

# 培訓傑出戰士-新訓制度的改革與豐碩效益

(BUILDING BETTER SOLDIERS : SIGNIFICANT RETURNS EXPECTED WITH EXPANDED INITIAL-ENTRY TRAINING)

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For the first time in over 43 years, the U.S. Army Infantry School at Fort Benning, Georgia, has overhauled One-Station Unit Training for initial-entry infantry soldiers. The familiar 14-week training model dates to 1978 and remained relatively unchanged for over four decades.

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位於美國喬治亞州本寧堡(Fort Benning)的陸軍步兵學校 43 年來，首次對於剛入伍的步兵新兵進行「一訓到底」之全面性革新訓練。原來大家熟悉的 14 週新訓模式，自 1978 年起，這 40 年來一直未曾改變。

Now 22 weeks in duration, this new and improved initial-entry training intends to achieve more than familiarization in core infantry tasks. Instead, the new and expanded program of instruction focuses on achieving expertise. Soldiers leaving Fort Benning will arrive at their first units of assignment ready to deploy, fight and win on today's battlefield.

此項創新的入伍訓練作法，將訓練期程調整為 22 週，旨在提高新兵對步兵核心技能的熟悉度。改良後的訓練課程，不僅能習得核心技能，更有助於新兵結訓離開本寧堡後到新單位報到時，學以致用，能立即投入戰鬥部署，於現代戰場克敵致勝。

While initial results are anecdotal, the strong performance of the first cohort of 22-week One-Station Unit Training (OSUT) graduates in their gaining units validates the Army's sizable investment in more extensive training. The addition of eight weeks to the program of instruction requires additional NCOs,

officers and resources in order to produce the approximately 20,500 infantry soldiers required annually for the force.

雖然初步成效仍未正式公佈，但首批 22 週「一訓到底」的結訓新兵，在新單位接受檢閱時的出色表現，證明此一多面向的訓練投資已見成果。多增加的 8 個星期訓練期程，需投入額外的軍、士官幹部及資源，以培訓出陸軍每年需求約 20,500 名的步兵戰士。

## **Honing Drill Sergeants' Skills**

### **精進教育班長的本職學能**

Considering this investment in people and money, the Infantry School emphasizes the importance of achieving a long-term return on the investment measured not solely in the new soldiers reporting for duty. Notably, this manifests in honing the skills of drill sergeants. This too will improve the readiness of the Army writ large when talented NCOs return to their formations following assignments “on the trail.”

鑑於人力及預算的鉅額投資，步兵學校強調獲得長期回報之重要性，不僅單就新兵的任務能力來作評估，同時也呈現出教育班長在專業技能的精進作為。當學有專精的士官幹部回到各自工作崗位，展現應有的工作水準時，亦將大幅提升陸軍的戰備能力。

Twenty-two weeks with a cohort of 200 trainees requires both focus and stamina. In the legacy OSUT course, drill sergeants exerted a degree of control over all aspects of trainees' lives that is difficult to sustain over the extended program of instruction. Acknowledging the natural increase in maturity that occurs over time in OSUT, the leadership of the 198th Infantry Brigade approached the relationship between instructors and trainees in a different manner. Receiving additional training at Fort Benning following completion of the U.S. Army Drill Sergeant Academy at Fort Jackson, South Carolina, drill sergeants learned “how to think” and “how to teach.” This includes instruction in training doctrine within a gender-integrated infantry course. In addition, introducing peer evaluations provided opportunities for candid feedback and peer leadership among trainees.

