pusher “runs” the qualification range. Very likely, Soldiers are provided no opportunity to engage targets to validate their nearo established at 25 meters prior to shooting for record. Everyone that manages to hit more than 55% of the targets somewhere on the same qualification course of fire used on raw recruits during initial entry basic training passes. Those that don’t will have 40 more rounds thrown at them to fumble through the course again. No attempt will be made to diagnose problems or remediate skill; just shoot again (and again...) until at least 23 targets managed to be hit or we decide to cease the struggle.

None of this improves skill and it can never do so. Most Soldiers will fall to the level of inability they managed to during their initial introduction at Basic and likely stay there. Unless the individual Soldier takes it up as a personal project, such as by participating in shooting competition, most personnel will never improve beyond what they did at Initial Entry Training because that initial introduction will remain the totality of their marksmanship “experience” for their entire career.

Below: Current Automated Record Fire (ARF) ranges have a host of great features that most Soldiers never get to benefit from and range personnel usually do not understand or refuse to use.



Making Better

Complaints about being allowed only one attempt at qualification demonstrate that most Soldiers do not conduct solid training that yields objective improvement and don't know how. Both competition shooting and real life encounters allow only one attempt; there are no do overs. Qualification should mirror this.

Going to the qualification range must be viewed as a one-time demonstration of ability. The first and only attempt is the final score that Soldiers must live with for the next year. Period. Make the single, for-record qualification an event. Emphasize the Army standard is that only one attempt is allowed and the way many Soldiers are used to doing this is WRONG.

Allow all the practice necessary to be prepared for the main event. Are you certain your testing proves your weapon is well maintained and reliable? Is your zero truly good and confirmed at distance? And that your feelings about this are irrelevant? Have you practiced for the full course by working through position changes and reloads at speed? Have you fired a timed validation (a Postal Match is a good way to do this) that proves this has all been correctly done?

The only acceptable answer is a resounding "Yes!" to all the above followed by a confident first-time go. Anything less is a failure and it robs our personnel of the opportunity at readiness they deserve. [EFM](#)

Call For Articles

All 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 Contact: <http://ArmyReserveMarksman.info/public-affairs>

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>

<http://ArmyReserveMarksman.info/postal-match>

Public Affairs Change

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

I have been fulfilling the role of Public Affairs for the Marksmanship Program in an unpaid, unassigned, voluntary role. Despite AR 140-1 officially directing this as a Regulation requirement, neither USARC, OCAR, the Marksmanship Program, nor the Team fund managers are willing or able to support this.

AR 360-1 (Paragraph 2-4 and 8-3) now requires OPSEC Level II training. Because I am fulfilling this officially directed position with no support, I am not able to attend this in-residence course, and am now “unqualified” to continue meeting the requirement even as a volunteer.

Going forward, all Marksmanship Program Public Affairs are now hosted at:

<https://armyreservemarksman.info>

<https://www.youtube.com/user/USARvideo> 

Event Types

The types of events used by the Army Reserve.

To be a shooter, you need to go shoot. The Army Reserve Marksmanship Program needs shooter-instructors, personnel that are able and willing to share what they know and can perform well.

The best event is the one you attend. Shoot whatever you can. Pick something reasonably local (or conduct your own) that you like and go!

Military Sponsored Events

Army Reserve Marksmanship Program
Army Reserve Marksmanship Program

<https://www.usar.army.mil/ARM>

<https://ArmyReserveMarksman.info>

National Guard Marksmanship Training Center
<https://ngmtc.wordpress.com>

USAMU.com

World-wide Chief, Army Reserve Postal Matches

Per AR 140-1, these events are authorized for all Soldiers. The courses are simple and can be held during unit qualification on common Army ranges using issue targets already supplied. No additional resources or time need to be allocated. The idea is to provide an easy, first step into shooting beyond routine qualification. Training Circulars direct Validation exercises prior to Qualification and these courses readily serve that need. CAR Postal Match conducted during normal Qualification process serves as TC-mandated Validation, satisfying Training Table requirements.

