

The flow chart shown here defines the procedures to be followed as the drivers find new faults. It concentrates on the corrective actions needed, and it is in compliance with TM 38-750. It does not, however, deal with procedures to be followed when due-in parts are received, for example, or when vehicles return from direct support. Each of these areas in turn will have to be developed, but this is a good starting point.

The first part of the flow chart deals with the driver, his chain of command, the motor officer, and the motor sergeant. The technique of scheduling, mentioned twice, is one that will make the operation active rather than reactive. (I use a modified DA Form 2405 to schedule jobs and assign a company job order number to each.)

Part 2 of the flow chart, which

deals exclusively with the repair parts specialist, is an abbreviated version of his normal routine. A good clerk should know the more detailed aspects of requisitioning, but if he does not, the flow chart will have to be modified accordingly.

The third part of the flow chart completes the routing through the TAMMS clerk, the motor sergeant, and the platoon sergeant, and it details the final disposition of the 2404.

Two techniques will help a unit make this flow chart work. First, the motor officer should insist on making the complete system turn around in three days. This will keep any corrective actions current. Secondly, the unit's leaders should check periodically to see that the annotated 2404s are in the vehicles' pamphlet bags. Their emphasis will help ensure a

strong effort for efficiency throughout the unit, and it will certainly help the motor officer manage better.

Under this system, a 2404 for any given fault will be prepared only once; enough, but not too many, parts will be ordered; and all of the 2404s will be where they belong instead of being scattered over the company area.



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Professional Development

COMMAND SERGEANT MAJOR ROY C. OWENS

One of the most important things a battalion can do is to develop and maintain genuine, dedicated, professional noncommissioned officers who thoroughly understand their roles and responsibilities. NCOs of this description are better able to provide for the care, training, and motivation of the individual soldiers they are responsible for. With this idea in mind, the senior noncommissioned officers of the 1st Battalion, 87th Infantry, have come up with their own Individual Training and Noncommissioned Officer Professional Development Program.

The program is really four programs in one. It includes an NCO

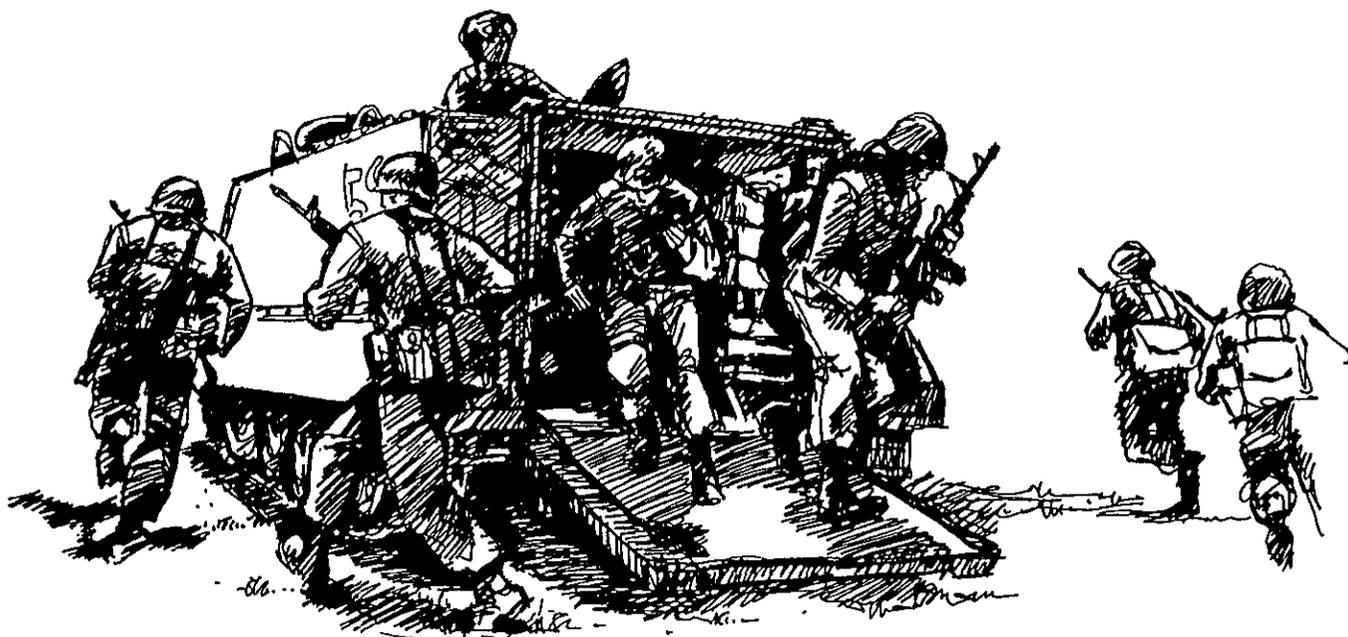
professional development program (NCOPDP), a skill qualification test (SQT) program, a Training Proficiency Test (TPT) program, and an individual training program. The overall program is managed by the battalion's command sergeant major, who meets every month with his first sergeants to discuss the specific details of the program and to plan future activities. (These meetings serve several other purposes as well. They help bring a new first sergeant on board more quickly, and they keep all the first sergeants informed of the battalion commander's standards for particular areas.)

THE NCOPDP portion includes

several specific professional development efforts at both company and battalion level.

