

Maximizing Training Opportunities Across a Company in a Resource-Constrained Environment 在侷限條件下如何使連級訓練極大化(譯)

From: Army Chemical Review (ACR), Summer 2019

出處：美國陸軍化學兵半年刊，2019 夏季號

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The Army is changing. We are transitioning to a smaller and more capable force, reducing budgets and returning to large-scale ground combat operations (LSGCO); we must be able to “do more with less.” This cycle has been repeated many times, and it will continue in the future. We must learn from the past in order to ensure that this latest transition doesn’t take us by surprise. The biggest change is that unlimited wartime resources of money and manpower are being greatly reduced as we rebuild an Army capable of executing LSGCO in a multidomain environment in 2028 and beyond. This will impact all facets of Soldier training and create a new catchphrase: “maximizing training benefit from limited resources.”

陸軍正在轉型成小一點但能力更多的部隊以減少預算，並回歸大規模地面作戰任務(large-scale ground combat operations, LSGCO)。陸軍必須能夠在更少的資源下做更多事，而這樣的循環過去已然重複多次，且未來仍會持續發生。因此，陸軍必須學習過去的經驗，始可確保最新的轉型不會讓部隊措手不及。當美國預計在 2028 年之後重新建立可於多面向環境中執行大規模地面作戰的

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陸軍部隊時，所面對的最大挑戰係以往無限制的戰時資源(如金錢與人力)將大幅減少，而這將會影響所有陸軍官士兵的訓練，也可能生成部隊的新口號：「於侷限資源下極大化地擴展連訓練效益」。

The best way to accomplish this transition is to incorporate the necessary tactical skills into everyday activities that must occur on a consistent basis, such as physical training (PT) and preventive maintenance checks and services (PMCS). This article describes some options for commanders to incorporate selected basic Army warrior tasks (AWTs) and battle drills (BDs) into everyday training and mission accomplishment routines. These options will free up more traditional duty time for larger-scale, more complex, more resource-intensive training events, allowing the unit to focus on high-end technical skills.

完成這樣的轉型最佳方式是將必要的戰術技能納入平時部隊任務執行中，例如體能訓練(PT)或預防保養作業(PMCS)等。本篇文章列舉一些如何把特定基礎戰鬥技能(AWT)及戰場訓練(BD)²納入平日訓練與任務中的範例，以利部隊指揮官參考運用。這些作法將可排除部分例行性工作，而將時間留給大規模、更複雜且資源需求較高的訓練要項中，進而讓單位將重點放在專精技術與技能訓練上。

The ability to take normal routines to the next level by incorporating tactical tasks is complex and time-consuming and must be done in a crawl-walk-run format. Success is a direct measure of the effort invested on the front end of execution (planning and preparation). If the proper planning, preparation, and pre-execution checks are conducted, Soldiers can become tactically competent at their core and directed training time can be filled with the technical aspects of their particular military craft. A truly efficient training method is characterized by—

培養能結合戰術技能以提高部隊日常事務層次的能力既複雜又耗時，而且一定要一步一腳印、按部就班地完成，成功是努力執行計畫與整備可直接獲得的回饋。如果正確實施計畫、整備與執行前檢查，官士兵可實質上獲得戰技能

2. 基礎戰鬥技能(AWT)及戰場訓練(BD)係美軍針對所有階級、組成或軍職專長人員必要有的單兵或群體戰場應變與求生技能。

力，且訓練時間也會真正運用在精進他們的專業技能上。一個真正有效的訓練方法須具備以下幾個特性：

- The upfront investment of a long-term vision (nested within well-thought-out quarterly and annual training guidance).
- 針對遠程目標做前期投資(經深思熟慮後的每季、年訓練方針)。
- Short-term goals. (The eight-step training model and troop leading procedures are followed to the letter.)
- 短程目標(八步驟訓練模組³及不折不扣的部隊指揮程序)。
- Distribution of the load. (Everyone involved takes key roles in planning and execution on a nearly daily basis.)
- 任務平均分配(每個人在平時計畫與執行中皆具重要角色與定位)。

In order for the efficiency of this method to be recognized, leadership must take an active role. This starts with the training of leaders.