22 週訓練期間，這批 200 名訓員皆付出高度的專注力及體力。在「一訓到底」訓練課程中，教育班長們對訓員的全部學習與生活細節，僅能施予一定程度的掌握，而難以全部掌控到底。步兵 198 旅的管理幹部以不同的領導統御作法，處理教官與訓員的關係，得以見識到訓員們在「一訓到底」的過程中，隨著時間累積，自然展現出來的訓練成果。在南卡羅來納州傑克遜堡的美國陸軍教育班長訓練班結訓後，這些教育班長們還要到本寧堡接受其他培訓課程，學習“如何思考”與“如何執行教育訓練”，包括如何將訓練理論灌注到步兵性別整合

課程中。除此之外，還包括教導訓員如何運用「同儕考核」的機會，對不同性別之訓員進行彼此間的考評作為。

As the new soldiers learned more about both followership and leadership, the cadre identified peer leadership opportunities for them, entrusting them with rudimentary responsibilities throughout the course. For the first time, initial infantry training allowed privates to practice formal and informal leadership in addition to training on their fundamental skills. Relieving drill sergeants of managing simple tasks allowed for increased training opportunities and allowed the NCOs to focus on mitigating risk.

隨著訓員逐漸學會「被領導」及「領導作為」等能力後，隊職幹部會在訓練期間給予訓員擔任「實習幹部」的機會，訓練他們如何承擔領導責任。此舉係首次在步兵入伍訓練中，除了學習基本技能外，還可以練習正式及非正式的領導作為，減輕教育班長在管理實務上的負擔，使士官幹部更能專注於訓練風險的管控作為。

## Need for Change

### 變革需求

The tenets of the National Defense Strategy outlining the urgency to regain overmatch against near-peer adversaries served as an impetus for change. In addition to modernizing equipment, the revision of Infantry One-Station Unit Training was an integral component of then-Army Secretary Mark T. Esper's intent to prepare the Army for future large-scale ground combat operations in multidomain environments. Recognizing that infantry soldiers comprise 4% of the Army specifically intended to close with and destroy the enemy, 90% of casualties are from this same "close-combat force."

《國防戰略》宗旨，指出重獲擊敗「實力相當對手」機會的急迫性，並將其作為陸軍變革的動力。除了裝備現代化之外，對步兵「一訓到底」的革新創舉，也是時任陸軍部長的馬克·艾斯伯（Mark T. Esper）為培養美軍未來在多領域環境中，進行大規模地面作戰的整體作為之一。此舉係有感於陸軍在近戰殲敵戰鬥中，步兵戰士雖僅佔了 4%，但是 90% 的人員傷亡是來自於此一“近戰部隊”。

During last October's Association of the U.S. Army Annual Meeting and Exposition, Esper explained that the expansion of OSUT by two additional months makes it "the longest and hardest in the world." While foundations of marksmanship, physical fitness and discipline remain, OSUT now certifies, rather than familiarizes, infantry soldiers in combat lifesaver skills, individual day and night land navigation, Army Basic Combatives (Level 1) and urban

marksmanship. In addition, trainees march over 80 cumulative miles under heavy loads and learn how to operate various infantry vehicles.

在去年 10 月舉行的美國陸軍年會暨展望會議時，艾斯伯部長解釋：「一訓到底」的新訓作法延長了 2 個月訓期，使其成為「全世界最長、最艱苦的訓練。」雖然射擊技巧、體能訓練及紀律要求，仍是基礎訓練項目，但步兵戰士經過「一訓到底」之新訓洗禮後，不僅熟悉，更通過戰場救生員技能、單兵晝夜間定向越野、基礎格鬥及城鎮應用射擊等合格簽證。除此之外，訓員更須負重連續行軍 80 哩(約 128 公里)，並且學會操作各種步兵車輛。

Tactical units have long demanded better training from infantrymen trained at Fort Benning. Many officers and NCOs were dissatisfied with newly arrived infantrymen, some of whom struggled mentally and emotionally to cope with arduous training or pending deployments. This required gaining units to spend valuable time building basic proficiency in advance of collective training. This time spent on retraining individual tasks detracted from what limited time units had to achieve their own collective proficiency. The recent investment in expanded Initial Entry Training is intended to minimize the costs incurred by units in the field.

