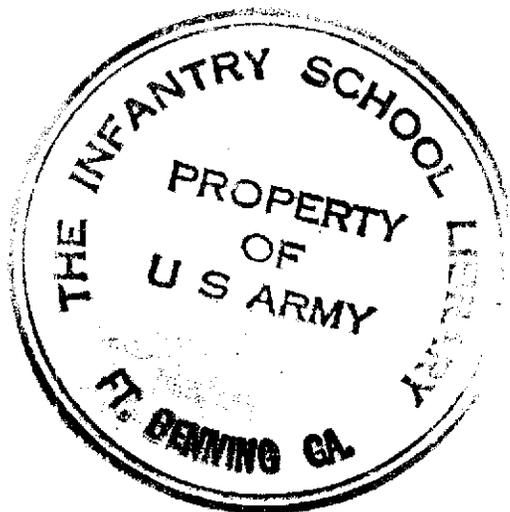


**MAINTENANCE SECTION, HEADQUARTERS AND HEADQUARTERS  
COMPANY, INFANTRY BATTALION (MECHANIZED)**

**Captain Anthony D. Sullivan  
Roster Number 166, Faculty Advisor Group 18, CAR 1  
6 February 1967**



The United States Army Infantry School  
Fort Benning, Georgia  
6 February 1967

**SUBJECT:** Maintenance Section, Headquarters and Headquarters Company, Infantry Battalion (Mechanized).

1. **PROBLEM.** To determine if the Headquarters and Headquarters Company, Infantry Battalion (Mechanized), should be provided with an organic maintenance section.
2. **ASSUMPTIONS.**
  - a. That the current TO&E 7-46G, for the Headquarters and Headquarters Company, Infantry Battalion (Mechanized) does not provide adequate maintenance support for the headquarters company vehicles.
  - b. That the present Headquarters and Headquarters Company will not be broken into a headquarters company and a combat support company.
  - c. That current vehicle densities and assignments within the mechanized battalion will not change radically.
  - d. That the present maintenance platoon, headquarters and headquarters company, will retain essentially the same mission.
3. **FACTS BEARING ON THE PROBLEM.**
  - a. The headquarters and headquarters company has the largest proportion of the vehicles of the battalion. (6:320,329)
  - b. Rifle companies have approximately one-fourth the number of vehicles as the headquarters company and are authorized a separate maintenance section. (7:8) (6:330,331)
  - c. The headquarters company commander is responsible for the motor transport assigned or attached to the headquarters. (4:35) (5:7,41)
  - d. The headquarters company commander, under the present TO&E, does not directly control maintenance operations for his organic vehicles. (3:370)
  - e. The majority of drivers assigned to the administrative vehicles of the headquarters company are detailed as an additional duty. (Annex E)
  - f. Current Army doctrine for combat maintenance states that repairs will be made as far forward as possible. (3:371)
  - g. The major combat support elements of the headquarters company operates over the entire battalion zone of action under field conditions. (3: App II, III, IV, VI)
  - h. Battalion maintenance contact teams must make all repairs on headquarters vehicles beyond the driver crew capability. (3:323)

#### 4. DISCUSSION.

- a. The headquarters and headquarters company, infantry battalion (mechanized) has the largest concentration of vehicles in the battalion. (Annex E)
- b. The headquarters company commander is responsible for the maintenance of all the vehicles assigned to his company. (6:324)
- c. The battalion maintenance platoon is under the command of the maintenance warrant officer. The maintenance warrant officer is directly supervised by the battalion motor officer, who is an assistant to the battalion S-4. (3:323)
- d. The primary mission of the battalion maintenance platoon is to provide backup support in organizational maintenance (except signal and medical) to the battalion. (3:323)
- e. Company maintenance sections all provide the mechanized infantry companies and are responsible for organizational maintenance (except medical) in the company. (3:323)
- f. The major combat support elements of the battalion (scout platoon, mortar platoon, ground surveillance section and the antitank platoon), are organic to the headquarters company. These separate platoons operate over extended distances from the battalion combat and field trains during field operations. (3: App II, III, IV, VI)
- g. The bulk of the maintenance platoon of the battalion operates out of the field trains. (3:304)
- h. Current Army doctrine states that combat maintenance should be performed as far forward as possible by the driver/crew and company maintenance section. If the vehicle cannot be repaired in this manner, then a battalion contact team comes forward and attempts the repair. (3:324)
- i. There are only two contact teams provided in the battalion maintenance platoon. As there are no organic maintenance personnel in the headquarters company, a contact team must be dispatched each time a headquarters' vehicle is disabled beyond the driver's repair capabilities. The capabilities of the driver and crew are very limited and all consist primarily of preventive maintenance. (6:323)
- j. To designate a section of the maintenance platoon as the headquarters company maintenance section violates the principle of unity of command and is, therefore, unacceptable. (5:9:41)