Service Conditions (Combat)

Modern day combat matches have their beginning with the Commonwealth nations. The British Army Rifle Association (ARA) was formed in 1893 and is a public organization officially recognized by the British Army. In 1908 events featuring figure targets were introduced and Service, or combat, Shooting became its own discipline. The British Army Combat Shooting Team (BACST) is a branch of the ARA and forms teams to compete around the world.

These matches are not only great training but provide the best road for members of the armed forces to get involved in higher level marksmanship. Within the National Guard each state has a Small Arms Readiness Training Section (SARTS) tasked to put on events to choose teams to attend the Winston P. Wilson (WPW) Nationals at Camp Robinson, near Little Rock, Arkansas, held during the Fall of each year. The top Guard shooters comprise the All Guard team. The Army Reserve doesn't currently have a feeder system like this but the USAR shooting program has had a Combat Team since the early 1990's. The Active components, through the Army Marksmanship Unit and Marine Corps have fielded teams as well.

These local events culminate in international events held throughout NATO. Within the United States the biggest on-going international military combat match is AF-SAM (Armed Forces Skill at Arms Meeting) held in conjunction with WPW, typically hosting teams from seven or eight other countries.

Combat competition shooting has evolved over the years and some of these courses have been integrated into Commonwealth marksmanship qualifications. The targets we use in competition look the same but feature score rings. Figure 11 targets are full sized silhouettes depicting an aggressive bayonet-wielding foe. For rifle, the center point is surrounded by a six-inch V-ring, ten-inch five ring, and 18-inch four ring. A hit anywhere else on the target scores three points. The pistol version has smaller score rings, with a four-inch five ring, six-inch four ring, eight-inch three ring (no V-ring) with the rest of the target being two points.

Figure 12 targets, also used on rifle courses, has the same size score rings as the rifle Figure 11 but the target encompasses only the head and shoulders. Other targets include the Figure 14 (Sniper window target or "Hun's Head"), Precision Target (same target size as the Figure 12, but with more outer score rings and mounted on a KD screen) and steel targets for Fire Team Assault (falling plates) matches.

Military Combat Competition provides a unique, practical shooting challenge. Organized competition finds your best performers and here they must shoot issue guns, gear and ammo. The training benefit is obvious and the best

small arms instructors within the Army have consistently been top Combat competitors.

Civilian Hosted

Service Rifle, Service Pistol
 Civilian Marksmanship Program
thecmp.org/competitions

NRA
competitions.nra.org

Service Rifle

Service Rifle is conventional position rifle shooting (Standing, Sitting, and Prone), both for speed and precision, from 200 to 600 yards. As the name implies, the rifles used are issue service rifles with iron sights, accurized and modified slightly. The National Match Course is based on original rifle training courses and consists of the following:

10 shots Standing on the SR target at 200 yards in ten minutes.

10 shots Sitting on the SR target at 200 yards in sixty seconds. Shooters begin standing up and must reload during the string with eight rounds after shooting two shots.

10 shots Prone on the SR-3 target at 300 yards in seventy seconds. Shooters begin standing up and must reload during the string with eight rounds after shooting two shots.

20 shots Prone on the MR target at 600 yards in twenty minutes.

Snipers and Designated Marksman needing further marksmanship refinement MUST take up Service Rifle. You will learn a whole new level of accurate shooting. The best Sniper and SDM instructors have a Service Rifle background because the marksmanship skills learned there are superior.

Service Pistol

Service Pistol is conventional outdoor pistol shooting from 25 to 50 yards. All shooting is unsupported and with one hand only. As a marksmanship challenge and test of pure fundamental shooting skills Service Pistol has no peer. Competitors must train to deliver machine rest accuracy with everything from .22s to hard-recoiling .45s using optics and iron sights. Many of the events also require the use of service pistols with iron sights, accurized and modified slightly. The National Match Course is based on original pistol training courses and consists of the following:

Slow Fire. 10 shots Standing (One Hand) on the B-6 target at 50 yards in ten minutes.

