



# INFANTRY

## “BOOTS ON THE GROUND”

The Official Newsletter of the  
**U.S. Army Infantry**

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“Soldiers who keep themselves tactically and technically proficient for broadening assignments have a greater potential for assignments and promotion.”  
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Don't Miss ...

*Training & Education — Page 4*

### COL ROBERT E. CHOPPA CHIEF OF INFANTRY



We live in challenging times. Today, we face threats to ourselves, our allies, and our national interests that were virtually unheard of when we were facing the monolithic threat of the Soviet

Union and its surrogates three decades ago.

The enemy whose doctrine and tactics we understood and were able to predict has been supplanted by another. Today, we have learned to fight an adversary who operates unchecked by the constraints that govern how we must fight, who fights among civilian populations, and who has repeatedly introduced us to the concept of asymmetric warfare. [READ MORE](#)

### CSM TIMOTHY A. GUDEN USAIS COMMAND SERGEANT MAJOR



My column for this issue talks about the Bradley Leaders' Course and the changes to its program of instruction (POI). I have asked SFC Luis M. Cordova Jr. of the Office

of the Chief Infantry to update the Infantry force on the changes and provide contact information. The course formerly known as the “M2 BIFV/M3 CFV/M7 BFIST Leader” has been renamed as the “Bradley Leaders' Course.” The course has restructured its POI to better assist units in the development of Soldiers within ABCT formations. [READ MORE](#)

## INFANTRY BRANCH NEWS

By Director, Office of the Chief of Infantry (OCOI)

### INFANTRY OFFICER PERSONNEL MANAGEMENT DIRECTORATE

A number of issues are coming together this spring that may have significant impact on our personnel. Some of these involve pending decisions to the overall Army endstrength and are linked to anticipated reductions to our CPT and MAJ populations.

First, we are entering the height of board season. Officers going before any board need to meticulously scrub their files. It is critically important that all officers take time to review their OMPF and “certify” their file prior to the My Board cutoff date. If you have any questions on board preparation, contact your assignment officer or reference the [Infantry Branch website](#). [READ MORE](#)

### INFANTRY ENLISTED PERSONNEL MANAGEMENT DIRECTORATE

“The only constant in life is change.” — Heraclitus

Over the past eight months as the Infantry Branch Enlisted Team Seniors – SGM Cantwell, Mr. Askew and I have been honored to serve the Infantry community. During this time, we have seen several items that have been a recurring theme in the management of the Infantry force and behaviors that may help Soldiers manage their careers.

First, the Army is downsizing. What does this mean to you — it means the Army can be selective of whom they enlist, selective of whom they promote, and selective of whom is retained. Bottom line — are you always asking yourself, “What can I do to make the unit better?” [READ MORE](#)



### COL Choppa’s message from page 1

He is highly adaptable, has achieved degrees of technological literacy that complement his innovative nature, and is achieving a cultural awareness of us that may well only encourage him to attack more targets in our homeland. We, Americans, are his favorite target.

Today, we orient ourselves on the conduct of future land operations to counter current and evolving threats around the world, along the Pacific Rim, in sub-Saharan Africa, and in our own hemisphere. As we do this, the dismounted Infantry squad must retain and reinforce the lethality, maneuverability, and survivability skills that will continue to give it the decisive edge and overmatch against any adversary. At the U.S. Army Infantry School (USAIS) we recognize that leadership — and the development of leadership skills — will continue to play a pivotal role in this effort. Our Infantry Basic Officer Leader Course scenarios will include Decisive Action Training Environment aspects that foster development of adaptive leaders capable of applying the critical thinking that will complement their skill sets and leadership strategies. Our Ranger Course will also integrate this environment. As you all know, we need every Infantry lieutenant to graduate from Ranger School.