長期以來，戰鬥部隊一直要求步兵學校能訓練出優質的步兵戰士，雖然部份新兵在艱難的訓練中挺過生、心理煎熬，並有能力面對後續的戰鬥部署，但許多軍、士官幹部仍不滿意剛獲撥的新兵素質。這讓新兵接收單位，在實施部隊訓練之前仍須花費寶貴時間，建立戰場抗壓，如此一來，將限縮了原本有限的專精訓練時間。最近對延長“入伍訓練”所作之投注，其用意在於減少部隊在戰場上需付出的血汗代價。

## **Demanding More From Trainers**

### **更多的師資種能需求**

Representing the top 10% of their peers, the Army specially selects qualified NCOs and trains them for 10 weeks at the Drill Sergeant Academy before they meet their first trainee. Drill sergeants bound for Infantry OSUT following graduation from the Drill Sergeant Academy will receive additional certification hosted by the 198th Infantry Brigade.

陸軍從符合資格的士官幹部中，挑選前 10% 表現優秀且能勝任這項任務的士官，將他們送至美國陸軍教育班長訓練班，進行為期 10 週的訓練來精進他們的專業領域。結訓之後，這些教育班長將前往執行「一訓到底」訓練任務的步兵 198 旅，接受額外的專長認證課程。

The additional skills include graduation from the Master Marksmanship Trainer Course, also at Fort Benning. This challenging course trains drill

sergeants to become expert coaches of shooters, as well as to improve their own marksmanship skills. The credentials from the marksmanship course also allow them to subsequently implement the new Integrated Weapons Training Strategy when they report to their units following drill sergeant duty.

這些專長包含步兵學校的特等射手師資班，該培訓課程除能提升教育班長們的射擊技術外，並有助於渠等成為專業的射擊教官。另此一專長資格，亦將讓教育班長於歸建後，具有足夠的能力執行新式步兵武器整合訓練作法。

In addition to completing the marksmanship course, NCOs supporting Infantry OSUT will conduct Master Resilience Training, providing them with additional tools to influence, counsel and inspire infantry trainees who might have otherwise quit needlessly. The U.S. Army Training and Doctrine Command's Army Common Faculty Development Course is also a new requirement, improving drill sergeants' abilities to teach, coach and mentor in a manner that facilitates quality learning in small groups.

除了完成射擊師資訓練課程外，身為步兵「一訓到底」訓練任務的士官幹部，亦將接受專業級的心理輔導培訓，使他們具備從事心理咨商、輔導及潛能激發等專業技能，減少訓員非必要因素導致之退訓案例。美國陸軍訓練暨準則司令部所屬陸軍通識技能開發課程的成立宗旨，亦是在增進教育班長具有運用小班制，執行教、訓、測及心輔等能力。

New character development training and certifications in the tactical level of the U.S. Army Combatives Course round out their preparation to serve within an Infantry OSUT battalion.

美國陸軍格鬥訓練班的戰術層級課程，也為教育班長在「一訓到底」步兵營中，擔任教官角色所需具備的近戰格鬥技能與資格，備妥了培訓課程。

With implementation of the new OSUT program of instruction, gone are the days of attrition-based training occurring over the course of 14 weeks. While attrition of some recruits not suited for military service continues, the 198th Infantry Brigade adopted an approach of developmental leadership, improving both confidence and technical proficiency. Where competence is the entry point for effective training, drill sergeants teach first, allowing more time for better instruction.

隨著「一訓到底」訓練作法的實施，傳統 14 週的新訓模式已不復見。雖然仍持續有一些因不適服而退訓的新兵，步兵 198 旅採用開發領導能力之方式，強化新兵的信心及職能專長。而訓練成效的良窳，取決於教育班長的適任與否，因此為了提升訓練效益，教育班長亦要邊訓邊學，與新兵一起成長。

This approach does not mean the training is easy. To the contrary, this approach acknowledges that confidence, the goal of effective training, requires tough training to achieve high standards, and includes opportunities to fail. Failure and friction produce infantry soldiers who grow and succeed from the process. Through all aspects of training, infantry drill sergeants inspire this “fail forward” philosophy by demonstrating patience and persistence themselves. In leading by example, they become better NCOs who will ultimately serve as superb infantry platoon sergeants and Special Forces team sergeants.