Timed Fire. 10 shots Standing (One Hand) on the B-8 target at 25 yards. Shooters fire two strings of five rounds in twenty seconds each.

Rapid Fire. 10 shots Standing (One Hand) on the B-8 target at 25 yards. Shooters fire two strings of five rounds in ten seconds each.

Other Events

IDPA.com
 USPSA.com
 3GunNation.com
 IPSC.org
 WA1500.org
 NationalRifleLeague.org
 PrecisionRifleSeries.com
 IHMSA.org

<http://funshoot.com>
<https://firearmusernetwork.com>
<http://huntershooter.com>



Rifle Lethality

by CSM Michael E. Ball

Topic and Problem

All Soldiers aspire to live the warrior ethos. Every recruit who earns the title of Soldier recites a creed that charges him or her with upholding his or her individual lethality. Lethality amongst individual Soldiers is key to prevailing in a peer-to-peer conflict. The first task related to lethality that all Soldiers learn is rifle marksmanship. Soldiers then qualify on the Army record fire course annually. Yet, despite lethality's prominence in the Soldier's Creed and rifle marksmanship laying the foundation for a Soldier's performance on the battlefield, most Soldiers lack the basic skills to employ their weapons effectively.

The Army claims that it is modernizing. The Army established Army Futures Command. Futures Command promises new technology, artificial intelligence, and increased space and cyber capabilities. These programs sound promising, but there is no guarantee these projects will produce increased lethality for the warfighter. For example, according to the assistant project manager for future combat systems, one out of every three Army ground vehicles were supposed to have been robotic by 2015 (Byers, 2008). It is 2020 and the Army has very few robotic vehicles. Investment in marksmanship, on the other hand, provides an immediate return.

The hardest task a Soldier attempts with his or her rifle is hitting a NATO E-type silhouette target from 300 meters away while lying in the prone position. An E-type silhouette target is approximately six square feet in size in the shape of a human torso and head. All a Soldier has to do is hit anywhere on the target. Headshots, center mass hits, and shots that barely catch the edge of the target all score the same. Major Erhart (2008) reports NCOs returning from Afghanistan claim that the M4 carbine is ineffective at ranges beyond 300 meters. Current training standards do not provide the level of expertise required to support those claims.

Problem Statement

Twenty years of fighting comparatively underequipped and undertrained marksmen has given the Army and Marine Corps a false sense of marksmanship ability. As the potential of a near-peer conflict continues to rise, the joint ground forces must consider current limitations in weapons training methodologies (Aguilastratt et al., 2018). Modernization priorities will garner attention and resources, meaning NCOs must lead the effort to increase Soldier lethality.

Research Questions and Strategy

1. Does the Army's current rifle qualification prepare Soldiers for a near-peer fight?
2. How can the Army increase rifle proficiency amongst conventional forces?

The author intends to conduct a qualitative study on this topic, guided by the research questions, by analyzing current Army rifle standards and near-peer threat capabilities to determine if additional, or alternate, rifle training is required.

Literature Review

The review of the literature revealed three themes. These include maximizing the potential of the weapon system, increasing shooting knowledge among regular Soldiers, and achieving small arms weapons overmatch against near-peer threats. By understanding Russian capabilities, it is possible to analyze current marksmanship doctrine to determine potential shortcomings in the approach to training.

Achieving weapon system capability

The mission of the U.S. Army is to fight and win the nation's wars. At its most basic level, warfare depends on the ability to inflict punishment on the enemy while protecting the friendly forces. In the infantry fight, this is weapons overmatch. The current Army rifle

qualification maxes out at 300 meters from the shooter to the target. However, the maximum effective range of the service rifle is 550 meters. According to Liwanag (2006), improvements in ammunition and sighting systems have made closing that 250-meter gap, between the standard and the capability, easier than ever. Erhart (2015) points out that twenty years ago it was rare to see a magnified optic on a general issue weapon. However, advanced combat optic gunsights (ACOG) are commonplace, even amongst reserve forces. Similar to the advance in sighting systems, service grade ammunition has vastly improved. Despite these advances, the Army has neglected to upgrade the handguard/rail system to a free-floating system. A free-floating rail system, combined with magnified optics and improved ammunition would dramatically increase the average Soldier's hit probability at distances beyond 500 meters.

