

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

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3 December 200X

MEMORANDUM FOR All Cadre and Cadets of the Royal Warrior Battalion, Army ROTC

Subject: Royal Warrior Battalion (RWB) Spring Leadership Lab Guidance 2002

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

A. Generally, we conduct Lab at Nay Aug Park, the Scranton Pennsylvania National Guard Armory, Eagan or Leahy Auditoriums, or Rock Hall. We may on occasion go to other locations such as Fitzpatrick field, Byron Rec Center or the Roaring Brook Land Parcel (RBLP) and Spring Brook Land Parcel (SBLP).

B. The primary purpose of Leadership Lab is to develop and assess leadership skills of each MSIII cadet. MSIII cadets are the instructors of the lab. Mentorship is the key to good leadership development. IAW RWB Annual Training Guidance, MSIVs are the primary mentors and evaluators of the MSIII cadets.

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

(1) 6 weeks out, the lab instructor(s) (CIC and subordinates) and assessor(s) schedule is posted.

(2) 5 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) 4 weeks out, the CIC will meet with the Supply NCO about training resources, and begins troop leading procedures.

(4) 3 weeks out, the 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. Issues a detailed warning order to the assistant the instructors, cadet S-3, and evaluators.

**( MAKE TENTATIVE PLAN)**

**(ISSUE WARNING ORDER)**

**(START NECESSARY MOVEMENT)**

**(RECON)**

(5) 2 weeks out, the CIC issues complete operation order to the training Officer and NCO, Cadet S-3, and evaluators. Sets time for full rehearsal and receives final approval on the plan.

**(COMPLETE THE PLAN)**

**(ISSUE COMPLETE ORDER)**

(6) 1 week out (at the end of lab), the CIC briefs the battalion on the uniform/equipment necessary, tasks to be trained and conducts a complete rehearsal with all identified in the OPORD.

**(CONDUCT COMPLETE REHEARSAL)  
(SUPERVISE)**

(7) During the lab, issues any required fragmentary order (FRAGO) to staff. Sets up, conducts, recovers lab, and within 48 hours completes LDP counseling.

**(EXECUTE)**

(8) During the 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”, present all material concerning this lab (OPORD, task, condition, standard, etc.) 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 begins at 1500hrs (Formation, receive the report etc.) and ends at 1700hrs (i.e. Formation, AAR, every one turns and heads for the door except a small number of pre arranged cadets to conduct recovery opn's). Recovery is an integral part of the operation, is briefed in the OPORD, 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 tasked at the last minute for recovery.

(2) All announcements for upcoming events, uniform for the next lab, will be made at the end of lab prior to release.

(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 i.e., if you are teaching Swiss seats to a class of 10 cadets, 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 plan to use your bootlace instead of a sling rope, you need improvement. If you are instructing squad immediate action drills, then you should have the appropriate number of rubber M16s, OPFOR personnel, etc. Bottom line: No more than 20% lecture to introduce the topic and ensure understanding and no less than 80% hands on. Lectures are for the classroom. Violators will become intimately familiar with the letter N on their evaluations.

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

<u>Lab #1</u> , Establish chain of command. Issue equipment Conduct a 100% inventory for MS III cadets.	<u>Lab #8</u> , Squad Infantry Tactics. Establishing/Refining SOP's
<u>Lab #2</u> , Squad Infantry Tactics. Movement to contact(Posturing for a Patrol)	<u>Lab #9</u> , Preparation for Spring STX and Squad OPORDs
<u>Lab #3</u> , Squad Infantry Tactics. Attack (Including React to Contact & Break Contact Drill)	<b>Easter Break</b>
<u>Lab #4</u> , Squad Infantry Tactics. Conduct an Ambush	<u>Lab #10</u> , Preparation for BDE FTX and Squad OPORDs

Lab #5, Squad Infantry Tactics. Knock out a Bunker

Lab #6, Squad Infantry Tactics. Reconnaissance

Lab #7, Squad Infantry Tactics. Variables.

### **Cadet Awards Ceremony**

Lab #11, Patrol Base Operations (Class)

Lab #12, MSIII and IV lab only. Final PCI before NALC/TLC, MILES class, NALC Q&A

#### **A. Lab #1. (Location: Leheay Auditorium) Issue and inspect equipment. Establish Chain of Command.**

(1) Purpose: To reorganize the RWB for training operations and conduct a 100% CTA-50 layout for serviceability, accountability, and identify shortages for all cadets. Emphasis will be placed on identifying shortages for the MS III cadets and preparation for their attendance this summer at the NALC.

(2) Method: 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 confirm S1 roster. PT and lab leadership schedule posted and briefed to all MSIIIs. We will then begin MS III led instruction on D&C. 30 minutes of lab will be devoted specifically to equipment inspection and issue.

(3) Endstate: Every cadet has on correct rank insignia and knows the cadet chain of command. All MS III & IV cadets will have and understand the PT and Lab leadership evaluation schedule for the entire spring semester. Every cadet able to execute the basic D&C tasks trained. CTA-50 checked for serviceability, inventoried, and accounted for. All announcements made at the end of Lab for the upcoming Lab.