若要呈現上述方法的效果，幹部必須站在主動的角色。而這要先從幹部訓練開始。

As you, as commanders, delegate specific tasks derived from your vision and guidance to lower-level leaders, there are opportunities for junior leaders to practice mission analysis, the eight-step training model, and troop leading procedures on a daily basis. With your tutelage, they can work on aspects of the military decision-making process, warning orders, mission and operation orders, proper leader reconnaissance, and mission briefings in support of smaller-scale, maximized training opportunities. The opportunity to gain training and experience during these tasks is often overlooked. Do you recall the last time a junior leader wrote an operation order? Was it written for the annual certification, for validation of the unit, or for the quarterly range? Why aren't we frequently publishing orders so that everyone has an opportunity to plan and execute?

指揮者若依自身所見、所想地將特定技能下授到初階幹部，是有機會讓初

3. 八步驟訓練模組(The eight-step training model)係美陸軍發展出來的訓練八大步驟。依序分別為發展訓練計畫、幹部訓練及合格簽證、執行現地偵察、發布訓練命令、預演、執行、訓後回顧與複訓。

階幹部在平時就學習到任務分析、八步驟訓練模組及部隊指揮程序。在指揮者的親自監管之下，他們甚至可在支援小規模擴展訓練時，練習指參作業程序、預備命令、任務與作戰命令、正確幹部偵察能力，以及任務簡報。這種可藉由上述任務而練習並增加訓練經驗的機會時常會被忽視。記得初階幹部上一次撰寫作戰命令是什麼時候嗎？是因為年度認證、單位測考還是每季射擊訓練才寫的？為何不經常性的下達命令以利每個人都有練習計畫與執行的機會呢？

Here's one way to implement this in your company.

各位可試著將下列所述方法運用到自身連上。

A company commander has a vision of successfully completing four AWTs and one BD during a quarter. The executive officer—

連長預想一季至少成功完成 4 個基礎戰鬥技能(AWT)與 1 個戰場訓練(BD)，而副連長—

- **Divides the tasks amongst platoon leaders and platoon sergeants to ensure that expertise can be gained before the task is trained.**
- 將任務分配給排長及副排長們以確保他們在任務前均具備足夠專業識能。
- **Conducts a calendar review and overlays specific PT and PMCS sessions in which teaching, training, initial evaluation, and retraining events will occur.**
- 回顧期程表，並銜接納入特定體能訓練(PT)及預防保養作業(PMCS)課程，以利執行教學、訓練、初步評估與複訓。

The PLs/PSGs then begin their mission analysis and eight-step training model process and back brief the executive officer on their plan for execution. Over the next 3 months, roughly 24 PT sessions (company, battalion, and other mandatory PT events), four command PMCS sessions, and one emergency deployment readiness exercise are available. In the end, the company will have easily taught, trained, and evaluated four AWTs and one BD—all without having taken a traditional training day from the schedule. Over a 1-year period, the entire list of AWTs and BDs can be executed—with redundancy built in for those more difficult and perishable skills. Reinforcement is performed during normal training events, which can be tactically done at a near-run pace so that the

focus can be on technical skills.

排長及副排長們接下來則開始進行任務分析與八步驟訓練模組，並回頭與副連長報告其執行計畫。在接下來的三個月訓練期程內，大約有 24 個體能訓練(PT)課程(連、營與其他強制參加的體能活動)、4 個指定預防保養作業(PMCS)課程，以及 1 個緊急部署整備演習。最後，連輕輕鬆鬆的就有已完成教學、訓練並評分後的 4 個基礎戰鬥技能(AWT)與 1 個戰場訓練(BD) —全部都不用再像過去一樣特意空出一天來進行專門訓練。再經過一年後，整個基礎戰鬥技能(AWT)與戰場訓練(BD)的清單應該都可以訓練過一遍，而且是針對容易退化或難度較高的技能。另外，後續的強化教育可以在正常的訓練時間實施，並且因為部隊早已學過，所以只需快速地加強既有的戰術技能即可，反而可以把訓練重點放在專業技能上。

A unit assessment is required to determine weak and strong points, the starting baseline (crawl, walk, or run), and the best time to perform the tasks based on mission requirements. This article contains a few suggestions about how to make a program like this work.