Increasing Soldier knowledge

Modern equipment and ammunition are only tools. A tool is useless in the hands of an ignorant operator. Similar to the rollout of the Army Combat Fitness Test (ACFT), the Army needs to invest an entire information campaign directed at increasing individual rifle marksmanship. According to Anglin (2018), even Drill Sergeants, the primary marksmanship instructors for all Soldiers, lack a basic understanding of entry-level marksmanship topics like ballistics and minute of angle (MOA). This observation is not new. According to Liwanag (2006), in a study from 1980, Drill Sergeants could not make simple corrections related to the fundamentals of marksmanship. The problem is often worse in the regular Army. Due to the current rifle qualification, introduced originally in 1958, Soldiers lack the confidence and requisite knowledge to engage targets effectively more than 300 meters away. According to Aguilastratt, Facchini & Ahle (2018), limiting rifle practice to sixty-percent of the weapon's capability does not prepare Soldiers for a fight with a near-peer adversary.

Countering threat capability

The potential for multi-domain operations against a near-peer competitor demands considerable resources to address capability gaps. Improvements to our rifles and marksmanship culture would come at a cost. That cost could come at the price of other worthwhile systems or product improvements (Byers, 2008). What threat capability makes extending the average rifleman's proficiency so important? According to the Asymmetric Warfare Group (2016), the answer is enemy sniper tactics, techniques, and procedures. In their conflict in the Ukraine, Russia employed entire platoons of snipers to fix Ukrainian forces for artillery attack. Additional confidence in the primary weapon system would give Soldiers increased freedom of maneuver. Liwanag (2006) notes that in interviews with Soldiers returning from Iraq, Soldiers feared crossing open areas because they doubted their ability to engage the enemy with effective fire. Again, the weapon is capable, but the Army's training philosophy fails to address the operational realities.

Summary of Findings

The Army has a serious marksmanship problem. Two major areas contribute to the problem. The standard issued equipment has sub-standard accuracy compared to other NATO nations. The training methods do not provide Soldiers with the necessary ability and confidence to gain weapons overmatch.

Links to Professional Practice

Rifle marksmanship is the first battle-focused task taught in basic combat training. Drill Sergeants and cadre spend a significant amount of time on training Soldiers to engage the enemy

with the carbine. It is important that Soldiers finish the rifle marksmanship period of instruction feeling confident in their weapon and their personal marksmanship abilities.

However, while confidence is important, the training cadre must also understand the limitations of the current approach to marksmanship. The current standard allows Soldiers to qualify while avoiding targets more than 200 meters away. Soldiers have accepted 200 meters as their personal effective distance. This means Soldiers have accepted a personal effective distance that is only forty percent of the weapon's effective distance. This obscene lack of marksmanship ability should motivate instructors to push Soldiers harder on the range. It should also push senior leaders to seek out additional training resources for their marksmanship instructors.

Links to Policy

The Army should focus marksmanship reform on two areas, improving carbine accuracy and reintroducing known distance ranges for rifle practice. The Army can also improve the current version of the M4 dramatically by adding a free-floating handguard. Reintroducing known distance ranges would allow Soldiers to test their precision out to the maximum effective range of the M4.

The current version of the M4 does not have a free-floating handguard. This means that pressure applied to the handguard, such as pulling down during prone firing or while resting the handguard on a barricade, affects the barrel. The results of which will shift the impact of the bullet. This is barrel flex.

