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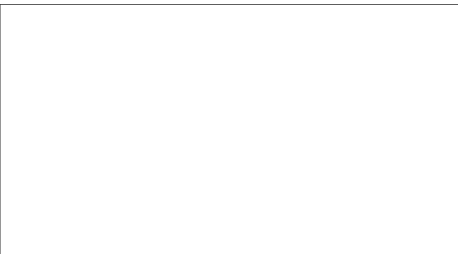
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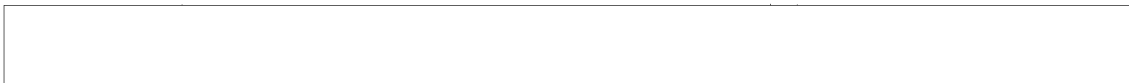
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THE TRAINING OF LARGE UNITS IN THE SOVIET ARMED FORCES

This report includes information on the planning, methods, and types of training of large units in the Soviet Armed Forces.

I. THE PLANNING OF COMBAT TRAINING

Combat and political training of troops of the Soviet Army is thoroughly planned. The system of planning covers all fields of troop training and penetrates down to the company level.

The initial document for planning is the annual order of the Minister of War "on combat and political training," which places before the troops the general assignments in combat and political training for the year. The order is prepared by the General Staff in compliance with existing military doctrine, taking into consideration the achievements and failures in combat training for the past year, as well as experiences learned from the war. This order is studied in the army by officers of all ranks and gives them a basic directive for the combat training of subordinate units which they must follow in their day-to-day work. The order published in a year when some radical change has taken place in some of the doctrine's laws remains the basic order for several years (until the next radical change). For example, prior to the last war, Order No 113, issued in 1938, remained the basic order for many years.

On the basis of the order of the Minister of War, army inspectorates and administrations of all branches draw up programs for the combat training of their type of troops (an example of such a program for infantry for the year 1940 is on hand at the school library). As a rule, the program starts off with instructions on organization and methods of instruction; these give directions on how the various types of training should be organized and the best method to use. A program for any type of troops provides material for whatever type of weapons are organic to that unit. For example, a program for infantry training includes programs for the training of cavalry (for mounted reconnaissance platoons), of mortar men (for subunits of battalion and regimental mortars), of combat engineers (for the combat engineer platoon of the unit), etc.

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The program is divided into two training periods--winter and summer--and provides for training on the post during the winter, and training in the field during the summer. The material is divided up into training stages for the consecutive training, first, of the individual soldier, then, of small subunits (sections, platoons), then of such large subunits as the company and battalion, and, finally, the training stage wherein whole units of the given type of troops are welded together and the material absorbed during the year is consolidated in maneuvers involving these units.

As a result of putting this program into effect, by the end of the year troops receive sufficient combat training plus an ability to wage combat on a large unit scale. In the second year, troop training follows the same program and consists of consolidation, through conditioning, of habits acquired during the first year of training.

Commanding officers of each of the military districts or group of forces issue their annual and semiannual (for winter and summer periods) orders for combat and political training, with training programs attached, on the basis of the documents previously mentioned. These orders and training programs take into consideration conditions of terrain and climate of the area in which troops of the district are located. Thus, for example, the commander of the Turkestan Military District requires of his troops special mountain and desert training, and this will be reflected in the order. Special training exercises will be introduced, or the exercises provided for in the program of the Ministry of War will be changed. The order and training program of the commander of the West Siberian Military District will take into consideration the presence of vast stretches of forests, of snow cover, and of low winter temperatures. The factor affecting combat training in the White Sea and Belorussian military districts is the presence of large stretches of water, swamp, forests, etc.

As a result, almost every military district trains its troops according to its own particular program, founded, however, on the general principles and directives of the Minister of War.

The staff of the military district works out a plan for the joint training of the various types of troops within the district, as a supplement to the order and program of the Minister of War. This is done to train units of all types in the establishment of coordination during the joint execution of a combat mission:

In the army units, the plan of combat training fully copies that of the military district; orders for the combat training of units are issued, with unit commanders then drawing up training programs for their individual units and subunits (battalions). These differ from military district programs in that they are more detailed, take into consideration such things as living conditions of troops, and deal with the combat training of specific units only; also they do not call for as long a period of training as do the orders and programs of the higher staffs. In large units planning is done on a 3-month basis, with additional orders being issued at the beginning of each stage of training as the progress of combat and political training is checked upon. In the regiment, the plan of training is for one month only, with additional orders issued as the training progresses; these orders frequently are not written, but are delivered orally directly to subordinate officers at conferences.

Subunits such as the battalion and company are the final instances of participation in the planning of combat training. But at those levels no innovations are introduced in the training program. The battalion commander is required to break the monthly training plan for the regiment down into three (by 10-day) or four (by weekly) periods, with the company commander being required

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to work out either a 10-day or weekly training schedule for his company. Indicated in the latter are the date and hours of study of specific material, topic, training director, place, method of training, and the training aids which must be made by company personnel prior to the beginning of training. The schedule is posted in the quarters of the company (usually on the company bulletin board), accessible to all personnel, who are then held responsible for knowing it.

This method of planning combat training adopted by the Soviet Army allows the High Command to maintain combat training of the army at the required level, but, at the same time, permits specialization by individual army units. Such specialization is indispensable to the execution of combat missions in theaters of operations, as anticipated by mobilization plans.

II. EXPERIMENTAL AND DEMONSTRATIVE METHODS OF TRAINING

Experimental and demonstrative methods of training have wide application in the system of combat training of Soviet Army units.

The purpose of experimental methods of training is to test a new technique or some tactical or operational innovation, in a setting as close to combat conditions as possible. As a rule, such training is conducted on the initiative of commanders of military districts and, sometimes, on the initiative of the Minister of War himself. Such training was particularly frequent in the period when Timoshenko was People's Commissar of Defense, with most of the exercises conducted either with his personal participation or under his personal direction.

Tests of new types of weapons, including artillery, are conducted by firing live ammunition, not under firing range conditions, but in the field, after the completion of a long march and the establishment of firing positions and a system of observation and command posts. Not only is the technical data on the new weapon (which already has been checked earlier) tested, but a check is thereby made on the efficiency of the weapon in combat.