To create a unified command and training structure that will enhance collaboration and interaction among the organizations that presently train our Army’s leaders, the 199th Infantry Brigade will become a Leader Development Brigade that trains all courses within the Officer and NCO Education Systems. The brigade will train all students of the Henry Caro NCO Academy, the Infantry and Armor Basic Officer Leader Courses, the Infantry and Armor Advanced Leader Courses, the Maneuver Captains Career Course, the Maneuver Senior Leader Course, the Pre-Command Course, and the Warrior Leader Course. The courses presently taught are rigorous, and they will undergo further evaluation to determine what measures may be necessary to better prepare our graduates for the real-world threats that await them. Instruction will also include expanded content on language, regional expertise, cultural understanding, situational awareness, and crowd sourcing techniques that enable Soldiers and leaders to better read the operational environment. The contributions of the Army Family have not gone unnoticed among all these initiatives; the Comprehensive Soldier and Family Fitness Program, an initiative aimed at reducing the challenges faced by Soldiers, Families, and Army Civilians due to multiple deployments, includes building resilience and enhancing performance in the emotional, spiritual, social, and physical aspects of their lives.

As I have outlined above, tough, realistic, relevant training will be our focus as we train to meet future demands upon our vigilance and readiness. The rigorous, realistic training we offer will ensure that the graduates of the MCoE schools will be even better prepared than their predecessors to meet the challenges of tomorrow’s battlefield. But *what* we teach is only part of our methodology; *how* we teach will determine the extent to which Soldiers assimilate and retain the information and skills that will determine success or failure in battle. As we assess our training, we follow in the footsteps of General of the Army George C. Marshall, who as a lieutenant colonel was Assistant Commandant of the Infantry School from 1927-1932. Based upon the lessons of the First World War, LTC Marshall saw the weaknesses inherent in European armies’ training, which stressed rote memorization and adherence to often archaic principles with no consideration of the potential of individual initiative. While others sought to teach Soldiers *what* to think, Marshall insisted that we teach our Soldiers and leaders *how* to think. The lessons of the Marshall years are evident in the Advanced Soldier and Leader Training and Education Methodology that replaces the earlier reliance on PowerPoint lectures with a seminar environment that increases the student/teacher dialogue. This represents a quantum leap in how we train; we best learn from the lessons of past combat when Soldiers can share, evaluate, and critique their experiences and those of others in the collegial atmosphere of the seminar.

It was G.K. Chesterton who observed that: “The true Soldier fights not because he hates what is in front of him, but because he loves what is behind him.” Thanks to the myriad improvements to the instruction we now offer, we ensure that today’s USAIS graduates are better prepared than their predecessors to meet the enemy on his own turf, decisively defeat him, and redeploy safely to the nation they serve and to the families who have stood behind them. Please assess our product — Infantry Soldiers, NCOs, and officers — and let us know where we need improvement. One force, one fight! Follow me!



### CSM Guden’s message from page 1

The Bradley Leaders’ Course (2E-SI3X/010-F25), is a 252 academic hour course that trains newly assigned officers (second lieutenant through major), and NCOs (SSG to SGM) serving in Bradley Fighting Vehicle (BFV) leadership positions. This course will train new officers and NCOs on how to assume a vehicle commander position and carry out the duties required by that assignment.

This course will assist commanders in achieving full operational capability in the shortest time possible by training and certifying students on the BFV system, and providing unit commanders with the training needed to sustain tactical and technical proficiency.

Units can reserve seat allocations for this course through ATTRS through their units’ Schools NCOs. Infantrymen in the rank of SSG and above transitioning to an ABCT without any previous experience in an ABCT should contact their Infantry Branch Professional Development NCO at Human Resources Command to request to attend the Bradley Leaders’ Course TDY en route to their next duty assignment. TDY costs associated with attendance are provided through Military Training Specific Allotment (MTSA) at no cost to the gaining or losing unit.

For further assistance contact the Office of the Chief of Infantry at (706)545-3521.