單位應該針對自身弱點、強項、起跑點(爬、走或跑的階段)，以及針對任務需求來說最適宜的訓練時間實施分析。本篇文章將於以下段落列舉說明如何運用此構想的一些訓練範例。

Example Training Vision 訓練構想範例

Select one AWT from each of the major categories of shoot, move, communicate, survive, and adapt and two BDs that focus on mounted operations or that complement the AWTs selected. It may not be appropriate to incorporate all of the listed subtasks for each AWT or BD; but throughout the quarter, 90 percent of the subtasks can easily be accomplished. These should all be completed during PT hours (dependent on local policy) and on command maintenance days, with no degradation to overall Army physical fitness test performance or equipment readiness.

針對五個類別：射擊、運動、通信聯絡、求生及適應分別各選一個基礎戰鬥技能(AWT)，並且選擇兩個著重在乘車作業或能與基礎戰鬥技能(AWT)相輔相成的戰場訓練(BD)。當然，不是每個基礎戰鬥技能(AWT)或戰場訓練(BD)的

次要訓練項目都能完美結合或互相搭配。但經過一整季訓練，百分之九十的次要訓練項目應該都可輕鬆完成。以下說明的範例皆可在體能訓練時間(取決於各單位規定)及指定維保日的時候實施，且不會降低整體陸軍體能測驗或是裝備整備結果。

Over the next quarter, all individuals are trained to a “T” on—
在下三個月，所有人員訓練至少都到達最佳狀態-

●Five AWTs. The five example AWTs are—5個基礎戰鬥技能(AWT)：

- Employ Hand Grenades. ●手榴彈運用
- Perform Individual Movement Techniques. ●單兵戰鬥教練
- Perform Voice Communications. ●口述溝通表達
- Perform Combatives. ●近身搏鬥展現
- Grow Professionally and Personally. ●專業且個人化進步

●Two BDs. The two example BDs are—2個戰場訓練(BD)，例如：

- Perform Actions as a Member of a Mounted Patrol.●乘車偵察作業
- Evacuate a Casualty. ●傷患後送

Example Incorporation of AWTs 融入基礎戰鬥技能的訓練範例說明

Employ Hand Grenades 手榴彈運用

Perform this AWT during PT. Based on the subtasks and minimal equipment needs, this can be incorporated into multiple PT sessions. Arm and shoulder strength and hand and eye coordination are necessary for success. Therefore, as the PT program for the quarter is developed, incorporate arm and shoulder strength building and hand and eye coordination drills. Later, bring the two together by adding dummy hand grenades, then add in hand grenade trainers, and then integrate with other tasks (such as individual movement techniques). If this seemingly easy task is taken seriously and sufficient planning rigor is applied, instructors can net great additional benefits (research, coordination for integration of the task, long-term PT planning, rehearsals).

本基礎戰鬥技能(AWT)可在體能訓練(PT)時間執行。因其次要項目與裝備需

求簡單，故可在不同體能訓練時間進行運用。手臂與肩膀的力道及手眼協調是成功投擲手榴彈的關鍵。因此，在該季的初期體能活動課程時，可先納入肩手強化訓練及手眼協調訓練。接下來將假手榴彈運用到課程內，再來納入訓練用手榴彈，最後將之結合其他任務(如單兵戰鬥教練)。如果單位嚴謹又嚴格的訓練這個看似簡單的任務，教官可以從中獲得相關益處，如研究、任務之整合與協調、長期體能訓練計畫與預演等。

Perform Individual Movement Techniques 單兵戰鬥教練

Perform this AWT during PT. Although there are only two subtasks to this AWT, the subtasks are quite complex and require teaching and training. This is a good AWT for which to use the crawl-walk-run method, performing at half or full speed. Perform these subtasks first while wearing the Army physical fitness uniform, then the Army operational camouflage pattern uniform and, finally, full tactical gear. As a finale, add the hand grenade. Perform these subtasks on a consistent basis and with small teams. These subtasks present a great workout and all that is required is the preparation and provisioning the venue and resources. Four-Soldier stacks can be performed while multiple floors are cleared—all in less time than it takes to run 4 or 5 miles.