Permanent defense fortifications (sufficiently removed from the border) are tested with live ammunition and by having the garrison remain for a lengthy stay, carrying out all of its prescribed work under combat conditions.

The idea of setting up an "outpost" line consisting of engineering and chemical obstructions in front of the main defense line led to a series of experimental training exercises, during which real obstructions were created (by actually blowing up bridges and railroad track). During such exercises, standards were established as to the time, number of men, and the means necessary for the creation of obstructions, and methods for their erection and defense. Conversely, the elimination of fixed obstructions provided material for setting standards for clearing such obstacles.

Maneuvers held in the Belorussian Military District in fall 1935 were conducted as experimental training exercises for the airborne forces. The organization and execution of a mass jump by airborne forces were tested. This was a new operation for the Soviet Army, which at that time had just begun to increase its air force.

Particularly intensive experimental training exercises are being conducted in search of more effective means of establishing coordination between various types of forces. Special attention is being devoted to combined operations of

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the infantry, artillery, tanks, and air force, as the basic types of combat forces. This is done during combined training exercises, using live ammunition in bombing and firing.

Practice training exercises are very carefully organized. The plan is worked out by higher staffs, who also direct the conduct of training. Field units are always used for the training exercises, with units in various stages of combat training being brought in for a repetition of their training. The setting during such training exercises is as close to combat conditions as possible. The use of false or make-believe situations is allowed only in the most extreme cases, and even then they are made as real as possible. For example, a contaminated area is created by spreading various compounds with small admixtures of war gases (in concentrations not harmful to the human organism) over the area. Artillery fire is conducted with live ammunition, with the edge of the line of fire 150-200 meters from the area occupied by troops, and with shell bursts within their midst imitated by real explosions of demolition charges (a practice used widely in the Soviet Army); mine fields are created by putting small charges of gunpowder in bags equipped with a fuse, etc.

Prolonged training in the field is conducted with a complete break from regular bases of supply; rations and ammunition reach units on their own trucks. In winter, training exercises are conducted with bivouacs outside populated points; troops are obliged to take cover from the cold by using prescribed equipment and whatever material is close at hand. In hot summer weather, a strict water discipline is observed, even though there is enough water available in the training area.

Observations of umpires and training directors are summarized and deductions made regarding the training are checked during the repeated exercises; after that, they proceed as recommendations to the corresponding commissions for insertion in regulations and manuals.

In the Soviet Army, one of the methods used to train officers and staffs, as well as troops, is the demonstration method, during which a subunit or unit demonstrates for observers the ideal combat technique in carrying out a tactical mission.

Demonstration training is usually given units and such large subunits as the battalion and company, and is synchronized to coincide with the beginning of some troop training assignment. For example, before the beginning of that stage of training which involves a platoon working in coordination with the rest of the division, a series of demonstration training exercises involving the platoon will be given, first, for officer personnel from battalion commanders upward, then, for the remaining officer personnel, then, for noncommissioned personnel, and, finally, for the entire enlisted personnel of the battalion.

The preparation of demonstration training is no less complex and detailed than is experimental training. The commander planning such training must choose, first, an area most characteristic for the carrying out of the contemplated mission and, second, the best-prepared subunit or unit to carry it out. The troops are given the technical equipment called for by the table of organization and then carry out the mission several times over the same terrain. When such training brings troop actions up to the level of speed and accuracy desired by the director, the training is then conducted in the presence of persons for whom it must be "demonstrated."

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In view of the fact that the aim of such training is mainly methodological (to teach commanders how to train their subunits), commanders seek to create a setting during actual training that is within the power of the commanders of even smaller units to create in future operations. For example, if the commander of a division finds it feasible during the execution of a training exercise on the subject "A Platoon in the Attack," actually to add one tank to every platoon, then, during the "demonstration" on the same subject a real tank will also participate. Conversely, if during a "demonstration" a dummy tank is used, then battalion personnel are expected to construct such a mock-up prior to the beginning of platoon training.

Demonstration training, which is aimed solely at demonstrating technique to familiarize troops with the effects of its actions (for example, on the subject "Artillery Support of the Regiment's Advance" or "Capture of the Opposite River Bank by a Tank Force," etc.), is conducted in the presence of the entire enlisted personnel of the unit being trained. In the course of the training exercise, troops receive explanations of the action from their immediate superiors and from specially detailed instructors from the technical units (artillery, tanks).

As a rule, demonstration training ends with a "critique." This consists of conclusions reached by the senior commander regarding the demonstrated training, a pointing out of defects and qualities, and concludes with brief instructions to subordinate commanders about the organization of similar training for their subunits. The experiences of the demonstration training are taken into consideration by command personnel and staffs and serve as a basis for the establishment of temporary standards and for the determination of methods for working out future troop assignments.

Particular study must be given the umpire system, used widely in the Soviet Army for the organization and execution of experimental and demonstration training in the organization and conduct of training. The experience of many years of using umpires during training exercises has led to the development of a definite system. Umpires are appointed by the unit which will participate in the training (unit umpires); there are also umpires appointed for the individual zones of the area (zone umpires) over which the training exercise will be carried out in accordance with the training director's plan.

The umpires familiarize themselves in advance with the entire course of training, and have on hand the plan for the training exercise and the prepared "introductory data" which they will hand to unit commanders at the proper time. They follow the actions of the troops and direct them into the proper training channel. If the training exercise is one-sided, then actions of the enemy are communicated to the troops by the umpires themselves; if the exercise is two-sided, then the umpires on both sides follow the actions of their troops and, at a brief conference, reach conclusions on the net results of the actions by both sides. These conclusions are then communicated to their senior commander (the director of training), and to the commanders of subunits, from whom complete subordination to the umpires is required.

Upon completion of the training exercise, the training director gathers together all his umpires and hears their reports on the troop actions; he then arrives at definite conclusions, which are announced to all participants of the training exercise at the critique.

The system of umpires, as a rule, is made up of the more experienced and able officers of the higher staff, or of officers of neighboring units not participating in the training. Umpires have at their disposal the services of a "neutral" or "umpire" communications system, the positions of which are set

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up in accordance with a plan worked out in advance, and which are marked with white flags. The umpires themselves are provided with some means of transportation (horse, motorcycle, car), which allows them to move quickly from one spot to another and to watch carefully the progress of the exercise.