## NATIONAL TRAINING CENTER BEST PRACTICES

The following website provides the most up-to-date trends, tactics, and procedures and doctrinal updates that have been observed from recent NTC rotations:

<http://www.irwin.army.mil/RotationalInfo/Pages/BestPractices.aspx>

## SELF-IMPROVEMENT OPPORTUNITIES

### MSSP: Maneuver Self-Study Program

### ASLTE: Adaptive Soldier and Leader Training and Education

- Integration into Maneuver SLC (Course 0-11/19-C46)
- Integration into Maneuver SLC (Cavalry Scout) (Course 0-11/19-C46 19D)
- News article: "AWG Adaptive Soldier Leader Training and Education MTT Assists ALM 2015 Implementation"

### MSSD: Maneuver Structured Self-Development

- Henry Caro Noncommissioned Officer Academy

### MMTP: Maneuver Master Trainer Program

- Graduate degree program through Columbus State University

### Maneuver Leader Development Strategy



## INFANTRY SCHOOL NEWS

BY DEPUTY COMMANDANT, USAIS

### Organizational Changes in USAIS

**MCoE Reorganization 2015** — The U.S. Army Infantry School, as part of the Maneuver Center of Excellence, continues its transformation to a functionally aligned educational institution. Using the university model as a design concept, USAIS found adaptive and innovative opportunities to improve the combat effectiveness of the maneuver force. One significant initiative, and one that led to confusion within our branch, was the migration of a large percentage of the Infantry functional training to the 316th Cavalry Regiment, U.S. Army Armor School (USAARMS). We, at the USAIS, want to put this action into perspective. The MCoE Commander, MG H.R. McMaster, and the Infantry and Armor Commandants recognized the opportunity to strengthen the maneuver force while realigning resources and minimizing redundancies that resulted from the collocation of the Armor School at Fort Benning, Ga., in FY 10. The realignment of functional training under the Armor School by no means jeopardizes Infantry Proponent obligations. The Infantry School simply assigned executive agent responsibilities to a brigade commander within the MCoE. Regardless of which school that brigade administratively aligns under, it has an obligation to deliver and support the Infantry POIs, as prescribed by the Infantry Commandant. With full operation capable/control (FOC) targeted for May 2014, the Infantry School continues to adapt and refine organizations and their functions to ensure assignment of the right people and expertise. Further, we will ensure that 11B and 11C MOS- and ASI-qualified Infantrymen continue to teach all Infantry POIs. Finally, you may continue to communicate with the courses or Infantry proponent through our websites or by email with the Infantry School Commandant's Management Staff. POC is Steven M. D'Ostroph, 545-5796 (DSN 835), [usarmy.benning.tradoc.mbx.us-army-infantry-school@mail.mil](mailto:usarmy.benning.tradoc.mbx.us-army-infantry-school@mail.mil).



## FUNCTIONAL TRAINING

### Bradley Master Gunner Course

The Bradley Infantry Fighting Vehicle (BIFV) System Master Gunner Course is a 14-week, two-day curriculum designed to provide selected NCOs with the skills and tools needed to train individuals, sections, and platoons critical Bradley tasks. The curriculum is divided into two separate phases, PH1-Maintenance and PH2-Gunnery. The first phase deals with maintenance where students learn about ammunition capabilities, ballistics, the functions of turret components, surface danger zones, target safing, and range overlays. The second phase of the course is gunner-specific. Students learn about training devices, range operations, forecasting resources, and training management. The Gunnery Phase culminates with the Master Gunner student developing a short-range training plan using fictitious unit purpose, goals, and objectives.

The BIFV System Master Gunner Course is currently experiencing some attendance challenges. In the wake of four significant changes to the Infantry branch environment (merging of Infantry MOSs [Personnel], M2A3 pure fleet [Materiel], BCT transformation adding combined arms battalions - CABs [Organizational], and the hallowing of our platform experience due to 11 years of armed conflict that didn't require platform use [Operational]), we acknowledge the operational force challenges finding candidates who meet the stringent prerequisites.