本基礎戰鬥技能(AWT)可在體能訓練(PT)時間執行。雖然這個技能裡只有兩個次要項目，但這些項目比較複雜，且需要教學與訓練。這是一個可以使用一步一腳印方法來訓練的好例子(不論要以正常速度或快速進行皆可)。一開始穿著陸軍體育服練習，再來迷彩服，爾後全副武裝，最後納入手榴彈訓練。訓練時以小組方式進行，並且定期實施。這些次要項目對體能來說均可達到良好訓練效果，而且只需人員針對訓場或資源先期準備或預劃就好。例如城鎮戰的四人堆疊小組就可以在多層樓建築物一併實施多組練習，所花時間甚至比 4 到 5 英里跑步來的少。

Perform Voice Communications 口述溝通表達

Perform this AWT during PT and PMCS. This AWT has a great set of subtasks that can be conducted in coordination with any activity, such as a weekly ruck march for PT, with communication via radio or hand and arm signals only. The march is not administrative

in nature; it is a tactical forced foot march. Teach some of the skills during stretching, and then go straight into execution. As time goes on, and if leaders are disciplined, the unit will easily communicate during all missions. Also, when performing the required weekly road test at the end of PMCS activities, ensure that the convoy briefing includes a signal portion. Emphasize training over tactical communication while on a convoy (navigating to a refuel point or other location, conducting a recovery operation of a sister vehicle).

本基礎戰鬥技能(AWT)可在體能訓練(PT) 及預防保養作業(PMCS)時間執行。這個基礎戰鬥技能有一系列很好的次要項目，而這些可與任何活動結合，例如將每周負重行軍當作體能訓練，並要求部隊只能使用無線電或是手勢訊號作為溝通方式。這種行軍不是單純的行政行軍，而是戰術驅使下的徒步行軍。在人員進行拉筋運動的同時教學技能，然後直接進入任務執行階段。隨著時間漸進，如果所有的幹部都具有一定紀律，則該單位可以順利於所有任務中溝通無礙。還有，在每個預防保養作業的最後實施道路測試時，確保其機動簡報包含信號這區塊。當乘車行軍時，強調必須使用戰術通信方式而非簡單使用手機口語溝通(導航到油補點或其他位置、執行友軍車輛的復原作業等)。

Perform Combatives 近身搏鬥展現

Perform this AWT during PT. Combatives refers to a technique of neutralizing the enemy after primary and secondary weapons have failed. This task may seem easy; and with a unit that is 100 percent Level 1-trained, it may be. But that just means you can really dig into this task. Combatives, a perishable skill, needs to be regularly incorporated into a long-term PT program. Ensure that you have appropriate instructors, and tailor the training to events that are likely to be encountered. For example, focus on individual movement techniques and work on urban operations that will require close-quarters combat. This will also build confidence in Soldiers who may not have completely understood combatives in the 2 weeks that it took to become certified while at basic training.

本基礎戰鬥技能(AWT)可在體能訓練(PT)時間執行。近身搏鬥意指當人員手邊主要與次要武器都無法使用時，如何緩解敵人攻擊的技能。如果單位全員均

具備初階近身搏鬥資格的話，這個練習近身搏鬥的建議也許看似簡單，但是單位還可繼續再深入加強或熟練人員的近身搏鬥技巧。近身搏鬥是一個不練習就會容易忘記的技能，需要納入長期的體能訓練計畫經常反覆訓練。確保單位有合適的教官，而且針對當期的訓練目標下去量身打造該階段的近身搏鬥訓練課程。舉例來說，若該期的訓練著重在單兵戰鬥教練及城鎮戰時，就需要設計近距離的戰鬥課程。人員在新訓時僅花短短兩週訓練近身搏鬥，就進入測試而決定人員是否合格，實際訓練時間其實不長。因此以上訓練可強化原本合格的人員對於自身近身搏鬥技能的信心。