This system of umpires is an integral part not only of experimental and demonstration training exercises, but of all troop training in general. It is, at the same time, one of the methods used for training officers; the use of officers as umpires inevitably increases their knowledge, because of the advanced preparation required in the directing of training exercises.

III. THE TRAINING OF OFFICERS AND STAFFS

The guiding rule in the postwar training of the staffs of military units may be formulated as follows: "to train staffs and troops in settings as close to actual combat conditions as possible."

As an issue of the Krasnaya Zvezda points out: "Staffs must acquire in peacetime, habits necessary in time of war. With this aim in mind, staff work must be carried out using methods resembling as much as possible those used under field conditions. Particularly, it is necessary to attain a high level in the execution of any type of staff work, to develop in staff officers speed, precision, and a businesslike manner in the execution of any task or service assignment, reduce the amount of daily paper work and free staff officers from such work, and, finally, train technical staff personnel in the carrying out of simpler tasks, thus freeing staff officers from such work."

In keeping with the above requirements, much attention is now being devoted to the problem of keeping the staff in complete readiness for work in the field.

General aims in the training of officers and staffs are as follows:

1. The accumulation, by every officer on the staff, of the knowledge necessary to the execution of his official duties
2. The development of qualities or capabilities in staff officers which would permit their mutual replacement within the immediate limits of the staff
3. The attainment of smooth coordination between all officers on the staff in the performance of their duties
4. The attainment of coordination in work involving various sections and services of the staff
5. The "knitting together" of the staff as a whole, into an administrative organization.

Regulations and manuals emphasize the fact that the commander of the unit bears direct and immediate responsibility for the training of his staff; he must train his staff. However, this does not relieve higher staffs of the responsibility for the training of such a staff.

Before the war, the new training year for the staff began first with the individual training of officers; then followed the "knitting together" of the various sections of the staff, and, finally, the "knitting together" of the staff as a whole.

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At present, the staff is not only required to carry out its various types of individual assignments and the knitting together of its separate administrations and services, but must, from the very beginning of the training year, be taken out for training as a whole to attain an over-all coordination in its work.

If, previously, staff training was usually conducted without means of signal communication and the support of smaller units, now the following units are required to participate in staff training: communications, supply, and supporting units (antiaircraft, antitank, reconnaissance, etc.)

Previously, staff training normally went on for 6-8-10 hours; now, such training is required to continue for not less than 24 hours.

Types and Forms of Training

1. Individual Assignments

All officers receive personal (individual) assignments falling within the scope of their duties. These may be such assignments as the preparation of a report, paper, the working out of a plan for staff training, the study of a theater of operations, the study of foreign armies, etc.

2. Individual Training of Each Officer in the Duties of His Position

This type of training is conducted by the commanders of the corresponding staff divisions and services.

3. General Staff Training

This is staff training in which all staff divisions and administrations participate at the same time. A certain day in the week or certain hours, when staff workers do not have other service responsibilities, are designated for such training.

4. Staff War Games

These are designated "staff" because they embrace a series of problems characteristic of the work of a staff, in contrast to "command games," where problems involving the work of unit commanders are worked out. Such training is given both in classes and in the field. The director of training (sometimes the commander of the division, more often the chief of staff) "plays for everybody": for his own troops, for the enemy's troops, for higher and lower staffs, for adjacent troops, etc.

5. Two-Stage Staff War Games

These differ from staff war games in that the staffs of subordinate units as well as, say, the staff of a division, also participate in the training. Such training is conducted in a given locality, with communications facilities and supporting units. The director of training, for example, the commander of a division, plays the roles of both the training director and the commander, and also that of umpire on the division's staff. He "plays" for adjacent unit, for the higher staff; his assistants are commanders of units and staffs undergoing training.

6. Command-Staff Training in the Field

This is the highest form of training for unit staffs. It can be one-sided, two-sided and, as a rule, is many-sided.

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In essence, such training represents maneuvers for staffs. The duration of such training is a minimum of 2-3 days. Similar training is rare, not being given oftener than once in 2 months; the staffs of corps and staffs of military districts, however, are given such training more frequently.

7. Training of Staffs With Troops and on Troop Maneuvers

This is the final form of staff training, when the staff operates as the integrated organ of administration. Army maneuvers do not take place every year and do not take place in every military district; if there is no provision for maneuvers within the district that year, then the summer training period ends with "small army maneuvers" of 8-10 days.

8. Seminars and Refresher Training Courses

A seminar is a training course only 3-5 days in duration; a refresher training course lasts 10-15 days. Seminars are more often conducted along the line of political training, for example, a seminar of secretaries of regimental party bureaus, a seminar of senior regimental propagandists, etc. Refresher training courses are conducted primarily by commanders and by staffs, for example, a refresher training course for commanders of regimental communications units, a refresher training course for artillery unit commanders, or a refresher training course for first assistants of regimental chiefs of staff, etc. Refresher training courses for regimental personnel are given by staffs of divisions, while refresher courses for large unit personnel (divisions, corps) are given by the staffs of military districts.

As an example, the order for the working out of a command-staff refresher training course is given below. Preparation for such training requires considerable time and the expenditure of much materiel.

The work of directing the preparation for such training consists of defining and working out the following questions in order:

a. The training topic (provided beforehand in accordance with the general plan, by the staff of the military district).

b. General and specific training aims:

(1) The general aim is, for example, "to give the staff practice in the organization of uninterrupted administration of the troops, and in the organization of coordination under conditions of engagement with the enemy."

(2) Specific aims:

(a) To train regimental and battalion commanders to take decisive steps upon engaging the enemy

(b) To train staffs in the art of organizing and achieving active leadership of units during the initial engagement and in the course of battle

(c) To give commanders and staffs practice in the proper use of artillery and tanks during the initial engagement and in the proper organization of coordination between those units and the infantry within a short period of time.