#### 5. CONCLUSIONS.

- a. The headquarters company commander, under the current

TO&E, cannot adequately supervise the maintenance of his organic vehicles because:

- (1) The commander does not have direct command or supervision over the elements responsible for the maintenance of his vehicles, and
  - (2) A large number of vehicle driver positions are designated as additional duties in the TO&E.
- b. A part of the maintenance platoon designated as the headquarters company maintenance section is unacceptable since it does not provide unity of command.
  - c. To provide the commander with the necessary means to adequately conduct a maintenance program, a maintenance section must be added to the company headquarters.
6. ACTION RECOMMENDED. That the attached TO&E change be approved and forwarded to Department of the Army (Annex A)

  
ANTHONY D. SULLIVAN  
Captain, Infantry

ANNEXES:

- A - Proposed TOE Change
- B - Detailed Discussion
- C - Personal Experience
- D - Summary of Interviews
- E - Current TO&E
- F - TO&E 7-26E
- X - Bibliography

CONCURRENCES: (Omitted)  
NONCONCURRENCES: (Omitted)  
CONSIDERATION OF NONCONCURRENCES: (Omitted)  
ANNEXES ADDED: (Omitted)  
ACTION BY APPROVING AUTHORITY:

DATE:

Approved (disapproved), including (excluding) exceptions.

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Signature

MODIFICATION TABLE ORGANIZATION AND EQUIPMENT

NO. MTOE 7-46G  
CMB  
UIC

SECTION II - PERSONNEL ALLOWANCES

INDEX		DESCRIPTION c	GRADE d	MOS e	BR f	STRENGTH LEVELS			REMARKS			
AR	LINE					1	2	3	1	2	3	
a	b					g	h	i	j	k	l	
		SRC 07046G6000										
2		COMPANY HEADQUARTERS										
	04	MOTOR MNT SGT	E-7	63040	NC	1	1	1				
	05	SUPPLY SGT	E-6	76K40	NC	1	1	1				
	06	SR ROVY MECHANIC	E-5	63040		1	1	1				
	07	SR TRACK VEH MECHANIC	E-5	63040		1	1	1				
	08	ARMORER	E-4	76K30		1	1	1				
	09	COMPANY CLERK	E-4	71H20		1	1	1				
	10	MAINTENANCE DATA SP	E-4	71B20		1	1	1				
	11	POWERMAN	E-4	52B20		1	1	1				
	12	RECOVERY MECHANIC	E-4	63020		1	1	1				
	13	TRACK VEH MECHANIC	E-4	63020		6	6	6				
	14	MECHANIC HELPER	E-3	63A10		3	2	1				
	15	SUPPLY CLERK	E-3	76A10		1	1	0				
	16	LT TRUCK DRIVER	E-3	11B10		1 24	1 23	1 21				
7		BATTALION MAINT PLT										
	08	MAINTENANCE DATA SP	E-4	71B20		2	2	2				
	10	POWERMAN	E-4	52B20		1	1	1				
	13	TRACK VEH MECHANIC	E-4	63020		8	8	8				
	16	MECHANIC HELPER	E-3	63A10		4	0	0				
						36	31	30				

ANNEX B--Discussion.