First, a diagnostic examination, which is given to all newly assigned NCOs and to soldiers who are newly promoted into the NCO ranks, helps the first sergeants decide who needs additional training. Those who fail to achieve a score of 70 percent (and anyone else who, in the opinion of the first sergeant, needs extra help) are placed in the battalion's Train To Lead Program. It lasts five days, with each day beginning at 0530 and ending at 2030.

These NCOs receive instruction in such subjects as map reading, per-



formance-oriented training, physical training, and maintaining forms and records. These subjects are farmed out to the first sergeants, who are then held responsible for presenting the material assigned to them. The command sergeant major reviews the instructors during the week before a course is to begin and assigns a staff NCO to supervise and to serve as course evaluator.

Additionally, as part of the PDP each first sergeant submits an evaluation of his new NCOs as soon as they have completed 90 days of duty with the battalion. Then, at company level, all junior NCOs are given at least four hours of professional development training each month. In addition, at battalion level, first sergeant seminars, NCO calls, and hail and farewell gatherings are conducted either monthly or bimonthly.

The monthly first sergeant seminar is a four-hour session that all NCOs in the top three grades are required to attend. The seminar focuses almost exclusively on a first sergeant's duties and responsibilities and on how he can best go about carrying out those duties and meeting those respon-

sibilities. In general terms this instruction includes company administration, training and development methods, how to conduct maintenance inspections, and how to be advisors.

The specific points to be discussed in each seminar are usually prepared beforehand and made available to all the NCOs. Of course, other topics may be discussed, too, if they are considered important enough to present to such a group as this.

During the monthly NCO call, particular problems are aired. All of the battalion's NCOs are given a chance to present their views on these problems and on any others they want to bring up.

Finally, as part of the PDP, the battalion hosts a hail and farewell gathering for its NCOs every other month. All new NCOs and their spouses are introduced, and farewells are said to all of the departing NCOs and their spouses. This gathering helps provide a kind of unity and cohesion among the NCOs and their families that is practically impossible to achieve by any other means.

The SQT portion of the program

owes its overall success to the involvement of the first sergeants, who manage and supervise it. Battalion headquarters itself plays only a supporting role: it procures and distributes whatever publications are needed and, of course, conducts the first sergeant seminar.

The battalion uses a number of informal tools to control its SQT program. One of the tools is a small chart that each first sergeant keeps in a notebinder. One side of the chart contains a description of the proper sequence in which each action should take place in order to have a sound, dependable SQT program. It contains such information as the MOSs to be tested, the number of soldiers by skill level, the status of needed publications, and the evaluation dates. Each first sergeant maintains one of these charts for each MOS in his unit.

The other side of the chart shows the scores from the previous tests and contains detailed information on the weak areas with task numbers and degrees of weakness. The chart, therefore, serves as a complete ready reference for subjects to be used as opportunity, or "hip pocket," SQT

training. In fact, the information on the chart is frequently used in training meetings.

Another tool the first sergeants use is a list that shows each task a soldier must accomplish before he is to be tested. The list also shows each soldier's name, with a space under each task for a rating entry. The first sergeants make up their lists as soon as they receive an SQT notice.

Depending on the MOS, a written test is prepared, either by one company or by all the companies working together, and this test becomes an added requirement for which each soldier must receive a "go" rating. The soldiers' immediate supervisors conduct the training for this test as the opportunities present themselves or even integrate them into the unit training schedules. Under no circumstances does the battalion block out periods of time solely for the purpose of preparing soldiers for their SQTs. Instead, a soldier's immediate supervisor is given a suspense date for all training verification requirements, and it is up to him to see that the soldier meets those requirements. That is the extent of the battalion's training for SQTs.

While the first sergeants keep only temporary records of SQT training

preparations, their platoon sergeants maintain permanent lists of all individual tasks that show when each soldier needs to renew each of his skills. This list, which helps tremendously in planning unit training programs, is reviewed monthly by the platoon sergeants for both evaluation and training.

INDIVIDUAL TRAINING PROGRAM

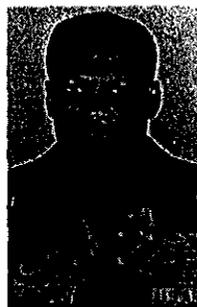
A year-round individual training program parallels the SQT program. This calls for adding at least two common skills training tasks and additional MOS-specific tasks to the battalion's weekly training schedule. The soldiers' immediate supervisors must cover the listed tasks sometime during that week in opportunity training periods. The training itself is monitored largely through personal observation and through comments from the soldiers and their supervisors.

The battalion also uses a training proficiency test (TPT) to evaluate individual skills as they relate to all individual training requirements. This test, which is administered quarterly, focuses on individual ground defense

plan tasks. A flexible and powerful tool, the TPT is managed by the first sergeants in much the same manner as the Train To Lead Program.

To supplement the battalion's training and development efforts, military and civilian schools are used extensively. The S-3 controls attendance at the military schools, while the first sergeants take care of the civilian schools and their various programs. Attendance at all of the courses is strictly planned, implemented, controlled, and supervised.

The battalion's noncommissioned officers plan and carry out the complete program, but their commanders all the way up the chain supervise and fully support them. It could not work in any other way. As a result, the 1st Battalion, 87th Infantry stands ready to fight — and to win!



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