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When the training aims are outlined, the training director should choose a training area which, because of its special features, would help in the successful achievement of the training aims.

c. The composition of the over-all plan of training, including the organization of sides, the determination of their jump-off positions, areas or points of contact, etc.

d. The composition of the over-all plan of training and the selection of umpires.

e. Conducting the training over the terrain together with the umpires, going into a detailed analysis with them of the particular situations which might arise through the possible variations in actions open to both sides.

f. The working out of a detailed plan for the training course; the drafting of a plan for a neutral communications network; the formulation of general and specific assignments for both sides; the working out of detailed introductory data; the planning of a system of material and technical supply; calculation of the forces and means necessary for the simulation of fire; the arrangement of obstacles, etc.

Training documents and instructions on the organization of the various sides are issued sufficiently in advance so that staffs and units participating in the training may prepare themselves for it. The instructions for taking up the jump-off positions, and the instructions depicting the combat setting are issued to the respective sides either immediately before the beginning of training (for well-trained staffs) or 2-3 days in advance (for poorly integrated staffs) so that officers may study them.

The training is concluded with a critique, very often held right in the field, but often upon returning from training.

IV. COMBAT-TEAM TRAINING

At the end of the summer training period, so-called combat-team training is used widely in the Soviet Army to complete the stage of training of the unit (regiment). Combat-team training is the training of infantry units together with troops of other branches, who are either attached to the unit for that purpose or conduct their training independently while coordinating their actions with that of the infantry. A typical example of such a combat team would be a rifle regiment with one or two battalions of artillery, one or two tank battalions, and an air squadron attached, or an infantry division with one or two artillery regiments, a tank brigade or division, and air group (polk) attached.

The purpose of combat-team training is the knitting together of units made up of various types of troops, and training in them habits of coordinated action and interaction. This problem is the stumbling block in joint actions of units of various types of troops and, therefore, receives the most serious attention in the concluding stages of troop training.

As a rule, combat-team training lasts 2-3 days. For this, units completely abandon their area of quartering (barracks or camp) and work out an entire series of tactical problems. A locality unfamiliar to the troops is chosen for the training. The usual training topics are: "Route march of a reinforced regiment (division) and engagement, with a change-over to the offensive," or

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"An offensive by a reinforced infantry regiment (division) against a strongly fortified enemy." If the training is two-sided, then the other side during the training will have a counter topic, that is: "Route march and engagement with a change-over to the defensive" and "Defense on a stationary front" or "Defense by an infantry regiment (division) in a fortified area system."

Much attention is paid to preparation for training. The time and the topic for training are always indicated in the plans for combat training. The training director (usually the senior commander; less often, the unit commander) prepares in advance all the documents dealing with the planning of the training. The most important of these documents is the "elaboration," which specifies the scope that the training is expected to encompass, and the stages into which it is to be divided; the "elaboration" contains a whole series of "introductory data"-- a description of the situation at a specific hour and in a specified area. All this is kept secret from the participants in the training.

In preparing the elaboration of his plan, the director must be personally acquainted with the terrain over which the training is to take place. Detailed on-the-spot instructions are given to the umpires; in these the director carefully explains what the situation should be and how, in his opinion, the course of action should develop. All these instructions will be carried out by the umpires during the course of the training exercise.

The training, as a rule, begins with an "alert" being announced to the unit by the training director, either personally or through an umpire. As the unit prepares for action, the umpires check on the unit's warning system, its speed of assembly, the status of its organic equipment and property (down to that belonging to the individual soldier), the time of arrival by subunits in assembly areas, and their combat readiness. At the same time, the unit commander receives notice of the unit's combat mission, usually in the form of an order from his senior commander. With that, the umpire assigned to the staff and the training director--at the unit commander's side--check the quality of the commander's decision, the speed with which this decision is carried out, and the quality of the orders worked out by the staff (the decision of the commander is taken down by the umpires, while copies of orders are delivered to his staff). In the subunits, most of the attention of umpires is devoted to security measures: security, reconnaissance, communications, and antiaircraft and antitank defense.

All remaining units making up the detachment are also alerted (by the umpires) and, on the basis of the combat missions assigned them, send out their representatives to the infantry. From that moment on, all units act only in accordance with orders received from the training director, who, in the course of the games, always takes upon himself the role of the senior operations officer.

During the course of the training exercise, the units carry out a series of interrelated tactical missions. Nor do rest periods such as overnight bivouacs or halts take these units out of the exercise even temporarily. The part of the enemy is played either by subunits (according to the plan of the director, from neighboring units) or by an entire unit (where the training exercise is two-sided). Where neither of these methods is used, all data on the enemy is given the troops by the umpires. The latter adhere strictly to the plan of the director in the playing out of particular phases and episodes, but, at the same time, are not supposed to hamper the actions of the troops; where actions occur that were not foreseen by the director, the umpires are under instruction to let them develop fully and to notify the director through the neutral communications facilities. The director is then required to make other decisions while the games are still in progress and to renew his instructions to the umpires.

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During the training, the entire umpire system observes the activities of the troops and pays particular attention to the correspondence of actions to regulations, and to the teamwork shown between the various types of troops. The main task of the training is to make various types of troops coordinate their activities and direct those activities toward a specific goal. This is what the director pays particular attention to.

The end of the training exercise is usually announced by the "cease fire" signal, transmitted by all means of communication, and signifies the order of the director to end the games and to assemble in the designated areas.

The results of the training are transmitted to the director at a conference of the umpires, where conclusions are reached as to the actions of the detachment as a whole as well as those of individual subunits. The director then transmits his findings on the training to an assembly of command personnel (a "critique" of the training, under field conditions). Using the director's findings as a basis, the umpires attached to subunits conduct before the personnel critiques in which the actions of the subunits against the general background of the training are gone over.

After this series of "critiques," the training is considered ended, and units return to their regular stations where, depending on the intensity of the training undergone, they receive a short rest period before resuming their regular programs of combat training.

During the premaneuver period, such training is given weekly.

V. COMMAND AND STAFF TRAINING

Command and staff training in the Soviet Army is one of the most widely used methods of training commanders and staffs simultaneously. The purpose of such training is to verify the degree of preparedness of command and staff personnel to carry out their duties. This is not a primary, but a more advanced stage of training.

