

DEPARTMENT OF THE ARMY  
U.S. ARMY ROTC BATTALION  
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SCRANTON, PENNSYLVANIA 18510-4593

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August 200X

Memorandum For All Cadre and Cadets of the Royal Warrior Battalion, Army ROTC

Subject: Royal Warrior Battalion Fall Leadership Lab Guidance 200X

1. This memorandum outlines the purpose, method, and endstate of each of the 13 Leadership Labs we will conduct this fall.

A. Generally, we meet for Lab at Rock Hall. We may on occasion go to other locations such as Watress Armory, NAY AUG Park, Byron Rec Center, or the Roaring Brook land parcel.

B. The primary purpose of Leadership Lab is to develop and assess leadership in MSIII cadets. Mentorship is the key to good leadership development. As per the Annual Training Guidance, MSIVs are the primary mentors for MSIII cadets. I will issue more specific guidance to the cadet S3 and commander about the use of the Leadership Development Program (LDP) during Lab in a later MOI.

C. We will follow a 6-week training cycle for Leadership Labs as follows:

(1) Six weeks out, the lab instructor(s) (CIC and subordinates) and assessor(s) schedule is posted.

(2) Five weeks out, the cadet S3 informs the instructor(s) and assessor(s) of the task, condition and standards required for the lab.

**(RECEIVE THE MISSION)**

(3) Four weeks out, the CIC will meet with the Supply NCO about training resources, and begins troop-leading procedures, begins coordination for rehearsals.

(4) Three weeks out, CIC consults with the Training Officer or NCO about the conduct of the Lab (overall plan) and briefs tasks, conditions and standards. Give Full list (names) of required Assistant Instructors and Demonstrators. Briefs any unresolved issues and resource requirements - to include issuing a detailed warning order to the assistant instructors and S3.

**(ISSUE WARNING ORDER)**

**(MAKE TENTATIVE PLAN)**

**(START NECESSARY MOVEMENT)**

**(RECON)**

(5) Two weeks out, CIC issues complete operation order to the training Officer and NCO and Cadet S-3. Sets time for full rehearsal and receives final approval on the plan.

**(COMPLETE THE PLAN)**

**(ISSUE COMPLETE ORDER)**

(6) One week out, (at the end of lab) CIC briefs a warning order to the battalion on the uniform / equipment necessary, tasks to be trained. Conduct a complete rehearsal.

**(SUPERVISE)**

(7) Week of lab, issues any required fragmentary order to staff. Sets up, conducts and recovers lab. Within 48 hours complete LDP counseling.

**(EXECUTE)**

(8) Week after lab issues staff an AAR report on the lab using input from the battalion AAR, and leadership assessment. Items to include are ways to make the same lab go better next year as well as systemic problems to fix this year for subsequent labs. If the lab is considered a “go” all material concerning this lab (OPORD, task, condition, standard, etc.) will be presented to the cadet S-3 so that a history file is established to further improve future training.

D. A few issues of general guidance always apply:

(1) Lab will begin and end on time, every time, all the time. Lab begins at 1500 (Formation, receive the report etc.) and ends at 1700 (i.e. Formation, AAR, every one turns and heads for the door except a very small number of pre-arranged cadets to help tear down and clean up). No “hey you” details to recover at the last minute. Recovery is an integral part of the operation, and is not left to chance. In addition, predictability is an important part of day-to-day operations in the Army. A cadet should be able to plan his time after Lab with out fear of being “hey you’d”

(2) All announcements for upcoming events, uniform etc. for the next lab, neat things going on etc., get done at the beginning of Lab, with pencil and paper out, when everyone is paying attention. Plan ahead.

(3) All classes will be “hands on” with demonstrators and enough equipment on hand so cadets can practice in, at a minimum, buddy teams. No simulating to cover your lack of preparation. In other words, if you are teaching Swiss seats, to a class of 10 cadets, then I would expect you to have at least 15 sling ropes on hand - one per student, one for you, one or two for your demonstrator(s) and one or two for emergencies / extras for size. If you are instructing squad immediate action drills, then you should have rubber ducks, OPFOR, etc.

**2. Here is an example of our Fall Lab Classes:**

<b>Lab #1</b> Equipment issue, Battalion Organization, and Accountability	<b>Lab #7</b> Orders, TLP’s, 30 Min Drill, Planning Considerations
<b>Lab #2</b> Continue equipment issue, refine Battalion organization and accountability, Drill and Ceremony (D&C).	<b>Lab #8</b> Cadet Award Ceremony
<b>Lab #3</b> Land Navigation and Rappelling	<b>Lab #9</b> Radio Procedures
<b>Lab #4</b> Basic Rifle Marksmanship	<b>Lab #10</b> Movement Techniques: Individual, Buddy, Team
<b>Lab #5</b> Platoon OPORDs for Fall FTX	<b>Lab #11</b> Squad level formations (column, file, line) and traveling, traveling overwatch, bounding overwatch)
<b>Lab #6</b> Squad OPORDs, Pre Combat Inspection for Fall FTX	<b>Lab #12</b> Squad tactics / Immediate action drills
<b>FALL BREAK</b>	<b>THANKSGIVING</b>
	<b>Lab #13</b> Squad TLPs / orders process “STRAC FOR DUMMIES” (MSIII and MS IV lab only)