A non-free-floating handguard combined with an optic, such as the close combat optic (CCO) or ACOG, makes for a less than ideal weapon platform. Unlike iron sights, which have a rear and front sight component, the single point of reference using a CCO or ACOG means the

shooter does not perceive barrel flex. The Army can eliminate this problem by retrofitting existing M4s with free-floating handguards. Making this simple change will dramatically increase a Soldier's personal effective distance, which they will prove on the known distance range.

The current record fire qualification does not emphasize precision. As mentioned, the target is six square feet in size and center-mass hits count the same as shots that barely graze the target edge. This discourages Soldiers from valuing accuracy, and building confidence as riflemen.

Actually, it is worse than that. Soldiers have no way of knowing if they hit where they were aiming because there is no feedback. Before the addition of pop-up ranges, Soldiers qualified on known distance ranges. The targets were made of paper, which allowed the shooter to see exactly where their rounds hit the target. Unlike current record-fire ranges, which max out at 300 meters, many known distance ranges extend to 500 meters or more. These ranges are perfect for the best test of individual marksmanship skill in the Army's inventory, the combat excellence-in-competition (EIC) rifle match.

The combat EIC rifle match is a holistic test of rifle mastery. Soldiers shoot the EIC match on a known distance range at paper targets. The match includes firing ten rounds each from the 400, 300, 200, 100-yard lines and a ten-round close quarters battle stage. The match emphasizes prone, kneeling, and standing shooting positions. The EIC match also incorporates magazine changes and 25-yard rushes to each yard line.

The Army could use the EIC match in two ways. The first way is to replace one of the two annual weapons qualifications with the EIC match. Soldiers could alternate between the standard record-fire and the EIC match every six months. Another way is to use the EIC match

as the practice record fire during rifle qualification. By practicing in competition, Soldiers would be encouraged to focus on accuracy, without the pressure of it being their final record.

Conclusion

The Army made dramatic and expensive choices in improving the carbine with the introduction of optics but left out a key component, which is a free-floated handguard. Soldiers lack the ability to gain weapon overmatch and often cannot hit targets beyond 200 meters. Army training standards should incorporate weapon ranges that are closer to the weapon's maximum effective distance. Rifle marksmanship in the Army leaves a lot on the table, even after twenty years of continuous war.

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Retention Via Readiness

#RetentionViaReadiness

Increasing Retention and Improving Readiness
with existing, cost-effective Army Reserve programs



Retention Via Readiness



- Retention is essential to preserving morale and unit readiness
 - Soldiers that *want* to stay are more motivated
- Avoids costs of training replacement personnel
 - Army Recruiting Command: \$18,000/Soldier *before* IET
 - IET and AIT: \$42,000-\$50,000 minimum
 - **\$60,000** or more before reporting to their first unit



Retention Via Readiness



Bonuses: Not the only Incentive

- Bonuses are cheaper than training a replacement
- Bonuses are a bribe
 - Money incentives keeps some Soldiers, begrudgingly



Retention Via Readiness



Other Incentives

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



Retention Via Readiness



Create Incentives

- Increase opportunities to be a Military Professional (do “Army things”)
- Increase Soldier relationship opportunities (doing “Army things” with fellow Soldiers)
- Promote these opportunities to all Soldiers and units
- Promote Soldiers and units that take initiative to use these opportunities



Retention Via Readiness



Create Incentives

“For this upcoming Battle Assembly, the Commander is authorizing your attendance at a local sporting event.”

“The unit will pay all your entry and equipment fees for attending and count this as attending drill.”

How would most Soldiers react to their unit doing this?



Retention Via Readiness

Create Incentives





Retention Via Readiness

Create Incentives





Retention Via Readiness



Incentive Program Already Exists

AR 140-1, Chapter 7

- 7-1. Introduction
 - Improve the skill of Soldiers in use of their individual weapons.
 - b. Instill confidence in the Soldier.
 - c. Provide mobilization/readiness assets for combat readiness.
- 7-2. Responsibilities
 - a. The Chief, Army Reserve, will—
 - (11) Conduct the World-wide Chief, Army Reserve Postal Matches.