Depending on how many staff levels are involved in the training, it can be either one-stage (involving the staff and commander of a division, or regiment, or battalion), two-stage (involving the staffs and commanders of divisions and regiments, or regiments and battalions), or three-stage (involving the staffs and commanders of divisions, regiments, and battalions). Command and staff training is never given beyond the three-stage level because of the complexity of organization involved and in view of the small benefit to the individual echelon. Such training can be conducted in the form of war games on paper, or over actual terrain; in the latter case, all or part of the headquarters element and even small combat subunits (to represent troops, particularly those troops which a staff would be most likely to encounter under combat conditions: troops in reserve, security troops, reconnaissance troops, etc.) may be drawn into the training.

Command and staff training on all echelons is planned, as a rule, by the next higher staff, but often there are instances when such training is undertaken on the initiative of a unit commander.

The latter type of training always bears the character of a training session; the former, the character of an inspection. The training is worked out, prepared, and directed by the person planning it. Participating in the preparation of the training are the director of training himself, and several of his aides, all of whom are officers of the next higher staff. To help the director in carrying out the training, officers of higher staffs are either drafted for the purpose or chosen from among the officer personnel of the unit being trained; these officers are then used in the capacity of umpires.

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As a rule, those in charge of the training keep secret both the training topic and the problems being worked out; for the organization of the initial period of training, instructions are issued to the particular staff which indicate the approximate time, the duration of training, the degree of readiness expected of the staff, the participants in the training, the location and condition of the staff at the moment the training begins.

The most complex and widely used method of conducting such training is war games conducted in the field together with the staffs of subunits and designated troops. Into the training are drawn the unit commander, together with his administrative staff, all of the staff personnel, and both the subunits subordinate to the staff and those attached to it under combat conditions (units used for the defense of the staff, antiaircraft and antitank units, etc.). The use of the remaining troops of subunits is kept at a minimum, with those troops being used only in cases where the director wishes to verify the practicability of instructions issued by commanders and staffs (for example, a march schedule, the schedule for setting up defense in depth, the speed of delivery of ammunition, etc.).

Training begins either from the place where the staff is permanently quartered, or with a preliminary movement to an area near where the games will be played, upon instructions of the director. The latter case gives the staff an opportunity to locate and equip their working quarters, and to set up their security, their communications with their higher staff (usually made up of the director himself plus a small group of his technical aides), and radio communications with staffs and commanders below them. The games begin the moment the communications system begins to function.

The games consist of the director's issuing orders or requests for information in the role of a senior commander, or issuing information in the role of the commander of an adjacent unit, and directing the activities of those under training into the necessary channels, thus compelling them to make decisions, to formulate those decisions on paper, to get them to the persons who will carry them out, to control the execution of those orders, and to inform their next higher commander. If the aim of the training is only to inspect or verify, the director sometimes interrupts the games to explain mistakes made at that particular moment, and then compels the participants to repeat that part of the training.

Assistants to the director play a role similar to the director's. In playing out a particular episode of the training, they must be guided by the general plan of training and the specific instructions of the director governing that episode; but they are not deprived of the right of independent action during the episode and may play it as they think best under the particular situation which has been created.

Staff umpires play a less responsible role. Basically, they are delineators and observers of the activities of staff officers. Their actions coincide strictly with the director's plan, and every phase of the games is played according to their notes, both from the view point of the time required to carry it out, and from that of the method of its execution, quality, and accuracy. Documents worked out by the staff are collected by the umpires and later serve as illustrations in the umpires' estimates of the staff's work.

Subordinate (lower unit) umpires are those assistants to the director who, during the training, fulfill the duties of unit commanders subordinate to the staff. There is a double role. On the one hand, they play unit commanders subordinate to the staff, which obliges them to carry out all orders of the staff undergoing training (where actual troops participate in the training, these umpires remain with them); on the other hand, the plan of training is made known to them in advance, and in their reports to the staff they are obliged to create for the staff the situation required by the director in order to play through the particular phase. Their joint role of player and director has led to the troops' dubbing them "supporting players."

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During the games, the activities of those undergoing training consist principally of carrying out the duties called for by their position. This means that all the commanders and staff officers carry out all the work required for the preparation, organization, and control of one or another form of combat. Reconnaissance is actually carried out, decisions are made, the prescribed instructions are issued, written and verbal orders are given, a check is made on their fulfillment by subordinates, and adjacent and higher staffs are kept informed.

The entire staff and all subunits subordinate to it are all trainees during the games, and actually carry out all work assigned to them in a combat setting. Quarters for the staff (as a rule, shelters) and observation points are set up, security and defense of the command post are organized, as are its antiaircraft and antitank defense, with actual installation of weapons in firing positions and their preparation for action. The signals communication system is an integral part of the command post; an alternative command post and a rear echelon staff are then organized.

During the entire period of the games, the staff functions in a combat setting.

On the completion of training, the director collects all the reports of his assistants and staff umpires on the actions of those being trained (or checked); he then arrives at certain definite conclusions about the quality of work accomplished by commanders and staffs, as to both positive and negative qualities. In his detailed study, the director studies the field documents worked out by the staff (or staffs) during the training. This process usually takes several hours, and, during more important training exercises (inspections), may even take longer than 24 hours.

Conclusions about the training, together with charts illustrating the different situations plus the field documents which were worked out, are made known to the trainees (by the director) at the critique. It is there also that an evaluation of the staff's preparedness (if the training is in the form of an inspection) as a whole, as well as of its sections and individual members, is made. In addition, it is then considered obligatory to place before the staff routine training assignments for the strengthening of its training and for the elimination of defects in its work.

Similar critiques are given by assistants to the director before all subunits participating in the training.

