

(14)

The United States Army Infantry School
Fort Benning, Georgia
9 October, 1968

SUBJECT: The Infantry Rifle Company Commanders' Wheel
Vehicle Drivers.

1. PROBLEM: To determine whether the duty position of the company commander's wheel vehicle driver should be a TOE/TD position or additional duty within the infantry, airborne infantry, and mechanized infantry rifle companies.
2. ASSUMPTIONS:
 - a. The infantry rifle company will always have wheel vehicles and will have to furnish the drivers for its organic vehicles.
 - b. The primary duties of the company clerk, radiotelephone operator, messenger, and maint data specialist assigned by TOE/TD will not change or require less than full attention, whether in combat or in a sustaining base area, such as CONUS.
 - c. Materiel Readiness, Operational Readiness and Command Maintenance Management Inspections will increase command emphasis on the maintenance and serviceability of a unit's equipment.
 - d. The complexity of future equipment will require more maintenance and operator's skill. "Time" then becomes one of the few invariables which is a must in the maintenance effort. Therefore, we must afford the vehicle operator ample time and freedom to accomplish his daily maintenance services.
3. FACTS BEARING ON THE PROBLEM:
 - a. The truck, utility 1/4 ton 4X4 is currently organic to all US Army infantry companies. (Annex A)
 - b. The company clerk, radiotelephone operator, maint data specialist, and messenger are assigned by TOE/TD the additional duty of light vehicle driver. (Annex B)
 - c. In the mechanized infantry companies, drivers are assigned for the track vehicles. (Annex B)
 - d. Present practice of obtaining a driver, is to take a member of the rifle platoon or the weapons platoon.
 - e. The well-trained, full-time vehicle operator is the first line of defense against deteriorating equipment. Operators can assist the maintenance program by detecting and reporting most equipment failures. (Annex D)

- f. Our equipment must be given the finest possible care. It must be operated properly. It must be cleaned, lubricated, and adjusted regularly. It must be repaired promptly and correctly. (Annex D,E)

4. DISCUSSION:

- a. The Army's mission "To perform prompt and sustained combat in all types of terrain and climatic conditions" implies the readiness to go at any time with what we have in manpower and materiel resources. As a necessary corollary, effective firepower and mobility requires the rifle company to operate over considerable distances and periods of time with its organic vehicles. (Annex A)
- b. TOE 7-18G, 7-37G, and 7-47G reflects that the company clerk, radiotelephone operator, maintenance data specialist, and messenger are assigned the additional duty as light truck driver. (Annex B)
- c. The primary duties and responsibilities required of the above named personnel, do not permit them to effectively perform the additional duty as driver. Especially, as driver for the company commander. (Annex C)
- d. The duties and responsibilities of a vehicle driver requires him to be proficient as a driver and be proficient in the maintenance of his vehicle. (Annex D)
- e. The Army's fundamental task is to sustain and maintain its materiel on a continuing basis. Accordingly, command emphasis is placed on Materiel and Operational Readiness and Preventative Maintenance. (Annex E)


5. CONCLUSION:

- a. The rifle company must be able to operate with its organic wheel vehicles, if it is to perform its assigned mission, regardless of the type of terrain or climatic conditions. (Annex F)
- b. The primary duties of the company clerk, messenger, radiotelephone operator, maint data specialist and others of the company headquarter's section requires them to be on their primary jobs acting in this capacity full time and precludes their use as vehicle drivers.
- c. No comment on Materiel Readiness could be more forceful than the conclusions made by LTG Robert W. Colglazier Jr. (then) Deputy Chief of Staff for Logistics 1964. Quote! "The Army must place substantially greater emphasis in the future on the management of its materiel in order to demonstrate a satisfactory level of performance. This will have an impact on all aspects of logistical support, training plans and methods, personnel policies, and apportionment of manpower, funds,

and use of time, to mention only a few of the factors involved. It is my firm opinion that the Army is now well into an era in which basic decisions must be made as to the measures to be taken to assure the degree of materiel readiness essential to current contingency planning and operations."

6. ACTION RECOMMENDED:

- a. The duty position of the company commander's driver should be a TOE/TD position instead of an additional duty within the infantry, airborne infantry, and mechanized infantry rifle company.
- b. The Department of Army, which assigns Readiness Conditions (REDCON) and major Army commands which assign Readiness Capability (REDCAPE) should augment present TOE/TD and assign personnel to full these positions. This will enable the company commander full resources to maintain a balance between training and materiel readiness activities, in order that materiel readiness becomes a "way of life" for their unit and command.


EVROD C. WARNER
Major, Infantry

ANNEXES: A--Wheel Vehicles Assigned The Rifle Company's Headquarters Section
 B--Headquarters Section, Rifle Company, Infantry Battalion, Infantry Division (TOE 7-18G, 7-37G, 7-47G)
 C--Discussion of the Duties of the (1) Company Clerk, (2) Maint Data Specialist, (3) Radiotelephone Operator, and (4) Messenger
 D-- Discussion of Driver Duties
 E--Materiel Readiness and Preventative Maintenance Program
 F--Bibliography

CONCURRENCES: (Omitted)

NONCONCURRENCES: (Omitted)

CONSIDERATIONS OF NONCONCURRENCES: (Omitted)

ANNEXES ADDED: (Omitted)

Date:

Approved (disapproved), including (excluding) exceptions.