USAIS is currently conducting an internal review of learning outcomes, and exploring creative ways to mitigate some of the challenges that ABCTs are experiencing with prerequisites. Initiatives such as sending master gunner instructors to units to assist with gunnery densities are being considered, as well as development of a SABOT Academy exportable training package to assist units with training materials that prepare master gunner candidates before course attendance. These are a few considerations being discussed, and we welcome your ideas and feedback on how to better serve and provide the critical skills you need to improve your combat effectiveness. Please send recommendations to Steven M. D'Ostroph, 545-5796 (DSN 835), [usarmy.benning.tradoc.mbx.us-army-infantry-school@mail.mil](mailto:usarmy.benning.tradoc.mbx.us-army-infantry-school@mail.mil).



## ARMY NATIONAL GUARD REGIONAL TRAINING INSTITUTE (RTI) SPOTLIGHT

### The 298th RTI, Hawaii Army National Guard

The 298th RTI, headquartered at Bellows Air Force Station, Waimanalo, Hawaii is a United States Army Training and Doctrine Command (TRADOC) accredited "Institution of Excellence" within the One Army School System. Their mission is to train Soldiers and leaders of the U.S. Army National Guard, active duty, and Reserves to the standards set forth by TRADOC, to provide them with the resources and knowledge to train to standard and lead effectively in all circumstances, and to provide specific MOS qualifying material and engagement scenarios to support DoD unified land operations. Courses available include:

- \* 11B10 MOS-T
- \* 11B2/3/4 Transition
- \* 11B30 Advanced Leader Course (ALC)
- \* Warrior Leader Course (WLC)
- \* Officer Candidate School (OCS)
- \* Army Basic Instructor Course (ABIC)
- \* Small Group Instructor Training Course (SGITC)
- \* Modern Army Combatives Program (MACP)
- \* TCS

The ATRRS school code for the 298th RTI is 985.

Makaukau Kakou (We Are Prepared)!

## Aligning Functional Training Opportunities with PME-Required Training

The U.S. Army Infantry School is participating in a recently established workgroup to study the feasibility of aligning professional military education (PME) — NCO and officer education systems (NCOES/OES) — training with career-enhancing functional training courses while at Fort Benning. The goal is to efficiently use TDY travel to Fort Benning by returning PME graduates to their commanders with increased functional critical skills that enhance their knowledge, experience, and subject matter expertise to maneuver formations. In aligning specific courses with OES and NCOES, leaders can expect their Soldiers to spend more time TDY to Fort Benning. However, commanders should expect a better trained leader in return. The Maneuver Center of Excellence recently established a workgroup to determine the feasibility of Soldiers attending assignment-oriented functional training courses before or after PME courses at Fort Benning. In aligning specific courses with OES and NCOES, leaders can expect their Soldiers to spend more time TDY to Fort Benning. In return, they receive a Soldier with a critical skill that enhances their leader development and brings greater knowledge, experience, and subject matter expertise to maneuver formations.

**Example 1.** SSG Doe is an MOS 19D section leader in an IBCT scheduled to come to Fort Benning for the Advanced Leader Course (ALC). Upon notification of this from Human Resources Command, he discovers that the Army Reconnaissance Course will start a few days after he graduates. SSG Jones lets his 1SG know and, with unit approval, is scheduled for both courses in ATRRS.

**Example 2.** SSG Smith is an MOS 11B, branch-certified squad leader in an ABCT scheduled to come to Fort Benning for the Maneuver Senior Leader Course (M-SLC). His unit plans to assign him as a vehicle commander in a Bradley Fighting Vehicle-equipped unit. Upon notification from Human Resources Command, he discovers that the Bradley Leader Course will start and end a few days before he has to be at M-SLC. SSG Smith lets his 1SG know and, with unit approval, is scheduled for both courses in ATRRS.

Barriers do exist to this initiative. The implementation of the One Army School System (OASS) will cause smaller student loads for Fort Benning NCOES courses and higher loads for Regional Training Institutions (RTIs). Graduates of NCOES RTIs will not have the opportunity to participate in follow-on training offered at Benning unless the unit is going to fund additional TDY to Fort Benning for a functional course. NCOES courses are TDY courses; therefore, the unit must pay TDY expenses for follow-on training. The approved course of action of this workgroup will ensure that very little time exists between functional training and the beginning or end of NCOES courses.