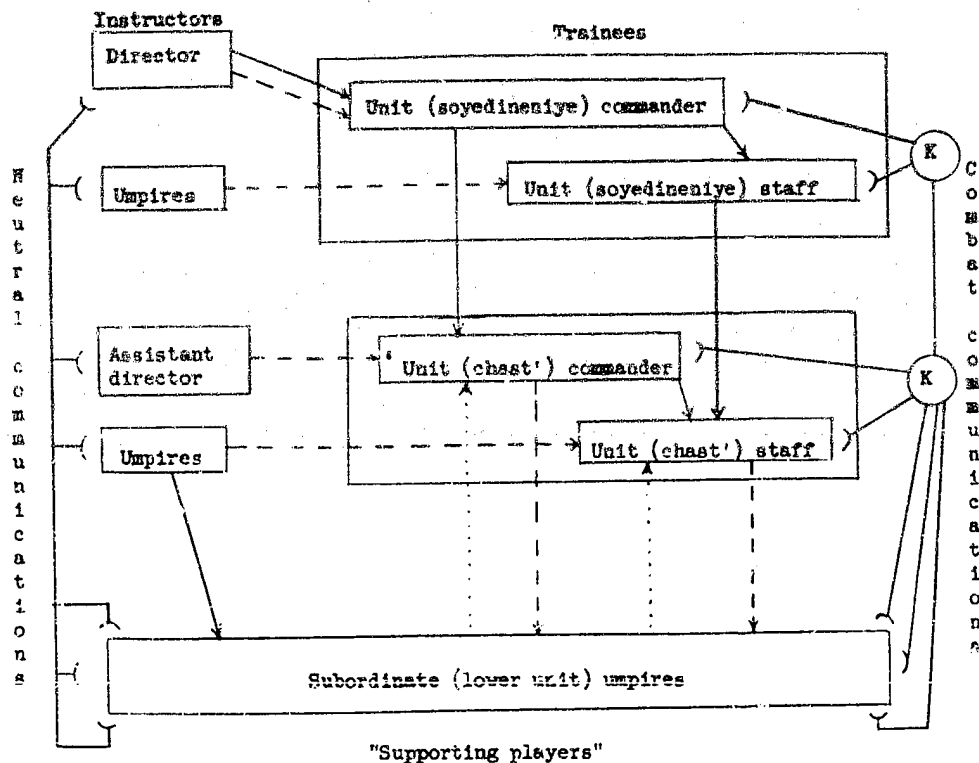
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




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Organization of Command-Staff Training
(two-stage)



Symbols:

-  - Telephone communications
-  - Direct subordination
-  - Supervision by director and umpires
-  - Information fed to units
-  - Switchboard

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VI. THE TRAINING OF SERVICE UNITS

The training of service units and rear area troops has been allotted a separate chapter because such training is planned separately from that of combat troops. It is very difficult to take the entire service apparatus and all service establishments and "lift" them into staff or command-staff training. During command-staff training, service elements and establishments are only "token" forces, that is, are never brought into the training in force.

The staff of the military district, on the basis of instructions from the General Staff, plans special training exercises for service troops and staffs in which rear area organizations are brought out in force. Such exercises are conducted rarely, never more than twice a year, and then in the form of a demonstration, where commanders and staffs of other divisions are brought in to observe divisional service unit training.

The various types of service unit staff training include the following:

1. The training of troops together with designated service elements
2. The training of staffs together with service organizations
3. Demonstrative training exercises for service troops
4. Routine training, particularly of service elements and establishments
5. Training exercises involving officers of staffs, service administrations, and officers of other sections and services.

The aims and functions of service unit staff training are:

1. The carrying out of functional (that is, official) duties by officers of the administrative service
2. The formulation, by each service and section, of plans for the organization of rear service establishments in accordance with its particular activity
3. The study of the rear services by staff officers unconnected with service organizations
4. The "knitting together" of service elements and establishments.

Such questions as the following, for example, may be worked out during service unit divisional staff training exercises: lines of supply and evacuation, supply schedules and tables, the work of divisional supply relay points, the organization and duties of a road maintenance battalion, etc.

Training may be conducted both in the classroom and in the field. In the first, the emphasis is on the production of documentation; and in the second, on the practical work of staff officers: the layout of the division distributing point, organization of the road traffic control headquarters company and area, layout of railheads, establishment of a divisional hospital, etc.

Routine combat training of service units and organizations is regularly carried on in accordance with special programs, as in any other military unit; for example, a divisional bakery is trained in the speedy setting up, closing down, and transfer of its equipment; army depot workers study the nomenclature

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of their depot, the order of setting up a depot, methods of storing equipment, keeping records of stores, etc. An army transportation battalion, in addition to routine training, will be trained in the movement of freight from railheads to forward army depots or to divisional distributing points, the return of empty vehicles, the regulation of traffic, etc. Thus, the training of service units and subunits follows the aim of preparing these units for combat.

Training is conducted either by the commanders of units and organizations, or by officers of higher service units to which those units are subordinate.

The preparation for the training of service units does not differ substantially from preparation for similar staff or command-staff training.

VII. MILITARY DISTRICT MANEUVERS

Military district maneuvers, as the final and concluding phase of the year's combat training, are not held every year, nor are they held in all military districts. More often, such maneuvers take place in the border military districts, while so-called "district troop exercises" involving not all of the units in the district are held in the interior military districts.

Cases may occur when two training exercises (maneuvers) are held in various areas of the same military district.

If district maneuvers are not held, then large units within the district conduct "troop training exercises," in which only those units will participate.

The main functions of these maneuvers and troop exercises may be defined as follows:

1. To give general training to troops and staffs
2. To provide practice in organizing operational and tactical coordination between the various types of troops
3. To check existing standards, for example, for service units, for staffs, the standards for artillery saturation, etc.
4. To demonstrate and check new types of weapons, materiel or to check new tactical methods
5. To check the practicability of plans for the concentration and deployment of troops (such problems may be posed only in the border military districts).

The possibility of conducting maneuvers near the borders, with the aim of applying pressure on neighboring governments, is not excluded.

The training instructions of the General Staff set down, well in advance, the location, date, and duration for maneuvers or district troop exercises.

Very often the General Staff itself plans and conducts maneuvers in the border military districts. These are cases where the General Staff wishes to verify the operational plans for a given theater of military operations. Where no such broad aim exists, the planning and direction of maneuvers are turned over to the commander and staff of the military districts, with representatives

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of the General Staff only attending military district maneuvers. However, in either case, the General Staff fixes the topic of training, the general training aims, the area for the maneuvers, composition of the various sides, duration of training and, finally, the director of the maneuvers.