#### **B. Lab #2, (Location: Pri-Nay Aug Park, Alt-SBLP ) Squad Infantry Tactics. Movement to Contact (Posturing for a patrol)**

(1) Purpose: Familiarize cadets with Movement to Contact, from Assembly Area (AA) through actions on the objective, with additional instructions on preparing troops for a patrol.

(2) Method: The MSIII as CIC will ensure that the four assistant MS III instructors (AIs) give a brief class (10-15 mins) on procedures of Movement to Contact to include duties and responsibilities of squad members and functions of special teams. Each of the AIs will then lead a squad through the lane as part of the formal leadership evaluation.

(3) Endstate: Cadets are familiar with duties and responsibilities required to conduct a Movement to Contact. Evaluated MSIIIs demonstrate knowledge of Movement to Contact, Troop Leading Procedures (TLPs), issue of tactical OPORD, and instruction techniques.

**C. Lab #3, (Location: Pri-Nay Aug Park, Alt-SBLP ) Squad Infantry Tactics.  
Battle Drills (1, 1A, 2, 3) Attack (Plt/Sqd), React to Contact, Break Contact**

(1) Purpose: Familiarize cadets with Infantry Battle Drills (FM 7-8) while conducting a Movement to Contact Lane, from Assembly Area (AA), with additional instructions on preparing troops for a patrol.

(2) Method: The MSIII as CIC will ensure that the four assistant MS III instructors (AIs) give a brief class (10-15 mins) on Reacting to Contact and how it transitions into an Attack or Break Contact battle drill, to include duties and responsibilities of squad members and functions of special teams. Each of the AIs will then lead a squad through the lane as part of the formal leadership evaluation.

(3) Endstate: Cadets are familiar with the (4) Battle Drills and the duties and responsibilities required of each soldier while executing the Battle Drills during the Movement to Contact Lane. Evaluated MSIIIs demonstrate knowledge of Movement to Contact, Troop Leading Procedures (TLPs), issue of tactical OPORD, and instruction techniques.

**D. Lab #4, (Location: Pri-Nay Aug Park, Alt-SBLP ) Squad Infantry Tactics.  
Conduct an AMBUSH**

(1) Purpose: Familiarize cadets with Conduct an Ambush, from Assembly Area (AA) through actions on the objective.

(2) Method: The MSIII as CIC will ensure that the four assistant MS III instructors (AIs) give a brief class (10-15 mins) on procedures of Conduct an Ambush to include duties and responsibilities of squad members and functions of special teams. Each of the AIs will then lead a squad through the lane as part of the formal leadership evaluation.

(3) Endstate: Cadets are familiar with duties and responsibilities required to conduct an Ambush. Evaluated MSIIIs demonstrate knowledge of Conduct an Ambush, Troop Leading Procedures (TLPs), issue of tactical OPORD, and instruction techniques.

**E. Lab #5, (Location: Pri-Nay Aug Park, Alt-SBLP ) Squad Infantry Tactics.  
Knock out a Bunker.**

(1) Purpose: Familiarize cadets with Knock out a Bunker, from Assembly Area (AA) through actions on the objective.

(2) Method: The MSIII as CIC will ensure that the four assistant MS III instructors (AIs) give a brief class (10-15 mins) on procedures of Knock out a Bunker to include duties and responsibilities of squad members and functions of special teams. Each of the AIs will then lead a squad through the lane as part of the formal leadership evaluation.

(3) Endstate: Cadets are familiar with duties and responsibilities required to conduct a Knock out a Bunker. Evaluated MSIIIs demonstrate knowledge of Knock out a Bunker, Troop Leading Procedures (TLPs), issue of tactical OPORD, and instruction techniques.

**F. Lab #6, (Location: Pri-Nay Aug Park, Alt-SBLP ) Squad Infantry Tactics.  
RECONNAISSANCE**

(1) Purpose: Familiarize cadets with RECON, from Assembly Area (AA) through actions on the objective.

(2) Method: The MSIII as CIC will ensure that the four assistant MS III instructors (AIs) give a brief class (10-15 mins) on procedures of RECON to include duties and

responsibilities of squad members and functions of special teams. Each of the AIs will then lead a squad through the lane as part of the formal leadership evaluation.

(3) Endstate: Cadets are familiar with duties and responsibilities required to conduct a RECON. Evaluated MSIIIs demonstrate knowledge of RECON, Troop Leading Procedures (TLPs), issue of tactical OPORD, and instruction techniques.

**G. Lab #7, (Location: Pri-Nay Aug Park, Alt-SBLP ) Squad Infantry Tactics. Variables. Civilians on battlefield, React to media, War crimes, Rescue a downed pilot, Conduct Bipartisan link-up, Mass surrender, Battle fatigue Soldier, Probing a Minefield**

(1) Purpose: To familiarize all cadets with the various variable lanes listed above that may be encountered during NALC.