Retention Via Readiness



Incentive Program Already Exists

World-wide Chief, Army Reserve Postal Matches

- Can be used for any skill set
- Makes Readiness an Intramural and Extramural sport
- Encourages Soldiers to do “Army things”
- Encourages relationships of Soldiers doing “Army things” together



Retention Via Readiness

Incentive Being Improved



Army Reserve Marksman

USAR Marksmanship Newsletter

Home Earn a Star About Service Rifle Service Pistol
 Service Condore (Contest) Mobile Training Team Action/Practical Video Page
 Army Reserve Postal Match USAR Marksmanship Awards Public Affairs Downloads
 Annual Reports Rulebooks

Score Event Descriptions Earn/Star

ACTT Tabulator!

Year	Class	Category	Final		Power Stone		Ball Rifle Pl.		Sporting Clay		Log Book		The 500 Yard		Total
			High	Power	Score	Power	Score	Power	Score	Score	Power	Score	Power	Score	
2016	RD2	D	20	0	11	0	0	0	23	0	11	0	13	0	423
2016	RD1	Non	19	0	0	0	0	0	23	0	11	0	13	0	418
2016	RD1	1	20	0	11	0	0	0	23	0	11	0	13	0	493

Small Newsletter
 Subscribe to Army Reserve Marksman by Email (via Feedburner.com)
 Subscribe in a reader
 U.S. Army...
 Upcoming Events
 All Army...

Visualize layout shifts
 Press Control+Shift+P, then Show Rendering, and enable Layout Shift Regions to visualize content shifts.

Lighthouse 5.1 in the Audits panel
 New audits for checking for HTML instability on iOS, keeping resource counts low, and more.

OS theme syncing
 DevTools now automatically switches to its own dark theme when it detects an OS in dark mode.

Keyboard shortcut for opening the Breakpoint Editor
 Press Control+@ when focused in the editor.



Retention Via Readiness



Incentive: Reframe Readiness

- 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



Retention Via Readiness



Incentive: Reframe Readiness

- Recognized by Chief, Army Reserve
- Army Hexathlon (ACFT Challenge), annual Army-sponsored competition
 - Free entry fee
 - Sponsored/paid attendance
 - Relevant competitive Categories for every Soldier
 - Intramural sport
 - Extramural sport
- Army Postal Match, annual Army-sponsored competition held at Qualification
 - Free entry fee
 - Sponsored/paid attendance
 - Intramural sport
 - Extramural sport
 - Excellence In Competition/Distinguished Program
 - Invitation to attend bigger events (All Army, AFSAM, Interservice, etc.)
 - Possible invitation to Army Reserve Marksmanship Program



Retention Via Readiness

Readiness Improvement New Physical Fitness Test Guidelines/Goals

U.S. Army Center for Initial Military Training study:

- Previous APFT 39 percent predictive of a Soldier's ability to do his or her job
- New ACFT is over 80 percent predictive
- Wider holistic health and fitness effort

- Testing is more relevant to military tasks in the field
- Improve overall strength while maintaining endurance
- Injury prevention/reduction
- No injuries:

https://www.army.mil/article/229128/jackson_trainee_maxes_army_combat_fitness_test/



Retention Via Readiness



Readiness Improvement New Training Circular/Qualification Goals

- New TCs teach expanded Shot Process model
- New TCs teach encourage more coaching and shooting
 - Six Tables with Validation exercises in each
- Qualification is more relevant to shooting in the field
- Postal Match occurs during normal Qualification and can serve as TC-mandated Validation for Training Table requirements



Retention Via Readiness



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/>



Retention Via Readiness



Retention Improvement

“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.”

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



Retention Via Readiness



Retention Improvement

“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/>



Retention Via Readiness



Retention Improvement

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 underutilized.”

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



Retention Via Readiness

#RetentionViaReadiness

Retention Via Readiness can be had using our existing, low-cost programs, but only if Soldiers and units are made aware this benefit exists.