Signature

ANNEX A -- Wheel Vehicles Assigned Rifle Company's
Headquarters Section.

1. 1. Infantry (TOE 7-18G)
 - 2 Trucks utility 1/4-T 4X4 w/e
 - 1 Truck Cargo 2 1/2-T 6X6 wwn w/e
 - 2 Trailers cargo 1/4-T 2whl w/e
 - 1 Trailer cargo 1 1/2-T 2 whl w/e

 2. Airborne Infantry (TOE 7-37G)
 - 2 Trucks utility 1/4-T 4X4 w/e
 - 1 Truck platform utility 1/4-T w/e
 - 2 Trailers cargo 1/4-T 2 whl w/e

 3. Mechanized Infantry (TOE 7-47G)
 - 1 Truck utility 1/4-T 4X4 w/e
 - 1 Truck cargo 2 1/2-T 6X6 lwb wwn w/e and
ring mount
 - 1 Trailer cargo 1/4-T 2 whl w/e
 - 1 Trailer cargo 1 1/2-T 2 whl w/e
- (8:145, 325,
153)

ANNEX B --Headquarters Section, Rifle Company, Infantry
Battalion, Infantry Division (TOE 7-18G, 7-
37G, and 7-47G)

1. Infantry (TOE 7-18G)

<u>Auth Gr</u>	<u>Description</u>	<u>MOS</u>	<u>Remarks</u>
1 Cpt	Company Commander	1542	11
1 Lt	Executive Officer	1542	
1 1Sgt	First Sergeant	11G50	
1 SSgt	Supply Sergeant	76K40	
1 Sgt	Comm Chief	31F40	
1 SP4	Armorer	76K30	01
1 SP4	Company Clerk	71H20	12
1 SP4	Maint Data Specialist	71B30	01
1 SP4	Radio Mech	31B20	04
2 PFC	Radiotelephone OP	11b10	
2 PFC	Wireman	36A10	

2. Airborne Infantry (TOE 7-37G)

1 Cpt	Company Commander	71542	11
1 LT	Executive Officer	71542	
1 1Sgt	First Sergeant	11G5P	
1 SSgt	Supply Sergeant	76K4P	
1 Sgt	Comm Chief	31F4P	
1 SP4	Armorer	76K3P	01
1 SP4	Company Clerk	71H2P	12
1 SP4	Maint Data Specialist	71B3P	01
1 SP4	Radio Mech	31B2P	04
1 PFC	Messenger	11B1P	01
2 PFC	Radiotelephone Op	11B1p	01
1 PFC	Supply Clerk	76A1P	
2 PFC	Wireman	36A1P	04

3. Mechanized Infantry (TOE 7-47G)

1 Cpt	Company Commander	1542	11
1 LT	Executive Officer	1542	28
1 1Sgt	First Sergeant	11G50	
1 SSgt	Supply Sergeant	76K40	
1 Sgt	Comm Chief	31F40	
1 SP4	Company Clerk	71H20	01
2 SP4	Per Carrier Driver	11B20	41
1 PFC	Radiotelephone Op	11B10	01

Remarks:

01 Also Lt trk driver
 04 Also swbd operator
 11 Armed with pistol auto cal .45.
 12 Armed with launchedgrenade 40mm
 and pistol auto cal .45.
 28 Also Motor Officer
 41 Also radiotelephone operator
 (8:145, 325, 153)

ANNEX C--Discussion of the Duties of the (1)Company Clerk, (2)Maint Data Specialist, (3)Radio-telephone Operator, and (4)Messenger.

1. The company clerk (MOS 71H20) must prepare, review and use the Morning Report and unit orders. He must know the purpose, content and use, and be able to maintain officer and enlisted qualification records, service records 201 files and emergency data records. He assists in the preparation of conduct and efficiency ratings, discharge, retirement, separation, awards and decorations, and suspense actions. He implements the regulations and procedures pertaining to the preparation and dispatch of required forms, correspondence, and reports incident to AWOL and desertion cases. He is responsible for the processing of medical examination and immunization forms. He prepares the application for military identification cards. He processes requests for transfers and schools. He must be able to reconcile personnel information with personnel records. He helps counsel and assist military personnel and their dependents with personal affairs other than finance matters. (2:789, 5:10)
2. The maint data specialist (MOS 71B30) must be qualified to do general clerical duties. He must be able to type at minimum speed of 40 words per minute. He organizes and types correspondence, orders, recurring and special reports, and similar material based on written or verbal instructions. He operates a library service by performing such duties as circulation, desk routines, stock, and record maintenance, typing and filing. (2:773)
3. The radiotelephone operator (MOS 11B10) in addition to the comm chief must install, operate and maintain all communication facilities within the company headquarters. In addition, he must establish and maintain communications to higher, subordinate, attached and supported units. (2:39, 5:9-10, and 6:398)
4. The messengers (MOS 11B10) are a primary means of communications; scheduled messenger service maybe established. He will be required to assist in the laying of wire, switchboard and radiotelephone operations, guard duty and in the organization of the command post site. (6:399,411)
5. A properly established communication system provides the commander with parallel means of communication for efficient command, control and administration of his unit and command. (6:397)

ANNEX D--Discussion of Driver Duties.