1. The Headquarters and Headquarters Company, Infantry Battalion (Mechanized), is authorized 27 tracked vehicles, 57 wheeled vehicles, and 49 trailers. Each rifle company in the battalion is authorized 19 tracked vehicles, 6 wheeled vehicles, and 5 trailers. (6:328,329,331)
2. The headquarters company commander is responsible for the vehicles assigned to his company. The battalion maintenance platoon, which furnishes organizational maintenance to the headquarters, is commanded by the maintenance warrant officer. The maintenance warrant officer works for the battalion motor officer who is an assistant to the S-4 of the battalion. To coordinate his maintenance program, the Headquarters Commandant must work closely with the S-4, the motor officer, and the maintenance warrant officer. The mechanics and clerks within the maintenance platoon are supervised by the maintenance warrant and are technically not responsive to the unit commander. (2:323) (3:35) (4:7,41)
3. The Rifle Companies of the battalion are provided with a maintenance section, which is directly under the command and supervision of the Company Commander. The rifle company commander can directly supervise his maintenance effort without dealing with their intermediate levels of responsibility. (1:8)
4. Another problem area in the headquarters company is that of drivers. A large portion of the drivers assigned to headquarters vehicles are clerks, communication specialists, draftsmen or similar specialists. These personnel have a primary function within the operation of the battalion headquarters as an additional duty. To insure their presence at scheduled maintenance, the Company Commander must deal with four unit staff officers and the Executive Officer. Personnel available in the staff sections are limited; and it is difficult to keep an effective scheduled maintenance program operating. (6:338,339) (Annex E)
5. One of the principles of combat maintenance is that vehicles are repaired as far forward as possible. In line with the principle, the rifle company maintenance section is available to perform limited organizational maintenance if the driver and crew cannot correct the fault. The battalion contact teams are called for only if the unit maintenance section cannot repair the vehicle. The headquarters company is limited to driver-crew repairs. To effect any repairs, it is necessary to call the battalion contact team forward, by passing the intermediate step of unit level maintenance. The battalion contact teams usually have an idea of what is wrong when they go forward to the rifle companies, as the motor maintenance personnel have already seen the vehicle. When they are dealing with headquarters vehicles, they must go forward and determine what is wrong before they know if they have the capability to repair them. (2:323,324)

6. Under field conditions, the combat support elements of the headquarters company operate throughout the battalion zone of action. The maintenance platoon is located in the battalion field trains. The contact teams are located in the combat trains. It is conceivable that in a short time, the two available contact teams would be making minor repairs (which could have been accomplished by a company level maintenance section), and would not be available to assist the rifle companies. (2: App II, III, IV, VI)
7. To set aside a part of the battalion maintenance platoon and designate it as a headquarters company maintenance section, would violate the principle of unity of command. The leader of the section would be subject to the authority of the maintenance warrant and the headquarters company commander. To be acceptable, the section must belong to the headquarters company commander alone.

ANNEX C--Personal Experience.

1. In September of 1964 the Headquarters and Headquarters Company, 1st Battalion, 13th Infantry (Mechanized), 8th Infantry Division, failed a divisional command maintenance management inspection.

All areas in the company, with the exception of radar sets and vehicle maintenance, received a high score. The condition of the vehicles was sufficient to override the otherwise good condition of the remainder of the unit equipment.

2. As a possible solution to this problem, I approached the battalion commander with the recommendation that I, as headquarters company commander, needed a separate maintenance section.
  - a. This section would give me a direct control over my wheel and tracked maintenance.
  - b. In addition, I would be able to better maintain my equipment serviceability criteria and log books.
3. The battalion commander accepted the recommendation and shortly I was given 9 mechanics and one motor sergeant.
  - a. These personnel were provided from the battalion maintenance platoon and the rifle companies.
  - b. The toolsets were provided by the battalion maintenance section.
  - c. The motor sergeant was a rifle squad leader who had a secondary MOS of motor maintenance.
4. In garrison, the entire maintenance section worked under the motor sergeant on the unit vehicles.
  - a. Battalion maintenance was no longer required to make minor repairs and adjustments on the headquarters vehicles.
  - b. As the unit commander, I was able to schedule my maintenance and provide the technical assistance to insure that the program was carried out.
5. In the field, elements of the maintenance section were attached out to the platoons that would be operating independently.
  - a. Normal attachment was as follows:
    - (1) Battalion CP; 1 track mechanic and 1 powerman.
    - (2) Reconnaissance platoon; 2 tracked vehicle mechanics.
    - (3) Mortar-Davey Crockett Platoon; 1 track mechanic.
    - (4) Antitank Platoon; 1 wheeled vehicle mechanic.