Grow Professionally and Personally 專業且個人化進步

Perform this AWT during an extended PT session or during officer/noncommissioned officer PT. At first, this may seem a difficult and inappropriate choice for a task. However, if we leave the task to each individual, many may never accomplish it. A great way to tackle some of the subtasks associated with this AWT (even though the subtasks are not well codified) is to perform what was once known as a leader reaction course. This brings a unit closer together and builds teams, trust, and confidence. It allows subordinates the opportunity to step up to a leadership role and shine; it is also mentally and physically challenging. This is a great way to grow as an individual and as a small unit. This type of training will pay big dividends over time, especially as you counsel and develop your leaders.

本基礎戰鬥技能(AWT)可在時間較長的體能訓練(PT)或軍士官體能訓練(PT)期間執行。一開始可能單位會覺得選擇此技能既困難又不適切。然而，如果只將這種技能交付給個人自己練習，很多人一定永遠無法完成。一個針對本項技能所屬的次要項目很好的著手方式(即使次要項目並沒有解釋的很完全)是執行曾經被稱為幹部應變課程的訓練。這個訓練會增進彼此情誼、凝聚團隊向心力與信任；也可讓低階人員有機會往上擔任幹部而發揮自身能量。當然這訓練也對體能及情商均有挑戰性，而且對小組單位或個人成長都有所幫助。當幹部真的受到輔導且自我進行發展，隨著時間過去，這方面的訓練所獲成效必定良好。

Example Incorporation of BDs 融入戰場訓練的訓練範例說明 Perform Actions as a Member of a Mounted Patrol

乘車偵察作業

Perform this BD during each complete PMCS period of rolling-stock items. This level of training is only for units that already have a robust maintenance plan. The following three phases are suggested components of a maintenance program plan to take advantage of tactical training:

這個戰場訓練(BD)可以在預防保養作業(PMCS)時的車裝檢整期間執行。這種程度的訓練只適用在早有堅實維保計畫的單位。以下介紹的三個階段是利用戰術訓練來加強維保計畫所提出之建議：

● **Phase 1.** Implement a grassroots PMCS program that involves the entire unit, including all leaders (officers and noncommissioned officers). The place of duty during the determined time and date is a motor pool, where a “by the book” PMCS of rolling stock is being conducted. Go through the equipment manual, read it literally, and correctly perform each action step by step. PMCS is supervised and resourced; small operator actions (rust removal, minor paint repairs, fluid top-offs, bolt tightening) are handled on the spot. Always ensure oversight from maintenance personnel so that everyone learns something during the process. Conduct PMCS of the command vehicle with the driver, and quiz Soldiers on the system parts and functions. Establish a solid baseline, and then progress to Phase 2.

● **第一階段：**將整個單位、包含所有軍士官幹部均納入基礎預防保養作業(PMCS)計畫之執行。依準則來說，車廠是預防保養作業(PMCS)時執行車裝檢整的地方，也是一個適宜執行第一階段的場所與訓練時間。仔細地針對所有裝備手冊逐字確實閱讀，並一步步修正單位平時維保動作。預防保養作業(PMCS)是需要監督與提供資源的，小的保養動作如除鏽、小區域重新上漆、油料添加、螺絲緊旋等必須確實到位。時常監督維保人員工作以確保人員都可以學到不同事務。與駕駛一起執行指揮車的預防保養作業(PMCS)，並在過程中詢問操作人員關於系統的組件與各部功能。建立一個堅實的基準，進而