1. The light vehicle driver must operate wheel vehicles of less than 5-ton rated capacity to transport personnel and cargo. He must be able to safely operate his vehicle on ice, snow, sand, and improved and unimproved roads during daylight, night, or under blackout conditions. He must be able to operate a winch and other emergency devices to traverse unfavorable or difficult grades, terrain, or water obstacles. He must know the techniques and field expedients for self-recovery and requirements for handling dangerous cargo. He is required to read and understand maps, signals, and regulations pertaining to movement over highways and cross-country. He must be able to perform operators preventative maintenance, maintain vehicle operating forms and records, and operate all radios and weapons installed on his vehicle. (2:665)
2. Preventative maintenance will be performed by drivers/crews under supervision of the mechanics and small unit leaders. It includes the proper care, use, operation, cleaning, preservation, lubrication, adjustments, minor repairs, testing, and parts replacement prescribed by pertinent technical publications and tool parts lists. (6:324, 7:1-10)
3. It must be recognized that the end product of military training--a competent soldier--is as much a reflection of the selection process and the caliber of instruction as of the raw material used in the form of trainees. Therefore, the operators mechanical aptitude has to be consistent with the complexity of the equipment and he must be motivated to assume individual responsibility for equipment operation. Giving sufficient training and adequate time, will ensure that equipment operators do their jobs properly. (7:1-4)

ANNEX E--Materiel Readiness and Preventative Maintenance Program.

1. The very organization of the Army's maintenance system recognizes that equipment must be serviced and repaired throughout its in-service life. The system is tailored to provide the required equipment maintenance capability at the appropriate level throughout the system. Sound organizational PM programs can reduce requirements for time-consuming and expensive repairs and services at higher categories of maintenance. (7:1-1)
2. Preventative maintenance is the combination of all actions by user personnel and organizations to keep equipment in the best possible condition from the moment of its issue until the end of its service life. (7:1-1)
3. Appointment of a Materiel Readiness Officer at each level of command goes a long way towards improving maintenance coordination. He exercises overall staff supervision of the Preventative Maintenance Program, assigns specific responsibility and ensures team effort in the program. (7:1-3)
4. Marry men and equipment. Each item of equipment should have a permanent assigned operator, if at all possible. This is the best basis for developing individual pride in achievement. Permanent assignment breeds familiarity with operation and aids in early detection and reporting of equipment malfunctions before serious failures develop. (3:5)
5. Materiel Readiness, the condition of materiel in every Army organization which permits the prompt and economical fulfillment of assigned tasks. Operational Readiness, is the current state of preparedness of a unit to execute the mission reflected in the table of organization and equipment (TOE) or table of distribution (TD) under which the unit is organized. (4:4)
6. To carry out the intent and will of the Congress, the Army has a fundamental task to sustain its materiel on a continuing basis. Accordingly, each commander in the chain of command from the squad leader to the Headquarters, Department of the Army-- is required to organize and conduct training and operations in such a manner that sustaining of materiel becomes a "way of life" for his unit or command. Failure on the part of the Army, or any fraction thereof, to maintain its complex and expensive equipment in an operative condition, jeopardizes the Army's ability to conduct prompt and sustained combat, incident to operations on land. (4:1)

ANNEX F--Bibliography.

1. AR 220-1, Field Organization, Unit Readiness (Washington, D.C.: Department of the Army, July 1965).
- * 2. AR 611-201, Personnel Selection and Classification, Enlisted Military Occupational Specialties (Washington, D.C.: Department of the Army, January, 1967).
3. DA Pamphlet 750-1, PM, Preventative Maintenance Guide for Commanders (Washington, D.C.: Department of the Army, June, 1964). U-133-.421
#750-1 P4
4. DA Pamphlet 750-7, Materiel Readiness, Guidance and Techniques for Commanders (Washington, D.C.: Department of the Army, December, 1965). U133-.421
#750-7 d4
5. FM 7-11, Rifle Company Infantry, Airborne, and Mechanized (Washington, D.C.: Department of the Army, April, 1965).
6. FM 7-20, Infantry, Airborne Infantry, and Mechanized Infantry Battalions (Washington, D.C.: Department of the Army, May 1965).
7. Infantry Commanders' Handbook for Vehicular Maintenance Management (Fort Benning, GA.: United States Army Infantry School, December, 1967)
8. Infantry Reference Data (Fort Benning, Ga.: United States Army Infantry School, February, 1968).

2- BRINKERHOFF, J.R., "EVERY SOLDIER A DRIVER,"
Army, August 1960, Page 106. U 1-C 6