- b. The remainder of the section was under the control of the motor sergeant who stayed with the headquarters company CP.
  - c. The section was limited in that it did not have any organic transportation. It had to depend upon the 3/4 ton truck and 2½ ton truck in the command group.
  - d. The attached mechanics carried their tool kits and a few repair parts for the type vehicles they were assigned.
6. The system worked extremely well in the field as well as <sup>in</sup> garrison. I could pin down one individual on the status of my vehicle. In the field, the battalion contact team had less work and could devote their time to more difficult maintenance problems.
7. As a footnote, the company received two more command maintenance management inspections under the new system and passed both.

**ANNEX D--Summary of Comments.**

Listed as appendices to this Annex are summaries of comments made in response to the questions.

- a. "Do you feel the current organization of the headquarters and headquarters company maintenance platoon satisfies the maintenance support requirements of the headquarters and headquarters company?"
- b. "Do you feel that the headquarters company commander should be provided with a separate maintenance section, organized along the lines of the mechanized rifle company?"

**Appendices:**

App 1 - Comments, Captain Don Smith

App 2 - Comments, Captain George Batcheler

APPENDIX 1--Comments, Captain Don Smith

1. Unit of Assignment: 3d Battalion, 8th Infantry,  
4th Infantry Division.
2. Duties:
  - a. Company Commander; 6 months.
  - b. Battalion S-4; 18 months.
3. Comments:
  - a. The current TO&E is sufficient to fill the needs  
of the headquarters company.
    - (1) Close coordination by the Headquarters Com-  
mandant with the battalion S-4 and motor  
officer is required.
    - (2) The need for this close coordination leaves  
something to be desired under this system.
  - b. Providing a separate maintenance section in the  
headquarters company would be more responsive  
to the needs of the headquarters company.

If the section were provided, it would require  
a motor maintenance sergeant.

APPENDIX 2--Comments, Captain George Batcheler

1. Unit of assignment:
  - a. 3d ARB, 51st Infantry; 59-63.
  - b. 3d Bn, 51st Infantry (Mechanized) - 1963.
  - c. 1st Bn, 58th Infantry (Mechanized) - 65-66.
2. Duties:
  - a. Platoon Leader.
  - b. Company Commander.
3. Comments:
  - a. The present organization does not provide adequate maintenance for the company.
  - b. There is no internal flow of supervision. The commander must go through the staff and battalion maintenance for help.
  - c. I feel the answer is to give the headquarters company a separate maintenance section.
  - d. The old TO&E (7-26D) for the armored rifle battalion provided a maintenance section in the company headquarters.
    - (1) <sup>This</sup> Provided the people and equipment to maintain the vehicles.
    - (2) ~~It was~~ The only duties of this maintenance section, *were the maintenance of headquarter vehicles.*
  - e. In addition, the Company Commander should be given a lieutenant motor officer.

HEADQUARTERS AND HEADQUARTERS COMPANY  
 INFANTRY BATTALION (MECHANIZED), ARMORED DIVISION  
 OR  
 HEADQUARTERS AND HEADQUARTERS COMPANY  
 INFANTRY BATTALION (MECHANIZED) OR INFANTRY DIVISION (MECHANIZED)  
 OR  
 HEADQUARTERS AND HEADQUARTERS COMPANY  
 INFANTRY BATTALION (MECHANIZED), SEPARATE ARMORED BRIGADE  
 OR  
 HEADQUARTERS AND HEADQUARTERS COMPANY  
 INFANTRY BATTALION (MECHANIZED), SEPARATE INFANTRY BRIGADE  
 OR  
 HEADQUARTERS AND HEADQUARTERS COMPANY  
 INFANTRY BATTALION (MECHANIZED), SEPARATE  
 INFANTRY BRIGADE (MECHANIZED)