前述作為意味著教育班長培訓成果，並非一蹴可及，目標在建立幹部的信心，以提升訓練效益，而這需要透過勤訓苦練方能達標，過程中亦包含失敗的機率。因為訓練過程中的失敗與挫折，有助於步兵戰士茁壯並從中吸取成功的經驗。藉由多方面的磨練，教育班長展現自身的耐心及毅力，並激發出“失敗為成功之母”的理念。以身作則，使他們之後不論任職於基層步兵排副排長或是特戰部隊的小隊長，終將成為出色的士官幹部。

## **Realizing Mission Command Early**

### **儘早實現任務式指揮**

Mission Command is the Army’s philosophy of leadership exercised through command and control of subordinates in a setting underpinned by trust and reinforced through intention-driven communication. While Mission Command was not a primary objective for the 22-week Infantry OSUT pilot course in 2018, it proved to be a valuable aspect of the approach to an expanded OSUT.

任務式指揮是陸軍的領導統禦理念，係在信任部屬狀況下，藉堅定之意願驅使溝通，遂行指揮掌握作為。雖然 2018 年試行 22 週的新兵「一訓到底」訓練模式，任務式指揮尚不是主要課程的目標，但最後證明，此一全方位新訓作法，具有不容磨滅之價值。

The U.S. Army Research Institute for the Behavioral and Social Sciences, known as ARI, studied trainees’ peer evaluations designed to measure assessments of others’ leadership behaviors and retention of training. As mentioned previously, leadership within the 198th Infantry Brigade used peer evaluations to identify peer leaders among the strongest performers. Cadre designated trainees to serve as team leaders, squad leaders and platoon sergeants and wear highly visible shoulder patches designating the rank appropriate to their new positions. Drill sergeants provided rudimentary leader training, coached the importance of approach to ensuring accountability, taught precombat inspections, and coached how to properly supervise others.

美國陸軍行為與社會科學研究所（ARI）研究「同儕考核」作法，用以評估訓員的領導統御作為及訓練成果。如前所述，步兵 198 旅的領導幹部運用「同儕考核」，在訓員間辨識出具領導特質者。幹部指定訓員來擔任伍長、班長及副排長，並配戴與職務對等之階級肩章以資識別。教育班長教授訓員基本的領導技能，教導他們如何善盡職責、執行戰備檢查以及如何正確督導下屬，而不是只會挑剔找麻煩。

Armed with these insights, trainees assumed increased responsibilities in each of the progressive phases of the course. Both the cadre and ARI collected feedback at the end of each training phase. Drill sergeants counseled trainees, then promoted or demoted them based on their performance and other trainees' feedback. The infantry trainees learned followership early, in addition to basic leader tasks. In short, they learned Mission Command. This phenomenon became one of the greatest mechanisms for both personal and professional growth.

具備上述學能後，在每一階段的課程中，都會加重訓員的責任。各階段課程結束時，幹部及社會科學研究所，都會收集評估報告。教育班長諮詢訓員，根據他們的表現與其他同儕所回饋的評估，作為訓員們的晉升或降級依據。如此一來，訓員除了學習服從領導外，還要學會基本的領導技能。總之，他們學會了任務式指揮，此作法成為個人成長及專業增長的最佳機制之一。

In addition to teaching leadership skills, the new 22-week OSUT also addressed organizational changes that better facilitated effective Mission Command. This included a higher instructor-to-student ratio of one leader to 12 infantry trainees. The previous leader-to-led ratio was 1-to-20, straining the effective span of control for the cadre.

除了教授領導技能外，新式為期 22 週的「一訓到底」訓練作法，強調有利任務式指揮的組織性變革，其中師生的配比，也就是教官與訓員的比例，由之前的 1 比 20，改成 1 名教官教導 12 名訓員，使幹部能更有效地掌握訓員的學習與生活狀況。

Increasing drill sergeant manning from 12 drill sergeants per company to 16 drill sergeants enables better small-group instruction and facilitates learning. With enough drill sergeants on hand, cadre can conduct crucial concurrent training that enables future training requirements. Combined with the Army's authorization to assign lieutenants to the brigade as infantry training platoon leaders, the OSUT environment more closely mirrors formations that trainees will join and that instructors will return to.