Due to the number of functional courses and the differences in their length, Fort Benning cannot align all functional courses with PME. The maneuver TCMs have been asked to query their I/A/SBCT leadership to determine what the field considers high demand/high payoff functional courses for their formations. The goal of the workgroup is to begin as soon as possible with aligning a small number of courses with OES/NCOES in 2nd and 3rd QTR FY14; however, the MCoE must submit requests to TRADOC for funding and schedule changes to support the long-term goals in FY15 and beyond.



## TRAINING & EDUCATION

### Infantry School ACE Accreditation

In 2013, the American Council of Education (ACE) reviewed 25 Infantry School courses. An ACE evaluation is a rigorous, hands-on process conducted by a team of teaching faculty from relevant academic disciplines, representing a diversity of colleges and universities. The ACE review team assesses and validates that courses have the appropriate content, scope, and rigor for college credit recommendations that may be eligible for academic transfer. The Infantry School courses earned 212 semester credit hours — 145 associate level (freshman/sophomore) and 67 baccalaureate (junior/senior).

In order to ensure that our Soldiers get the maximum benefit from all training and to support personal development, we are already preparing for the FY14 ACE Accreditation visit. This year's focus will be on the courses that have been updated or changed since they were last accredited.

Military students and veterans can get more information at <http://www.acenet.edu/higher-education/Pages/Military-Students-and-Veterans.aspx> and specific course information at <http://www.acenet.edu/higher-education/Pages/Military-Students-and-Veterans.aspx>.



## CAPABILITIES DEVELOPMENT AND INTEGRATION DIRECTORATE INITIATIVES

### SOLDIER DIVISION

TCM-Soldier provides intensive system management of everything worn, consumed, or carried for individual Soldier use in a tactical environment to maximize lethality, command and control, survivability, sustainment, and mobility and training.

**Soldier Requirements Division:** Determining how the Infantry will be organized and equipped, and how it will fight.

**Functions:**

- Determine materiel requirements for the Infantry, ensuring all forces (current & future) are enabled with state-of-the-art systems and new technologies.
- Develop concepts to describe how the Infantry will be organized and equipped, and how it will fight as part of the Army's transformation and future force efforts.
- Integrate & synchronize Infantry systems, concepts, and programs to ensure unity of effort across the Battlefield Operating Systems (BOS) and across the Army Imperatives (DOTMLPF).

**TCM-Soldier:** <http://www.benning.army.mil/mcoe/cdid/Soldier.html>

**Soldier Requirements Division:** <http://www.benning.army.mil/mcoe/cdid/SRD.html>

### MOUNTED REQUIREMENTS DIVISION (MRD)

Mounted Requirements Division (MRD) develops and describes materiel capabilities for combat vehicles within the Armored, Stryker, and Infantry Brigade Combat Teams and Reconnaissance and Surveillance Brigades. MRD also describes and develops the materiel items which are integrated onto combat vehicles including weapons, sensors, and the Soldier-machine interface. The following are points of contact for MRD programs:

**Combat Vehicles**

- Ground Combat Vehicle (GCV) — LTC Scott Debolt
- Armored Multipurpose Vehicle (AMPV) — Mark Andrews
- Abrams — Marty Plummer
- Bradley — Mark Andrews
- Stryker — Don Brophy
- Mobile Protected Firepower (MPF) for Light Forces — LTC Kevin Parker
- Light Reconnaissance Vehicle (LRV) — LTC Kevin Parker
- Ultra -Lightweight Combat Vehicle (ULCV) — LTC Kevin Parker
- Tactical Ground Reconnaissance Sensors — Steve Peralta
- Large and Medium Caliber Lethality — Steve Peralta
- Soldier Vehicle Interface — Rochelle Bautista