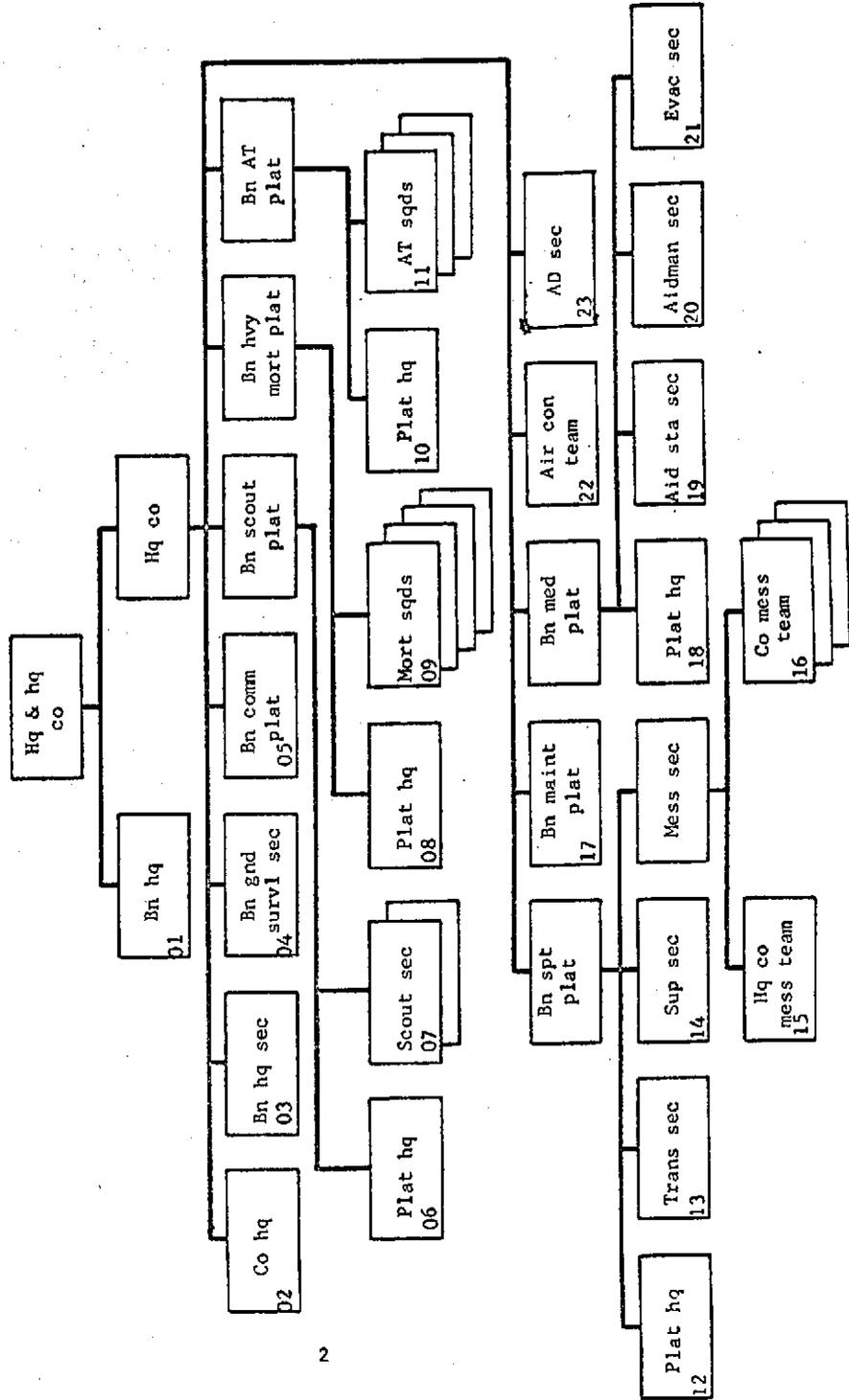


TABLE OF ORGANIZATION AND EQUIPMENT  
SECTION II: PERSONNEL ALLOWANCES

31 MARCH 1964

INDEX		DESCRIPTION	GRADE	MOS	BRANCH	STRENGTH LEVELS						REMARKS					
PARA	LINE					1	2	3	AUG A	TYPE E	CADRE C	1	2	3			
						d	e	f	g	h	i	j	k	l	m	n	o
	01	SECTION LEADER	W O	761A0		1	1	1									
	02	SUPPLY SERGEANT	E-7	76K40	NC	1	1	1				1					
	03	ASST SUPPLY SGT	E-6	76K40	NC	1	1	1									
	04	GENERAL SUPPLY SP	E-4	76K20		2	2	2						42			
	05	SUPPLY CLERK	E-3	76A10		2	1	1						44			
						7	6	6				1					
15		HQ COMPANY MESS TEAM															
	01	MESS STEWARD	E-6	94B40	NC	1	1	1				1					
	02	FIRST COOK	E-5	94B20		3	3	3				2					
	03	COOK	E-4	94B20		4	3	3				1					
	04	COOKS HELPER	E-3	94A10		1	1	1						01			
						9	8	8				4					
16		3 COMPANY MESS TEAM															
	01	MESS STEWARD	E-6	94B40	NC	3	3	3				3					
	02	FIRST COOK	E-5	94B20		9	9	6				3					
	03	COOK	E-4	94B20		6	6	6				3					
	04	COOKS HELPER	E-3	94A10		3	3	3						01			