(2) Method: The MSIII as CIC will ensure that the four assistant MS III instructors (AIs) give a brief class (10-15 mins) on the types of variable lanes that may be encountered and how to successfully react to them to include duties and responsibilities of squad members and functions of special teams. Each of the AIs will then lead a squad through the lane as part of the formal leadership evaluation.

(3) Endstate: Cadets are familiar with duties and responsibilities required to conduct each of the variable lanes presented. Evaluated MSIIIs demonstrate knowledge of variable lanes, Troop Leading Procedures (TLPs), issue of tactical OPORD, and instruction techniques.

**H. Lab #8, (Location: Pri-Nay Aug Park, Alt-SBLP ) Squad Infantry Tactics. Establishing & Refining Patrolling SOP's.**

(1) Purpose: To familiarize all cadets with the various standard operating procedures (SOPs) used during patrols that may encounter during field training exercises (FTXs) and NALC.

(2) Method: The MSIII as CIC will ensure that the four assistant MS III instructors (AIs) give a brief class (10-15 mins) on the types of SOPs that may be encountered and how to successfully use them while operating in a field environment as part of fire team, squad or platoon. Also include duties and responsibilities of squad members, and the functions of special teams. Each of the AIs will then lead a squad through the lane as part of the formal leadership evaluation.

(3) Endstate: Cadets are familiar with all patrolling SOPs and the duties and responsibilities required to conduct a patrol. Evaluated MSIIIs demonstrate knowledge of SOPs, Troop Leading Procedures (TLPs), issue of tactical OPORD, and instruction techniques.

**I. Lab # 9 (Location: Pri-Leheay, Alt-Egan) Spring Battalion STX PCI, Issue Sqd OPORD**

This is an MSIV run lab to ensure all cadets attending the BN Spring STX (Apr200X) have the appropriate equipment and that it is serviceable. MSIVs will also re-issue the deployment OPORD to ensure the cadets fully understand the logistics and execution of this STX.

(2) Method: MSIV chain of command will ensure that a thorough and complete equipment layout is completed and that all missing or unserviceable equipment is

replaced. Every aspect of the STX will be discussed so that all cadets have a full understanding of the training. All squad lists will be finalized and published, (should be done prior to this lab) so that squad members can establish SOPs. MSIVs will issue a chain of command listing and evaluation of MSIIIs and IIs for this 3 day STX.

(3) Endstate: Cadets are prepared for the Battalion Spring STX.

**J. Lab # 10, (Location: Pri-Nay Aug Park, Alt-SBLP ) Spring Brigade FTX PCI, Issue Sqd OPORD**

This is an MSIV run lab to ensure all cadets attending the BDE Spring FTX (Apr200X) have the appropriate equipment and that it is serviceable. MSIVs will also re-issue the deployment OPORD to ensure the cadets fully understand the logistics and execution of this FTX.

(2) Method: MSIV chain of command will ensure that a thorough and complete equipment layout is completed and that all missing or unserviceable equipment is replaced. Every aspect of the FTX will be discussed so that all cadets have a full understanding of the training. All squad lists will be finalized and published, (should be done prior to this lab) so that squad members can establish SOPs. MSIVs will issue a chain of command listing and evaluation of MSIIIs for this 3 day FTX.

(3) Endstate: Cadets are prepared for the Brigade Joint Spring FTX.

**K. Lab # 11, (Location: Pri-Leheay, Alt-Egan) MSIII and IV lab only. Patrol Base Operations**

(1) Purpose: To familiarize all cadets with the purpose, mission, duties, responsibilities and actions required to select, occupy, maintain, and secure a patrol base at Squad and Section levels.

(2) Method: The MSIII as CIC will ensure that the four assistant MS III instructors (AIs) give detailed a class on the purpose of, selection criteria, occupation of, and duties and responsibilities while in a patrol base at Squad and Section level.

(3) Endstate: Cadets are prepared for the Spring STX and are familiar with selection criteria, proper occupation techniques, duties and responsibilities while in a patrol base at Squad and Section level.

**L. Lab #12, (Location: Pri-Leheay, Alt-Egan) MSIII and IV lab only. Final PCIs, Issue Travel Orders, NALC Questions and Answers**

(1) Purpose: Final PCIs before NALC. Conduct a question and answer period for NALC, and final orders pickup.

(2) Method: MS IIIs, by company, will have NALC packing list inventoried by Cadre. The final 30 minutes will be dedicated to questions about NALC. Cadre will then hand out final Orders packet and wish cadets good luck.

(3) Endstate: MSIIIs are prepared to attend NALC 200X and have a better understanding of what to expect at NALC.

**3.** Supplemental guidance will come from the cadet S3 with Lab CIC notification. Lab guidance is published prior to the end of the fall semester to give cadets ample opportunity to plan, resource and execute labs to standard with no excuses about class conflicts. Those cadets who are scheduled to conduct the first 2 MS III run labs (up

through Lab 2 & 3) will give their OPORD brief on 31 Jan 2002.

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Military Science Department