**Tactical Vehicles**

- Mine Resistant Ambush Protected (MRAP) — Tom Stafford
- Joint Light Tactical Vehicle (JLTV) (SCoE proponent) — Tom Stafford



### TCM INFANTRY BRIGADE COMBAT TEAM

The TRADOC Capability Manager Infantry Brigade Combat Team (TCM-IBCT) reports to the Commanding General of the Maneuver Center of Excellence and serves as the single point of contact for TRADOC activities that support IBCTs. TCM-IBCT focuses on DOTMLPF integration that supports IBCT capabilities. TCM IBCT assists with DOTMLPF integration into Infantry Brigades as they evolve through the Transformation/ARFORGEN cycle.

**TCM-IBCT:** <http://www.benning.army.mil/mcoe/cdid/IBCT.html>

### TCM ARMORED BRIGADE COMBAT TEAM

The TRADOC Capability Manager for Armored Brigade Combat Teams serves as the ABCT Soldier's user representative for all DOTMLPF integration of current and future force capabilities and requirements pertaining to the ABCT and assists with the implementation of solutions to ensure a trained and ready campaign quality maneuver force fully integrated into the Army, Combined, and Joint fight

**TCM-ABCT:** <http://www.benning.army.mil/mcoe/cdid/abct/index.html>

### TCM BRIGADE COMBAT TEAM-MISSION COMMAND

The TCM reporting to the TRADOC Commanding General will perform as the Army’s centralized manager for all combat developments user activities associated with Platform Mission Command (PMC) and Combat Identification (CID), Tactical Ground Reporting (TIGR), and company command post mission areas. TCM BCT/MC will coordinate with applicable combat developers, training developers, material developers, testers, MACOMs, and DA staff on issues impacting capabilities documentation and development, funding, test and evaluation, training, fielding and integration of DOTMLPF solutions. The TCM is the user advocate and counterpart to Program Manager, Joint Battle Command-Platform (PM JBC-P) and Program Manager, Meteorological and Target Identification Capabilities (PM MaTIC).

**TCM-BCT/MC:** <http://www.benning.army.mil/mcoe/cdid/tcm-bct-mc/index.html>

### TCM STRYKER BRIGADE COMBAT TEAM

The TRADOC Capability Manager Stryker Brigade Combat Team (TCM-SBCT) reports to the Commanding General of the Maneuver Center of Excellence and serves as the single point of contact for TRADOC activities that support Stryker Brigade Combat Teams (SBCTs). TCM-SBCT focuses on DOTMLPF integration that supports SBCT capabilities. TCM-SBCT assists with DOTMLPF integration into Stryker brigades as they evolve through the Transformation/ARFORGEN cycle.

TCM SBCT will coordinate with Stryker brigades, the SBCT Warfighting Forum, various PMs, other TCMs within TRADOC and work through the Director of Capabilities Development and Integration, MCoE to facilitate these tasks.

**TCM-SBCT:** <http://www.benning.army.mil/mcoe/cdid/SBCT.html>

## THIS QUARTER IN HISTORY

BY DAVE STIEGHAN, INFANTRY BRANCH HISTORIAN

### U.S. Army Infantry Company and Platoon Formations, Weapons, and Tactics in WWII and Korea

#### Article II in a VI-Part Series on Evolution of Infantry Formations

One of the greatest impacts on the evolution of small U.S. Army Infantry units to fight in World War II and Korea was the evolution of transportation technology. In the Great War, later renamed World War I, Infantry usually marched to and from battle within the combat zone. However, the infamous “Forty and eight” railroad boxcars moved large numbers of troops from the rear or across the front lines. In addition, Paris taxis or trucks moved many Doughboys from victory, reducing the St. Mihiel pocket in preparation for the largest battle in American History — the Argonne. Most troops moved short distances in their “LPCs,” or leather personnel carriers.

The widespread adoption of the internal combustion gasoline or diesel engine allowed more troops to ride into battle “motorized” in the back of trucks or on top of tanks. The development of the half-track, a hybrid of truck and tank, allowed “Armored Infantry” in the armored divisions to not only keep up with the tanks on the battlefield, but to arrive with a limited amount of armored protection.