						21	21	18				9					
17		BATTALION MAINT PLAT															
	01	AUTO MNT TECH	W O	631A0		1	1	1									
	02	MOTOR MNT SGT	E-8	63C50	NC	1	1	1				1					
	03	A MAINTENANCE SGT	E-7	63C40	NC	1											
	04	SR RCVY MECHANIC	E-5	63C20		2	2	2				1	11	13			
	05	SR TRACK VEH MECH	E-5	63C20		7	7	7				1					
	06	SENIOR WELDER	E-5	44C20		1	1	1									
	07	SR MAINT DATA SP	E-5	71B30		1	1	1									
	08	MAINTENCE DATA SP	E-4	71B20		3	3	3									
	09	ORD SUPPLY SP	E-4	76D20		1	1	1				1					
	10	POWERMAN	E-4	52B20		2	2	2				1					
	11	RECOVERY MECHANIC	E-4	63C20		2	2	2						46	11	13	
	12	REPAIR PARTS SP	E-4	76D20		1	1	1									
	13	TRACK VEH MECH	E-4	63C20		14	14	14				2	42	43			
	14	TURRET MECH	E-4	45G20		1	1	1									
	15	WELDER	E-4	44C20		1	1	1				1	01				
	16	MECHANIC HELPER	E-3	63A10		5								57			
	17	SUPPLY CLERK	E-3	76A10		1	1							01			
						45	39	38				8					
18		BN MEDICAL PLATOON HQ															
	01	PLATOON LEADER	CPT	03100	NC	1	1	1				1	41				