進步到第二階段。

- **Phase 2.** Exercise each of the systems with a road test—a mandatory part of PMCS. Start with small-scale road tests (before, during, and after operations PMCS). The road test phase is subdivided into parts. First, just roll everything out (get tires moving; work lubricant into vehicle joints; heat up petroleum, oil, and lubricant products throughout the vehicle). Stay on paved roads initially; travel to the refuel point, top off fuel, and return. As you improve and get more efficient, start exercising all of the vehicle systems. Take vehicles onto the highway; operate them at highway speeds and full operating temperature; then take them off-road, over rough terrain, to exercise the suspension, steering, transfer case, and differentials (mandate the use of four-wheel drive, high and low). Once you really get into the swing of performing this phase, you can incorporate value-added training while still in the vehicle.
- **第二階段：**對每個系統進行道路測試——一種預防保養作業程序裡表定該做的事項。首先先啟用小規模的道路測試(於預防保養作業前、中、後)。道路測試階段可細分以下幾個部分。第一，真的去動力測試車輛輪胎，使車輛接合處有機會潤滑，並使車輛汽油、油料或保養用油加熱等。一開始先在柏油路上行駛，開到油補點加滿油後再返回。當人員開始進步且更有效率時，就測試車輛所有系統性能。將車輛開到高速公路上，車速開到高速公路規定時數及全運作溫度。接下來將車子往困難地形或非道路地區方向開，測試車輛的避震器、方向盤、變速箱及差速器(指定使用高或低檔速之四輪傳動)。當人員在這個階段駕駛車輛越來越駕輕就熟，則單純的道路測試的訓練價值就相對地提升了。
- **Phase 3.** Phase 3 of the plan will not be realized or appreciated in the beginning. Make a plan and rehearse it during close-out procedures. Leaders refine convoy planning and briefings, select small tasks on which to focus during training, and give everyone opportunities to execute tasks. For example, when performing self-recovery with a tow-strap and then a tow-bar, Soldiers operate their communications and navigation equipment with

discipline. A typical administrative day in which Soldiers leave early for lunch can be turned into a great training opportunity that reinforces tactical work performed on a daily basis. The phase is painful, takes longer than normal, and seems difficult to plan. But once everyone gets used to bringing full “battle-rattle” and dummy weapons, it becomes second nature. After 3 months of performing this phase, equipment runs better, faults in equipment can be identified quicker, repairs are handled faster (maintenance personnel notice the extended effort and involvement and want to help), and tactical actions fall into place. Every week presents an opportunity for a miniature field training exercise, with all the associated planning, preparation, and rehearsals required. Precombat checks and inspections, rehearsals, and other preparations that normally trip up a unit while executing a major event become a habit—not something unit members forgot.

- **第三階段：**第三階段的計畫可能在一開始時很難以理解或顯現其價值。於任務最後階段(接近訓後回顧)時再次計劃與預演。幹部們修正機動計畫與簡報，並選擇一些小任務而讓所有人都有機會執行到。舉例來說，當人員使用拖引索甚至到拖引桿來自我修復(如故障車輛拖吊)時，必須有紀律的使用他們的通信或導航裝備進行任務。如此一來，一個本來人員會提早離開用午餐的簡單行政工作天可以變成強化戰技的良好訓練機會。這個階段是痛苦的，且所花時間比平常久，又看起來很難去計劃。但是當所有人習慣全時段的全副武裝與訓練用武器，就變成很自然而然的工作了。於這個階段實施3個月後，裝備運轉狀況變好、裝備故障問題可更快找到、維修速度相對也變快(維保人員注意到投資報酬率相對提升也更容易願意幫忙維修)，而各個戰術行動手到擒來。每週幾乎都有小型野戰訓練演習的機會，也因為像是演習，訓練就伴隨著相關的計畫、準備與預演。因此通常讓單位聞之喪膽的大型演習的戰前檢查、督導、預演及其他準備就變得像單位人員不會忘記的一個習慣一樣。

Evacuate a Casualty 傷患後送

Perform this BD during PT or PMCS tactical training or as a drill. There are many subtasks; you can tailor a venue to focus on particular subtasks. A great PT session incorporates survival,

communication, movement, and shooting skills. While Soldiers are stretching, pass out instructions and equipment (dummy weapons, combat lifesaver bags, stretchers, rescue equipment/sleds, Joint Tactical Radio Systems, maps, and compasses) and provide a mission order.