The use of aircraft and gliders allowed the development of “vertical envelopment”— airborne Soldiers delivered behind the lines to disrupt enemy logistics and pave the way for a maneuver force breakthrough. Entire divisions composed of combined arms trained

to drop in mass formations and condition a selected portion of the battlefield for an amphibious assault onto a hostile beach or to cross a river. This became the most complicated and costly form of maneuver for the Infantrymen of both sides... [READ MORE](#)




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*“Entire divisions composed of combined arms trained to drop in mass formations and condition a selected portion of the battlefield for an amphibious assault onto a hostile beach or to cross a river. This became the most complicated and costly form of maneuver for the Infantrymen of both sides.”*

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# INFANTRY BRANCH OPMD

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Second, and tied to overall Army endstrength reductions, we anticipate that promotion rates will generally decline from those we have become accustomed with over the past 10-12 years. We anticipate that despite potentially lower promotion rates, high-performing Infantry officers will continue to be selected at a slightly higher rate than the Army average. Officers with derogatory information in their files or substandard performance will most likely be at significant risk in both Officer Separation Boards (OSB) and future promotion boards. Having said that, we have seen change in our Army before and despite the uncertainty, we are confident there will be plenty of opportunities for our best-qualified officers to lead the Infantry force into the future.

Third, we are anticipating multiple promotion and selection boards to release this spring; the anticipated dates are as follows:

- Senior Service College (SSC) — o/a 1-4 April
- MAJ Promotion — 20 March
- LTC Promotion — o/a June

Please remain in contact with your assignment officer and continue to monitor the [Infantry Branch website](#) for updates.

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# INFANTRY BRANCH EPMD

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If you have the skills the Infantry wants or show the desire to constantly better yourself (Ranger, Jumpmaster, Master Gunner, etc...) with the moral integrity to apply those skills — you should prevail during this time of downsizing.

Second, your branch managers are users of information and base decisions on what is in your records. Therefore, if your information in your file is not up to date — you are putting yourself in jeopardy of not being considered for an assignment or promotion. Bottom line — you are your best career manager. Check your record, update your photo, DEERs, Profiles, EFMP, MACP, SSD, etc... to allow you consideration for future assignments and progression. Additionally, Soldiers with ASVAB scores less than 100 should consider attending Functional Academic Skills Training (FAST) classes to improve their scores — preferably to a general technical (GT) score above 110. Yes — branch managers can process exceptions to policy for poor GT scores; however, those who have the scores required for broadening assignments are selected first — and then the managers process the exceptions to policy to meet Army requirements.

Third, diversity in assignments is the way of the future. Soldiers need to be prepared to permanently change station (PCS) from one type of Infantry formation to a career broadening assignment (drill sergeant, recruiter, AC/RC, ROTC, etc...) to another type of Infantry formation. Consistent with the Infantry proponent's guidance, first consideration is vehicular to non vehicular or vice versa; if that assignment is not available, then second consideration is to a different type of Infantry (IBCT, ABCT, or SBCT). For example, Stryker to light Infantry and vice versa or Stryker to mechanized. We are concentrating efforts of diversification with privates through staff sergeants and at times touching the sergeants first class and master sergeants. Soldiers

who keep themselves tactically and technically proficient for broadening assignments have a greater potential for assignments and promotion. The endstate is to create a more diversified Infantry force.

Finally, communication between you and your branch manager is critical to your success. Leaders are encouraged to send spreadsheets of where your Soldiers would like to go — especially coming off a deployment. Please include your Soldiers' top three choices and take into consideration the Infantry Proponent's broadening guidance. Soldiers should open up an email dialogue or phone conversation with their manager and check in after 24 months on station or 12 months prior to requesting assignment instructions. Note — assignments change on a daily basis so what is available on ACT or other websites changes on a daily basis. Soldiers should update their ASK preferences and ensure their records are maintained.