TABLE OF ORGANIZATION AND EQUIPMENT  
 SECTION III: EQUIPMENT ALLOWANCES

31 MARCH 1966

PARA	LINE ITEM				DESCRIPTION	EQUIPMENT LEVEL					RANK	
	ECC	BASIC	LMD	Q		1	2	3	AUG A	TYPE B		
						d	e	f	g	h		i
					SRC 07046G600							
01					BATTALION HQ							
	B49546	3	*		BAYONET-KNIFE:W/SCABBARD FOR M14 RIFLE	9	9	7				302
	N96741	3	*		PISTOL CALIBER .45 AUTOMATIC:	3	3	3				
	R95114	3	*		RIFLE 7.62 MILLIMETER:	6	6	4				
02					COMPANY HEADQUARTERS							
	B29464	8			BARBER KIT: W/CASE	1	1	1				
	B49546	3	*		BAYONET-KNIFE:W/SCABBARD FOR M14 RIFLE	7	7	7				302
	B67081	3			BINOCULAR: 6X30 MILITARY RETICLE	1	1	1				
	C53149	8			CABINET TOOL AND SPARE PARTS: 35-1/2H 25W 20D IN	1	1	1				
	D82099	2			CHAIN ASSY SGL LEG:W/PEAR LINKS AND 1 GRAB HOOK 5/8 IN X 16 FT:	1	1	1				700
	D99025	1	*		CHARGER BATTERY: PP-1659/G	1	1	1				
	E00533	1	*		CHARGER RADIAC DETECTOR: PP-1576/PD	5	5	5				
	E63317	2			COMPASS MAGNETIC:LENSATIC 1.58 IN DIA DIAL	3	3	3				
	F97915	8			DESK FIELD: 2 FOLDING STOOLS 22-5/8W 25-7/8H 14-1/2D IN	1	1	1				
	H73666	2			X FLASHLIGHT:PLAS RIGHT ANG 2 CELL MIN FGE LAMP WTRGHT	126	126	126				800
	J45699	2	*		GEN ST GAS ENG:3KW 60CY 1-3PH 120/240V 120/208V SKID SHOCK	1	1	1				400
	J71304	8			GOGGLES SUN WIND AND DUST: SINGLE-APERTURE TWO PLASTIC LENSES	2	2	2				251
	J95865	8			GUIDON: BLANK HLY-ML BNING 1 FT BIN HOIST 2 FT 3-9/4IN FLY TY II	1	1	1				
	L91975	3	*		MACHINE GUN CALIBER .50:HEAVY FLEXIBLE	3	3	3				
	M75577	3	*		MOUNT TRIPOD MACHINE GUN:HEAVY CALIBER .50	3	3	3				
	N55650	8			PANEL MARKER: AERIEL LN TYPE VS 17/6VX	1	1	1				
	N5T705	8			PANEL MARKER SET: AP-30-C	14	14	14				
	N57842	8			PANEL MARKER SET: AP-30-D	1	1	1				
	N96741	3	*		PISTOL CALIBER .45 AUTOMATIC:	1	1	1				
	Q20935	1			RADIACMETER: IM-93/LD	2	2	2				
	Q21483	1	*		RADIACMETER: IM-174/PD	1	1	1				
	Q54692	1	*		RADIO SET: AN/VRC-47 MOUNTED IN TRUCK 3/4 TON CARGO	1	1	1				
	R95114	3	*		RIFLE 7.62 MILLIMETER:	6	6	5				
	T78136	8			SLING CARRYING UNIVERSAL INDIVIDUAL LOAD: 00 7 W/3 LOAD SPACERS	112	112	112				
	V31211	1	*		TELEPHONE SET: TA-312/PY	1	1	1				
	W31834	8			TOOL KIT ARMORERS: SMALL ARMS REPAIR	1	1	1				
	W95537	2	*		TRAILER CARGO: 3/4 TON 2 WHEEL W/E	1	1	1				
	X39735	2	*		TRUCK CARGO: 3/4 TON 4X4 W/E	1	1	1				
	X40009	2	*		TRUCK CARGO: 2-1/2 TON 6X6 W/E	1	1	1				530
	X65121	8			TRUNK LOCKERS: METAL WOOD METAL REINFORCED 31 L 17 W 13 D	1	1	1				
	X80759	8			TYPENRITER: PORTABLE 42 KEYS UPPER AND LOWER CASE	1	1	1				
	Y42371	2	*		WEAPON SIGHT INFRARED:	10	10	10				256
					* REPORTABLE ITEM UNDER AR 220-1 C							

## HEADQUARTERS AND HEADQUARTERS COMPANY ARMORED INFANTRY BATTALION, TOF 7-26D

**MISSION:**--To provide command, administrative, reconnaissance, communications, mortar, maintenance and medical support for the armored infantry battalion.

**CAPABILITIES:**--a. Provides command, control, staff planning and supervision of operations of the armored infantry battalion and attached units; b. Provides reconnaissance and communications; c. Provides mortar support; d. Provides second echelon administrative support for the armored infantry battalion to include administrative supply and organizational maintenance; e. Provides medical service to include emergency medical treatment, operation of battalion aid station, evacuation of casualties and supervision of sanitation.