本戰場訓練(BD)可在體能訓練(PT)或預防保養作業(PMCS)期間或當作演習執行。本訓練有很多次要項目，單位可以針對特定的次要項目下去量身訂做相關訓練。一個完善的體能訓練(PT)課程會包含求生、通信、運動及射擊技能。當人員在伸展的時候，下發指導要項與裝備(訓練用武器、戰鬥求生包、擔架、救援裝備/橇、聯合戰術無線電系統、地圖與指北針)並下達任務命令。

As an example, consider a mission order that involves finding a downed helicopter, searching for and rescuing survivors, establishing a landing zone (LZ), transporting personnel and sensitive equipment to the LZ, and calling for medical evacuation (MEDEVAC) if necessary. As a unit, move to the first location and find the dummies (casualties). At this point, some personnel pull security, others evaluate and treat casualties, and others call for support. Transport the group of casualties to a good LZ location, set up the LZ, and wait for MEDEVAC. Train on your skills along the way, and then critique your operation at the LZ.

舉例來說，假設任務命令是找尋墜落的直升機、救援生存者、建立著陸點(LZ)、運送人員與機敏裝備到著陸點(LZ)，並視情況呼救醫療後送部隊(MEDEVAC)。單位先一起移動到第一個地點並找尋那些替代假人(傷患)。接下來分組，有些人進行警戒、有些人評估與治療傷患、有些人尋求支援。運送傷患們到適當地點並選定著陸點(LZ)、建立著陸點(LZ)及等待醫療後送部隊(MEDEVAC)。於上述任務中訓練人員技能，並在著陸點(LZ)現場實施訓後講評。

Issue another mission order, and change personnel positions. Given the running, carrying of gear, and dragging or carrying of 200-pound dummies, this training is physically strenuous. It is also a great opportunity to learn first aid techniques. It combines some of the other tasks performed at other PT sessions (radio communication, security operations, individual movement techniques). Complete this using a crawl-walk-run approach so that

by the end of the quarter, you are using rucksacks and in full battle-rattle gear.

接下來發布另一個任務命令，並改變人員職掌。因為整個任務下來要跑步、攜帶裝備，更要揹負或拖離大約 200 磅的假人，這絕對對體能上有所負擔。另外，這也是訓練人員急救技能的好機會。本訓練也會結合一些其他體能活動會做的任務，如無線電通信、警戒任務、單兵戰鬥教練等。循序完成這個爬-走-跑的步驟後，在每季訓練的後期，人員就可以在全副武裝及揹負野戰行軍背包狀況下執行訓練了。

Example Culminating Event 綜合訓練課程範例

With extra time added to the PT or PMCS window, a culminating event, with evaluations of multiple tasks, can be fun and challenging for the unit. It takes months of training to build up to this culminating event and to certify that everyone is capable of accomplishing each of the tasks (such as drown proofing or rappelling). A week before the culminating event, the unit might receive a warning order that includes a packing list and report times. Some of the possible actions associated with tactical tasks discussed in this article include—

在體能訓練(PT)或預防保養作業(PMCS)時多加入一些任務訓練時間並輔以訓後回顧，事實上對單位來說既有挑戰性又有趣。當然，這需耗費好幾個月才能又建立任務訓練課程、又認證每個人員都具有完成任務的能力(例如水上求生或垂降技能)。在綜合訓練課程開始前一週，單位可能會接到打包清單與回報時間的預備命令，及有些與本篇文章說明之戰術任務相關的可能行動，例如—

- **Start on the second floor of a facility, and issue a task to safely get personnel and equipment to the ground (with no stairs available). This forces personnel to rappel to the ground floor.**
- 從設施的二樓開始任務，並下達將人員與裝備安全送至地面的任務(在無樓梯的狀況下)。這可以強迫人員必須要實施垂降任務的練習。
- **Use a tactical road march formation to land navigate to the first point in a multiroom/multistory building.**
- 使用戰術地面行軍的隊伍去進行地圖閱讀，並找到在多間或多樓層建築物的指定地點。