### **A. Lab #1. Equipment issue, Battalion organization, and Accountability**

1. Purpose: To organize The Royal Warrior Battalion for training operations, issue equipment and initiate accountability to begin training. D&C will be conducted during down times when platoons are waiting for equipment issue.

2. Method: We will introduce new and returning cadets to the facilities and the new MSIV chain of command. Give the new MSIII and MSII leadership time to organize squads and platoons, give the MSIV staff time to police up phone numbers, email addresses, cadet rank on uniforms, and on S1 roster. We will then begin MS IV led instruction on drill and ceremony, specifically: position of attention, parade rest, stand at ease, at ease, left, right and about face, and present and order arms. Initiate equipment issue by platoon.

3. Endstate: Every cadet able to execute the basic D&C tasks trained. Every cadet has on correct rank insignia and knows his cadet chain of command. All announcements made at the beginning of Lab for the upcoming Lab. Soldiering is a physically demanding, outdoor, all weather, team sport. By the end of this Lab, each cadet will begin to understand the team sport aspects of soldiering.

### **B. Lab #2. Continue equipment issue; refine Battalion organization; and accountability. Continue D&C.**

1. Purpose: To organize The Royal Warrior Battalion for training operations, issue equipment and initiate accountability to begin training. D&C will be conducted during down times when platoons are waiting for equipment issue.

2. Method: Continue to organize squads and platoons, give the MSIV staff time to verify phone numbers, email addresses, cadet rank on uniforms, and on S1 roster. We will then begin MSIV led instruction on drill and ceremony, specifically: review position of attention, parade rest, stand at ease, at ease, left, right and about face, and present and order arms. Then marching D&C, forward, mark time, column left and right, left and right flank and counter column, marches. Complete equipment issue.

3. Endstate: Every cadet able to execute the basic D&C tasks trained. Every cadet has on correct rank insignia and knows his cadet chain of command. All announcements made at the beginning of Lab for the upcoming Lab. Squads, Platoons and Companies correctly manned and full accountability established. All equipment issued.

### **C. Lab #3. Land Navigation and Rappelling**

1. Purpose: To begin land navigation and rappelling instruction.

2. Method: Conduct short in-ranks inspection. Instructing cadet's proper way to conduct open and close ranks march and dress right dress. Then by platoon conduct round robin training to introduce practical land navigation (pace count and compass use, azimuth determination exercise, basic map reading). Teach tying of Swiss seat for upcoming FTX.

3. Endstate: Cadets familiar with some practical land navigation skills, and tying of a Swiss seat.

### **D. Lab #4. Basic Rifle Marksmanship**

1. Purpose: To conduct marksmanship instruction and continue D&C instruction.

2. Method: Begin BRM instruction. Assembly / disassembly, SPORTS, PMI of M16 rifle. Have lay out sheets available. Class on the four fundamentals of rifle marksmanship and sight picture. ~1 hr classes conducted concurrently. Teach port, present, and order arms, also attention

and parade rest under arms. As a platoon: dress right dress (close and normal interval) and open ranks march.

3. Endstate: All cadets familiar with assembly / disassembly of M16, SPORTS, PMI and all D&C tasks taught. Announce questions and standards for the upcoming in ranks inspection and standards for cadet of the month and semester to begin next lab.

#### **E. Lab #5. Platoon OPORDs for Fall FTX**

1. Purpose: To inform all cadets of the upcoming FTX. Assign duty positions, give time line of events, issue packing list practice writing and issuing garrison OPORDs.

2. Method: Issue platoon-level, garrison OPORDs to Platoons

3. Endstate: All cadets understand FTX requirements. Platoon OPORDs issued

#### **F. Lab #6. Squad OPORDs, Pre-Combat Inspection (PCI) for Fall FTX.**

1. Purpose: All cadets prepared with all required personal equipment for FTX. Issue OPORD and disseminate follow on chains of command. Prepare all training equipment for load up Friday morning.

2. Method: Full in ranks lay out of personal equipment NTE 30 minutes. Issue required equipment. Issue OPORD.

3. Endstate: All cadets fully prepared to go the field and fully informed on training events, time lines, duties and responsibilities.