每個連隊的教育班長人數由 12 名增加到 16 名，有助於小組化訓練及強化學習效果。此外，擁有足夠的教育班長，幹部可以在訓練新兵的同時，同步進行教官的交織訓練，滿足後續的師資種能需求。另陸軍將少、中尉級軍官指派至新訓旅，擔任訓練實務的排長職務，讓「一訓到底」的學習環境，能緊密符合訓員成長及教官培訓的雙重需求。

Lastly, Infantry OSUT now has the resources and instructors necessary to effectively implement combat lifesaver certification, the Army Combat Fitness Test, and the Army's new rifle, pistol and machine gun courses of fire into the curriculum. Infantry trainees also have access to simulations training, including both the Engagement Skills Trainer and the newly fielded Squad Advanced Marksmanship Trainer.

最後，步兵「一訓到底」訓練課程目前擁有教授陸軍戰場生存技巧、戰鬥體適能鑑測以及新型手、步槍與機槍射擊等課程，所需的資源與師資。訓員更接受包括“接戰技巧”與新近建置的進階版“班應用射擊”訓練模擬器等課程。

This new model of OSUT force structure and program of instruction will lead and inform other branches of service in the coming years.

這項全新「一訓到底」訓練的組織架構與課程計畫，在未來的幾年中將是其他軍種與兵科效法學習的對象。

The Infantry School, in conjunction with the Maneuver Center of Excellence, will continue to evaluate the transformation of OSUT through 2019 and into 2020. With a plan to execute 10 22-week courses through this year, the Infantry School will no longer conduct the final 14-week program in the next fiscal year.

2019 至 2020 年間，步兵學校與戰鬥兵訓練中心，將持續評估「一訓到底」訓練的轉型成效。另隨著今年 10 個梯次，以 22 週「一訓到底」訓練計畫的生效，步兵學校從明年(2021)度起，將不再執行原來的 14 週新兵訓練課程。

Acknowledging the investment necessary to produce more skilled and lethal infantry soldiers, it is important that this revised OSUT similarly benefit leaders, both NCOs and officers, in a manner that returns them to the force better from the experience.

鑑於，沒有足夠的資源投注，培養不出幹練且無堅不摧的步戰雄兵。改良版的「一訓到底」訓練模式深具重要性，訓員會將成果帶至部隊，而不只是經驗空談，所有軍、士官領導幹部皆因此受益，互蒙其利。

The reward for investing in our enlisted infantry soldiers and sergeants outweighs any risks. Everyone who enters the gates of Fort Benning is either

a leader or a future leader. This investment will grow significant returns in the years and decades to come.

揖注在步兵戰士及教育班長的投資，成效預期可見，不具任何投資效益風險。走進本寧堡大門的每個官兵，不是現在的領導幹部，就是將來的高階指揮官。因此，在未來的數十年中，這項投資將會獲得很可觀的成果回報。

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## **Brig. Gen. Dave Hodne**

Brig. Gen. Dave Hodne is the chief of Army Infantry at Fort Benning, Georgia, and director of the Soldier Lethality Cross-Functional Team within the U.S. Army Futures Command.

戴夫·霍德恩 (Dave Hodne) 准將，喬治亞州本寧堡陸軍步兵學校校長，也是美國陸軍未來司令部的跨職能戰士殺傷力研究小組負責人。

## **Col. Dave Voorhies**

Col. Dave Voorhies is commander of the 198th Infantry Brigade, Infantry One-Station Unit Training, Fort Benning. Previously, he commanded the 1st Battalion, 12th Infantry Regiment, Fort Carson, Colorado. Commissioned from the U.S. Military Academy at West Point, New York, in 1995, he has served four combat deployments.

戴夫·沃爾希斯 (Col. Dave Voorhies) 上校，係本寧堡負責步兵「一訓到底」訓練任務的步兵 198 旅旅長，曾任職科羅拉多州卡森堡第 12 步兵團第 1 營營長。他畢業於美國紐約西點軍校 1995 年班，曾 4 度奉派戰鬥部署任務。