- Use four-Soldier stacks to set up a rally point, drop rucksacks, and secure and clear the building.
- 使用四人堆疊小組去建立集結點、放置野戰背包，並對建築物實施警戒與搜索。
- Have each stack encounter a noncombatant who must be physically subdued due to the rules of engagement and a casualty who must to be treated and transported to an LZ, where MEDEVAC personnel are called.
- 讓每個小組都有機會遇到非軍事人員，且因交戰守則必須對其實施制伏動作，並至少對一名傷患實施急救，再後送至醫療後送部隊到達的著陸點。
- Issue a mission order for a follow-on mission to link up with another unit and conduct an ambush.
- 下達與其他單位會銜，並實施攻擊的任務命令(與前一個有連接)。
- Conduct a tactical road march, and land navigate to the link-up point (and unfortunately, the information provided was determined to be incorrect and you are on the wrong side of a water obstacle—but the link-up must be made immediately).
- 執行戰術地面行軍，並進行地圖閱讀找到會銜點(但是不幸的，任務過程設計所獲資訊有誤的橋段，所以單位是在水面障礙的另一頭，必須跨水立即到達會銜點)。
- Cross the river, creek, pond, or lake using poncho rafts.
- 使用雨衣所打造的船跨越河川、小溪、池塘或湖泊。
- During the road march, call for fire on an observed enemy position, conduct numerous movement drills while attempting to break contact with the enemy, and set up a hasty ambush according to the mission order.
- 在道路行軍過程中，下達受到已觀察到位置的敵人對我單位攻擊的狀況。在試圖打破與敵交接狀況下，執行多個戰鬥教練的動作，並依據任務命令建立快速反擊行動。

The culminating event could be performed over a 4- to 5-hour period and could easily be tailored to the time available. Although culminating events are incredibly challenging, they are very rewarding and a lot of fun. They are not as resource-intensive as

they seem, and people will talk about them for a long time—and others will want to join in. When trained for over a long period of time, and with minimal external resources required, culminating events are easily completed at the team, squad, platoon, or company level. These are also great events for officers or senior noncommissioned officers to ensure that the first part of the eight-step training model is completed to satisfaction (and leaders are certified).

綜合訓練課程可以實施約 4~5 個小時，或是依照單位既有時間去刪增課程以符合需求。雖然綜合訓練課程非常具有挑戰性，但是過程很有趣，且完成任務也讓人員有很大的成就感。它們並不像想像中的這麼需要外部資金或資源，而且單位人員一定會對課程任務念念不忘—甚至其他單位也可能想要加入課程訓練。當單位持之以恆長時間訓練，並將對於外部資源的需求降至最少，綜合訓練課程可以在組、班、排，及連的層級依序輕鬆地完成。這些也是對於軍官或資深士官確保他們的八步驟訓練模組是否日臻完善的一個方式(順便也認證幹部們能力)。

Conclusion 結語

Less money and fewer personnel do not equate to reduced capability. However, greater ingenuity is required to maintain the same capability or to improve the existing capability that has been eroded away by more than a decade of a very specific type of sustained combat. The time to adjust is now. We are transitioning to a smaller and more capable force, reducing budgets, and returning to LSGCO. Whether we win or lose on the battlefield will be determined by how well we weather this budget and force reduction and transition back to LSGCO. We must maintain our tactical and technical skills; and for the foreseeable future, the only way to do that is to see everything as a training opportunity and then maximize those opportunities.

經費較少或人員減少不代表單位的能量就會減少。但卻需要人員發揮更多的創意在維持現有訓練能量，或是增強過去十年前較為特殊且可能已經生疏的

能量。現在即是應當開始調整的時間。陸軍將轉型到較小但能力要更強的部隊，預算減少且又回到大規模地面作戰型態的部隊。不管在戰場上贏或輸都會取決於陸軍自身在經費與人力有限下，如何適應轉型回大規模地面作戰形式。陸軍必須維持自身戰術與戰技技能，而未來可見的是，將任何事視作訓練的機會並將之運用盡致是唯一的途徑。