Preparation of the maneuvers involves the following steps:

1. Composition of the general preliminary plan, in which are defined the aims and tasks of training, jump-off positions, composition of the sides, and the approximate order of events during the maneuvers.
2. A reconnoiter of the area of the maneuvers. To carry out the reconnoitering, the director forms reconnoitering groups made up of staff officers and specialists. The director will then, in accordance with a special plan, cover the ground together with the reconnoitering groups and go over in more detail with them the future course of the maneuvers.
3. Simultaneously, a general calculation is made of the troops to be used in the maneuvers, the equipment to be used in establishing a neutral communications system, field messes, etc.

With that ends the preliminary work in the preparation of a plan for the maneuvers.

Upon returning from the reconnoiter, the staff of the director proceeds to work out a detailed plan for the conduct of the maneuvers; the plan that is worked out must then be approved by the General Staff.

This final plan may consist of the following elements:

1. The plan proper for carrying on the maneuvers, in which are indicated the probable location of the various sides at a given time during each phase of training, the directional measures to be taken to elicit the desired actions from both sides
2. The order of organization of the jump-off positions and areas, the order for concentration of troops in those areas
3. The composition of the umpire system, consisting of the following elements:
 - a. The chief director and his staff
 - b. Chief umpires and the staffs of the various sides
 - c. Zone umpires and their staffs
 - d. Umpires attached to troop units and to their staffs
 - e. Junior (lower unit, "supporting") umpires.

During military district maneuvers, the staff of the district does not appear in the role of the "operational" staff. The commander of the military district and his staff become the chief directors, and, for the purpose of running the maneuvers, the staff of the chief director becomes the operational higher staff. The chief umpires and the staffs of the various sides, as well as the zone umpires and their staffs are made up of officers from staffs and units not participating in the maneuvers. Lower unit umpires, that is, umpires attached to units and their staffs, are chosen from senior officers not taking part in the maneuvers. The system of umpires for military district maneuvers is a large one, with a vast supply and administrative network behind it.

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4. A plan for the layout of a "neutral communications system"; this system is set up well in advance, in any case, not later than 3-4 days before the troops begin to take up their jump-off positions

5. A plan of measures to be taken for the security and control of the maneuver area, for the maintenance of a definite regime in the training area

6. A plan for the organization of a system of material and technical equipment supply for the maneuvering forces

7. The compilation of organizational instructions for the simulation of fire and its designation as such, etc.

8. A compilation of various subsidiary training documents, such as information on service units and organizations, a military geographical description of the maneuver area, additional data on the materiel of the probable enemy, etc.

In the preparation for the maneuvers a great deal of attention is paid to the question of political security. Into the system of political security measures enter questions of a cultural-educational and agitation and propaganda nature, but the system consists mainly of measures for preventing contact between the troops on maneuvers and the civilian population.

The duration of the maneuvers may vary. On an average, they last from 10 to 15 days, and are normally conducted in September or early October.

Upon completion of the maneuvers, as upon completing any other type of training, a critique is held. Units which participated in the training are given a special order to assemble in a given area where, on the day the maneuvers end or the day after, unit commanders and umpires attached to the units conduct a critique for the enlisted and noncommissioned personnel. A separate critique is held for platoon and company commanders and the like, during which an analysis is made of the tactical situations involving units of that particular size.

Following that, on either the same or the following day, a parade is held which is reviewed by the commander of the military district. After the parade, the various units disperse to their regular stations.

On the evening of the day of the parade or on the day following, a critique is arranged for senior officers and generals, during which the director foregoes a general evaluation to give in detail an evaluation of the actions of the troops, the work of the staffs, the work of service units, and the political security work.

Sometimes, in conclusion, a banquet is held, to which only the senior commanders are invited.

The concluding document is a written account-report of the maneuvers which is presented to the General Staff; very often, the General Staff uses these reports from the various military districts to formulate new training and operational instructions. These instructions then serve as the basis for further work.

Demonstrative and inspective training exercises for senior and higher commanders are sometimes held after such maneuvers.

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VIII. COMMAND POST EXERCISES (POLEVAYA POYEDKA) FOR MILITARY DISTRICT STAFFS

One of the forms of higher staff training is the command post exercises for military district staffs. Such exercises are arranged not only by the military district staffs, but also by the General Staff, military academies, etc.

In form and method of execution, command post exercises are a one-sided war game carried out over the actual terrain involved.

Command post exercises do not involve the use of troops in the field, but use only those units and installations necessary for the maintenance of the staff.

Command post exercises are usually held once a year, during the summer training period (July-August), that is, prior to the beginning of military district maneuvers or district troop exercises.

In aims, the command post exercises held in the interior military districts differ sharply from those held in the border districts.

In the border military districts, the command post exercises are based on the actual operational plans of those districts. In other words, the command post exercises are not based on an abstract operational background but on the specific background of the theater of operations in which the staff would operate during the initial period of a war.

Command post exercises are used to verify not only operational calculations, but all mobilization plans.

In the interior military districts, which have no operational plans, command post exercises are based on an imaginary locality and are not connected with the verification of operational calculations.

However, regardless of whether an interior or border military district is involved, in every case it is the General Staff which determines the aim of the command post exercise, the composition of the sides, and the area in which such exercises will take place.

There are often instances where the General Staff itself organizes a command post exercise.

There may be cases when the General Staff summons the staffs of interior military districts for command post exercises in a border district. Thus, for example, in 1940 the staffs of the Ural and Volga military districts were summoned to command post exercises in the Leningrad Military District, and the staff of the West Siberian Military District to exercises in the Belorussian Military District.

The staff of the military district works out the command post exercises in accordance with the instructions of the General Staff (if the latter is not conducting the exercises itself). As it does during district maneuvers, the military district staff plays the joint roles of the "operational" and "directional" staffs (as the staff undergoing training, and as the staff in charge of the exercises).

The military district staff makes the preliminary calculations for the command staff exercises, including calculations for the material resources involved; these figures must then be confirmed by the General Staff.

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In the main, there is no particular difference between planning a command post exercise and planning military district maneuvers or a command-staff training exercise. A command post exercise is essentially a large command-staff training exercise with communications facilities added. The plan for command exercises consists of the total of the following documents:

1. The training plan proper (the plan for the command post exercises)
2. The make-up of the umpire system
3. The plan for the lay-out of the field and neutral communications
4. The organization of supply bases
5. The plan for political security for the command post exercises, etc.