#### **No Lab. FALL BREAK**

#### **H. Lab #7. Orders, TLP's, 30 Min Drill, Planning Considerations**

1. Purpose: To familiarize cadets with the TLP and orders drill at squad level.

2. Method: This is an MSIV run lab. All cadets will conduct orders drills focusing on inspections, rehearsals, and issuing OPORDs. This is the first practical exercise for the 30-minute drill. MSIVs will demonstrate the proper 30-minute drill (movement to contact) and then select MSIIIs will conduct the Orders drill.

3. Endstate: All cadets familiarized with the TLPs at squad level.

#### **I. Lab #8. Grenade Assault Course**

1. Purpose: To familiarize cadets with employing Hand Grenades.

2. Method: Have a hand out distributed at the beginning of the lab prior with explanations of the different throwing techniques so you don't have to do as much instruction and can do more walk-throughs. CIC, PIs and demonstrators will conduct demos of proper throwing techniques and employment of grenades. Break battalion into 7-9 squads of 9-11 cadets each and have Squad Leaders conduct Practical Exercises (PEs). At conclusion of lab cadets will get back into company formation and conduct AAR.

3. Endstate: All cadets familiar with the employment and throwing of Hand Grenades, and under what conditions they are used.

#### **J. Lab #9. PRC 77, Radio Procedures**

1. Purpose: To familiarize cadets with the correct way to place a PRC radio into use, care and maintenance and disassembly and storage. Learn proper Radio procedures and send a 9-line radio message.

2. Method: By platoon, train cadets the correct way to place a PRC radio into use, the phonetic alphabet, Proper radio procedures, send and 9-line radio message. Each class should build on the previous one and end with each cadet sending or receiving a standard nine-line message. Sufficient radios must be available to facilitate hands on training.
3. Endstate: All cadets trained on operation, use and storage of a PRC-77 radio. All cadets knowledgeable on phonetic alphabet and familiar with standard 9-line procedures.

**K. Lab #10. Movement Techniques: Individual, Buddy, Team**

1. Purpose: To familiarize cadets with Individual, buddy, team movement techniques, and formations.
2. Method: Have a hand out distributed at the beginning of the lab prior with explanations of the individual, buddy and team movements so you don't have to do as much instruction and can do more walk-throughs. CIC, PIs and demonstrators will conduct demos of proper, Low crawl, high crawl and 3-5 second rushes, buddy rush, team movements and communications. Sequential training conducted by platoon.
3. Endstate: All cadets have a basic understanding of the duties of a squad member in a dismounted squad. Demo must be rehearsed in order to make times.

**L. Lab #11. Squad level formations (column, file, line) and traveling, traveling overwatch, bounding overwatch)**

1. Purpose: To familiarize cadets with squad level movements and formations.
2. Method: Have a hand out distributed at the beginning of the lab prior with explanations of the squad movements so you don't have to do as much instruction and can do more walk-throughs. CIC, PIs and demonstrators will conduct demos of proper squad formations and movements, (column, file, line) and traveling, traveling overwatch, bounding overwatch,) movement techniques as well as use of the file and line formations. Break battalion into 7-9 squads of 9-11 cadets each and have Squad Leaders conduct Practical Exercises (PEs). At the conclusion of lab cadets get back into company formation and conduct AAR.
3. Endstate: All cadets familiar with squad level formations and traveling, traveling overwatch, and bounding overwatch and under what conditions they are used.

**M. Lab # 12. Special Team Training (Aid-Litter, EPW Search, Demo, Recorder)**

1. Purpose: To familiarize cadets with basic operations of Special Teams.
2. Method: Method: Have a hand out distributed at the beginning of the lab prior with explanations of the different special teams and how they operate during various missions. Demonstrate and conduct walk throughs of the teams. MSIIIs will train squads in a round robin. Squads will stop at predetermined sites for the special team classes. Squads will continue to rotate tactically, but instructors will stay in the same place.
3. Endstate: Cadets have a basic understanding of how special teams work during each phase of the mission, and their duties and responsibilities.

**N. No Lab. THANKSGIVING**

**O. Lab #13. Squad TLPs / orders process "STRAC FOR DUMMIES" (MSIII and MS IV lab only)**

1. Purpose: To familiarize cadets with the TLP and orders drill at squad level.
2. Method: This is an MSIV run lab. All cadets will conduct orders drills focusing on inspections, rehearsals, and issuing OPORDs. This is the first practical exercise for the 30-

minute drill. MSIVs will demonstrate the proper 30-minute drill (movement to contact) and then select MSIIIs will conduct the Orders drill.

3. Endstate: All cadets familiarized with the TLPs at squad level.

3. Supplemental guidance will come from the cadet S3 with Lab CIC notification. Obviously, the first few labs will not adhere to the six-week training schedule as outlined therefore the first three labs will be conducted using a condensed format. Allowances will be made to ensure that enough time is given to ensure proper planning and preparation and MSIVs will be utilized as primary instructors during these labs so that assessment floors are not issued to MSIIIs until lab #4.

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Military Science Department