USAR Marksmanship Program Event Report

Useful information needed for every story or release to be complete. Submit to USAR Marksmanship Program Public Affairs:
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Who was there? Identify key personnel by Rank, First Name, Last Name, Assigned Unit, and the Major Command they serve under. Identify units/commands involved at the event. List of Major Commands in the U.S. Army Reserve: https://www.usar.army.mil/Commands/

When did the event happen?

Where did the event happen? Name of the military facility, range, and nearest city/state.

Why were you there? Name the event, match, training/Mobile Training Team purpose, etc.

What happened? List event accomplishments such as team and individual wins or noteworthy finishes, awards earned, units and number of personnel trained, etc.

Quotes Include some quotes about the event. Include each person's Rank, First Name, Last Name, Assigned Unit (Major Command)

Ideally, quote the NCOIC/OIC, Team member, Match director (if the event was a match), leadership of unit(s) trained, trainees, etc.

Include one or two high resolution digital pictures from the event. Use a decent camera or cell phone set on the highest image resolution setting.

Caption each photo. Identify each person in the photo (First Name, Last Name, Assigned Unit, Major Command) and what they're doing in the picture.

Picture ideas:
- Photo of team members in attendance.
- Photo of team/individual awards or trophies.
- Action shot of Marksmanship Program personnel shooting or instructing.
- Action shot of personnel trained (MTT)
Intent: Earn increased positive publicity for our Marksmanship Program throughout the entire Army Reserve and the public at large.

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

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

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

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

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

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

Before the event or training begins, create a Google Document at https://docs.google.com and install the Google Docs (Google LLC) productivity app on your phone or smart device linked to your free Google account. If you have a Gmail address, you already have an account. You also probably already have this app, especially if you’re using an Android device.

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

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

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

Use https://www.pushbullet.com or https://messages.android.com or https://www.imobie.com/anytrans or simi-

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

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://www.usar.army.mil/ARM 1
lar to create, read, copy, write, and send text messages (single SMS and group MMS) and info from your computer/laptop and your phone.

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

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

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

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

Write any additions to the document only under your name. That organizes who added what and ensures nobody is overwriting anyone else.

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

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

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

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

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

Let’s get it done!
Improved Marksmanship Program

Sgt. 1st Class John M. Buol Jr.

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

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

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

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

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

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

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

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

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

ACFT Grader-Instructors

The Army wisely instituted a grader-instructor certification program for the pending Army Combat Fitness Test. This program has three levels, ranging from a locally-conducted Level I one-day Grader certification (needed to test your unit) with Level II and III requiring formal instruction by the U.S. Army Physical Fitness School or U.S. Army Center for Initial Military Training. Currently, more than 6,000 Soldiers have received formal ACFT Level II-III Grader Validation training from one of the ACFT teams for a test that won’t be formally for record until FY 2021.

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

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

Army Reserve Stats

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

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

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

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

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

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

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

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

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

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

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

Having pre-made PM&E teaching material and a quiz for Table I means the USAT doesn’t have to create them from scratch. A list of exercises and drill procedures for Table II and III provides them a pre-built plan to present that can be tweaked if needed for their unit. Videos and short articles addressing common myths or describing how an improved zero range works, various Validation and remedial exercises, Postal Matches, etc. makes it easier to show an improved approach to training.

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

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

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

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

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

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

Let’s get it done! Armour

http://www.usar.army.mil/ARM