The special features in the conduct of this type of training exercise are:

Operational and tactical situations are played "in bounds." This means that the training director, together with part of his staff (specialists mostly), rides out into the jump-off area of one of the field staffs and there plays out the first move; the field staff then works out the necessary documentation for the direction of its troops. Meanwhile, the director has proceeded on to the next staff, done his work there, etc., until he has covered all of the field staffs.

Having returned to the first staff, the director then makes the next move; meanwhile, the General Staff will be at some other point in accordance with the operational situation. The director will also, without fail, make a check of the service units and installations, with whom he will also work out a few episodes in each phase of the training exercise, using the "bounds" method.

Upon completion of command post exercises, a field critique, as a rule, is not usually held. That is given troops by their commanding officers at their permanent stations. A critique for the officers is usually given the day after the end of the exercises. Principal attention during the critique is focused on the work of the staffs and service units, and not on the work of the unit commanders.

Using the critique as a basis, the commander then and there issues practical instructions on questions of troop training and mobilization.

Sometimes, during the course of the exercises, demonstration trainings by one of the units involved will be given for the benefit of those participating in the command post exercises.

Upon completion of the command post exercises, the staff of the military district also submits a report-account of the training to the General Staff.

It must be noted that more practical benefit may be derived from command post exercises held in border military districts; similar exercises held in interior districts are usually in the nature of regular, although larger, staff exercises.

IX. MILITARY DISTRICT OPERATIONAL WAR GAMES

District operational war games, as well as district command post exercises, are one of the forms of training for higher staffs.

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Whereas the military district command post exercises are conducted in the field, the district operational war games are conducted in the classroom, and it is only seldom, in the final stages of the games, that the participants go out into the field. (That is, of course, if the war games are based on maps of that particular area.)

There is little difference between operational war games held in border districts and command post exercises. There, as a rule, only the concluding phase is played in the field, and the war games follow the same aim: to verify the operational and mobilization plans for the district, to check on the varied mobilization documentation, to make a more precise definition of plans, etc.

In the interior military districts, operational war games are conducted on the basis of strict instructions from the General Staff, instructions which determine not only the general and specific aims of the games, but fix the theater of military operations, the composition of the enemy's forces, the composition of friendly forces.

For example, the West-Siberian Military District will be instructed to prepare and to conduct such operational war games on maps of the Transcaucasus theater of operations, and other war games on maps of the Carpathian theater of operations, etc.

The distinctive feature of the military district operational war games is the fact that they are, as a rule, two-sided rather than one-sided, even though the opposite side is set up in an abbreviated form.

The following usually participate in the war games:

1. The military district staff, from whose personnel the staff of the army is formed
2. The staffs of corps within the military district
3. The staffs of divisions and units subordinate to the commander of the district
4. Reserve officers slated to become members of those staffs in accordance with mobilization plans
5. Service units.

These district war games, since they are costly affairs, are also conducted not more than once a year, usually at the end of the winter training period (March-April).

The director of training is the commander of the military district, who is assisted by a staff made up of the chief of staff, the chief of the operations and training section, the chiefs of arms and services, and the chief of the administrative forces.

The field staff is made up of the remaining district staff workers, with the role of chief of staff being taken over by one of the deputy chiefs of staff of the military district, that of chief of the operations and training sections by one of his assistants, that of the chiefs of arms and services by their assistants or deputies, etc.

Drawn into the war games in a body are the staff commanders and the principal staff personnel, chiefs of arms and services of divisional and corps staffs.

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The commanders of divisions and corps, since the district war games are in the nature of a staff training exercise, play the roles of field commanders and umpires attached to their own staffs.

Participating in the working out of the plan for the operational war games are: the chief of the operations and training section, the communications officer, chief of the supply and evacuation section, all of them under the general direction of the chief of staff.

The plan that is worked out for the war games is then approved by the General Staff.

The training material for the operational war games consists of the following:

1. The plan proper for the war games
2. General and specific assignments for the various sides
3. Organizational instructions: the organization of the communications system, the organization of the system of supply, the headquarters cryptographic service, etc.
4. Training instructions: data on the enemy, the theater of operations, the supply and evacuation services, the organization of both friendly and enemy troops, etc.

The method used in conducting the war games is similar to that used in the command post exercises, that is, "in bounds." The gaps in the "operational times" are much smaller since all of the players are located in either the same quarters or in adjoining quarters.

The operational war games begin with the director listening to a report from one side, for example: the evaluation of a situation, the decisions taken, the orders issued, etc. After this, that side returns to its working quarters, and the other side is then called in to see the chief director; on the basis of the decisions taken by the first side, the director then makes a move for the other side. That side's decisions, orders, etc., are heard. Following that, the first side is summoned again, and a new phase (a new bound) worked out with it, and so on.

The operational games themselves usually last 3 days; on the first 2 days, regular breaks are taken for meals and rest, but on the third day the games are played at an "accelerated tempo," when the astronomical time almost coincides with the operational time.

The main emphasis during the military district operational war games is on the work of the staffs: planning of the operation or battle, providing for its successful outcome, directing operations as events unfold, etc.

All operational and field documents are worked out in full: orders, resumes, messages, sketches, graphs, calculations, etc. These documents are the principal material used for evaluating the activity and preparedness of the staffs; special attention is paid to whether these documents were made out in time, and in accordance with existing standards set down in manuals and instructions.

Upon completion of the war games, all participants, whether many or few, remain on for one or 2 days longer; a conference is then held with them on current questions of combat training and mobilization; sometimes a demonstration training is conducted for them or new material shown them. In such a way, the district operational war games are transformed into a small refresher training course.

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As after any such large training exercise, the commander holds a "critique," which is attended by all participants in the games. A thorough evaluation of the actions of the staffs participating in the games is then given, and general instructions for the future are issued.

The results of the training are then presented to the General Staff in the form of a report.

Sometimes, representatives of the General Staff participate in the war games, but even then they do not usually interfere with the progress of the games or take part in an evaluation of them. The commander of the military district continues to remain the director for the games.

Since such training exercises do not occur very often, the commander of the district almost invariably gives a banquet upon conclusion of the games. Only senior officers are invited, however.

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