Again, SGM Cantwell, Mr. Askew, and I look forward to continuing our relationship and accomplishing the Army mission. Follow me!!!

**Mr. Vincent E. Askew**  
Senior Civilian

**Timothy W. Cantwell**  
SGM, IN  
Branch SGM

**Mark A.B. Hollis**  
LTC, IN  
Branch Chief

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# THIS QUARTER IN HISTORY

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The world-wide nature of the conflict, as well as the need to wrest conquered territory from an established enemy, meant that many divisions trained to assault a defended shoreline from specialty assault craft launched from offshore tactical troop ships. What was ostensibly a mission of the U.S. Marines became a critical additional task for the U.S. Army because the “amphibious Infantry” of the U.S. Navy did not have a force large enough to deploy troops to spearhead the landings on all the Pacific Island beaches, much less the European Theater of Operations.

While largely a form of light Infantry, specialty troops were trained and equipped for missions in a wide variety of places around the world. To prepare for battle in the desert, jungle, mountain or arctic conditions, large special operations formations or entire divisions were equipped and trained for combat in these extremes. Mountain climbing, skiing, snowshoes, jungle survival and warfare, and amphibious operations all became important skill sets for the corps that deployed to North Africa, and the Rangers, Merrill’s Marauders, 1st Special Service Force, and many smaller units with unique skill sets and gear.

In the 1930s, the U.S. Army developed new weapons that significantly enhanced the firepower of small Infantry units. The most important of these was the U.S. Rifle M1, known widely by collectors as the “Garand” in honor of the designer, John C. Garand of the Springfield Armory. Adapted in 1936, the iconic semiautomatic battle rifle served the U.S. military services until it was replaced by the M14 and M16 rifles around 1960. The Browning Automatic Rifle, or “BAR”, served as the Squad Automatic Weapon from 1918 until replaced in the Infantry platoon by the M60 General Purpose Machine Gun in the 1960s. Heavy for an automatic rifle, the BAR was never an acceptable replacement for a light machine gun since it did not have a quick-change barrel. However, the sustained firepower of the M1 rifle allowed the BAR to be used for rapid, short duration suppressive fire with a weapon easily carried by one Soldier. More than six million M1 carbines were produced as a defensive weapon for leaders and non-riflemen as intermediate-range replacements for pistols. A weapons platoon of three 60mm mortars and two M1919A4/A6 Browning machine guns provided indirect and suppressive fire in support of each rifle company. The addition of handheld and backpack radios gave the commander the ability to exchange orders and information, as well as provide supporting



fires from mortars beyond the visual range of the crews. Add rifle-mounted antitank grenade launchers, flamethrowers, and the 2.36” rocketlauncher (“Bazooka”) for additional firepower in each rifle platoon, and the combat power of the U.S. Dogfaces multiplied over the capability of the Doughboys of a generation before.

To maximize the suppressive capabilities of the new fire and maneuver weapons, each small unit formation evolved. First, the eight-man squad grew to 11 or 12 men to provide an assistant squad leader and two squad scouts. Three rifle squads and a small headquarters gave the platoon leader options for light or heavy suppressive fires for fire-and-maneuver. The company accomplished the same with three rifle platoons and the additional combat power provided by the weapons platoon. The frontage of the Infantry unit increased as leaders relied upon bullets rather than bayonets to control sectors.

While the traditional company, battalion, and regiment structure continued officially through most of World War II, the armored divisions created three different brigade-sized elements to deal with missions in a custom manner. In a similar fashion, Infantry division regiments task-organized into what became known as the regimental combat team that included a field artillery battery and a company of tanks to provide a combined arms unit smaller and more flexible than either the division or brigade. The U.S. Army successfully used these mixed formations for combat from the last year of World War II, through the Korean and Cold War, until the adoption of the five battle groups of the late 1950s pentomic divisions. A number of separate Infantry brigades served as rapid and flexible “fire brigades” during the Vietnam War and served as the template for the brigade combat teams of the 21st century force.



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