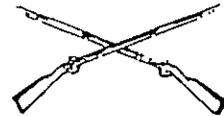




Commandant's NOTE



Major General Edwin H. Burba, Jr. Chief of Infantry

For my first note as Commandant of the Infantry School, I think it will be useful to review what each of the School's departments and directorates has been doing and continues to do. First, though, let me discuss some initiatives that cut across all of them.

The most satisfying trend in the past two years has been the influx of high-quality officers and NCOs to School assignments, and this trend continues. This summer alone, the School will receive five Army War College graduates, a brigade commander, and 14 battalion commanders, as well as a host of Command and General Staff College graduates. A similar picture can be painted on the NCO side, where we are raising the instructor qualifications for our Advanced Noncommissioned Officer Course (ANCOC), Basic Noncommissioned Officer Course (BNCOC), and Primary Leadership Development Course (PLDC) classes. In the near future, for example, all of the NCO tactics instructors for our ANCOC classes will be sergeants first class who have served with distinction as platoon sergeants, who have been thoroughly prepared in the NCOES process, and who are themselves graduates of the course. We are also raising the experience level of the NCOs who present our BNCOC and PLDC instruction. These NCOs are all graduates of the courses they teach, and most of the instructors from the combat arms have served as squad leaders or assistant platoon sergeants.

At the same time, our officer and NCO board selection rates have been quite good. This shows us that our "schoolhouse" is again considered an attractive place to serve.

Our instructional focus has been on hands-on performance-oriented field training conducted with small groups. More and more instruction—even leadership training, and other so-called soft skills—has been moved out of the classroom and into the field. The mentoring concept is now being used in our Infantry Officer Advanced Course (IOAC) classes and will eventually spread to our other courses as well. Certification is another key initiative with its hallmark being found principally in the Maintenance Management Division of the 29th Infantry Regiment/Weapons Department (automotive, weapons, communications, and NBC).

In the area of doctrine, our intent is to formulate fewer but higher quality products. Our focus is on putting the essence of a subject into a manual and reducing boilerplate and volume. We are looking at stan-

dardized task training products and at flexible, high initiative tactical products. Translating all of our doctrinal products into AirLand Battle formats is keeping us busy, but we are meeting the time lines.

In the past 18 months, we have produced more than 20 field manuals and circulars. (Make sure your units are getting them.) Among these are FM 7-7, The Mechanized Infantry Platoon and Squad (APC) (March 1985); FM 7-90, Tactical Employment of Mortars (June 1985); FC 71-6, Battalion and Brigade Command and Control (March 1985); FC 7-7J, The Mechanized Infantry Platoon and Squad (Bradley) (April 1985); FC 7-12, The Infantry Company Fighting in Mountains (June 1985); and FC 7-90-1, Tactical Employment of the 60mm Mortar Section (December 1985).

In combat developments, our eyes are on the critical requirements. We have mobilized all our resources to concentrate on one item at a time, and this is paying off, because after ten years, several weapon programs finally survived funding cuts this past year—a Dragon replacement, an interim Dragon improvement, two TOW product improvements, a follow-on TOW, mortars, and a new bayonet.

Now let's take a look at our departments and directorates individually.

COMBINED ARMS AND TACTICS

A mentor program for all IOAC classes has been instituted. Each class is divided into 20-man groups for the 13 weeks of tactics instruction, and a full-time mentor is assigned to each group to present that instruction. This departure from the committee method of instruction, together with an increase in the number of hours devoted to field training and a return to subjective grading, will produce graduates who are much better prepared as maneuver warriors well versed in AirLand Battle doctrine. We have also integrated all aspects of combined arms operations—fire support coordination, tactical communications, mobility and counter-mobility, and the like—into these classes.

Additionally, we have restructured all ANCOC instruction so that its emphasis is now on the application of doctrine and not on the mere teaching of it.

The School has started a program of instruction to support the new Army writing style and is conducting classes in that style in all of its

officer and noncommissioned officer career courses. We are emphasizing effective military writing, not grammar.

TRAINING AND DOCTRINE

During the past year, major study efforts have been undertaken on basic and advanced rifle marksmanship training, including evaluating known distance firing and establishing tougher qualification standards. Programs to improve marksmanship training in the institution and the field will be on the streets soon.

The School has developed a training strategy for the cadre of COHORT units that includes a resident training course at the School as well as exportable training support packages. An analysis is now being run to see if the Army can afford the strategy.

Bradley and Mortar Gowen South studies were conducted to test the training effectiveness and the resource requirements of alternate mortar and mortar training programs, including training devices.

Major revisions of all the courses taught at the School have been completed, and programs of instruction for training Air Force Security Police have been developed. Other new programs of instruction developed in the past year or so include a LRSU POI, an infantry reserve officer professional update program, a sniper instruction POI, and a master marksman POI.

The Expert Infantryman Badge test has been revised and incorporated into DA Circular 350-85-3. In addition, 1986 military qualification standard (MQS) manuals for pre-commissioning programs and for infantry lieutenants have been either developed or revised, and field validations of the infantry captains manual have been conducted.

A training strategy for MOUT training has resulted in a MOUT training circular that will be distributed during Fiscal Year 1986. We are making an intensive effort in this area, and you will hear more on it in the future.

29TH INFANTRY REGIMENT/WEAPONS

The 1st Battalion has consolidated its battalion-level maintenance support and refined its methods of instruction to conduct mentorship training where it can.

The 2d Battalion implemented a new basic rifle marksmanship program, introduced infiltration training, began SAW instruction, and prepared a master marksman course.

The maintenance management division has trained ten IOBC classes, five IOAC classes, five ANCOB classes, and four infantry PCC classes. With time, we should be able to make a big dent in our maintenance vulnerabilities, about which many of our commanders talk and write.

COMBAT DEVELOPMENTS

The Infantry School continues comprehensive programs to develop clothing and equipment, antiarmor systems, mortars, small arms, directed energy weapons, night vision devices, and all proponent infantry vehicles. Major emphasis has again been directed toward developing a medium antiarmor system. Since the program has been funded at DA, we are now optimistic about finally being able to replace the Dragon with a highly lethal, very trainable system.

Operational and organizational plans have been developed for such items as a close combat laser countermeasure system, a light mobile robotics system, a light anti-optics weapon system, a new sniper rifle, a multipurpose bayonet, and a battalion-operated surveillance system.

Infantry requirements have been identified for a family of armored vehicles, the future infantry fighting vehicle family, and a shoulder-launched multipurpose assault weapon, while a front-end analysis of light infantry capabilities and limitations has been performed in conjunction with the 7th Infantry Division.

TOE documents have been completed for airborne infantry and Ranger battalion units using Army of Excellence initiatives under the documentation modernization program directed by the Vice Chief of Staff of the Army. In addition, living TOEs for mechanized and heavy separate infantry brigades will be published in October 1986.

Initial design actions have also been completed for the development of a unique TOE document for the 6th Infantry Division, the Alaskan Defense Division. If all goes according to plan, this document will be published in October 1986. We have constant dialogue with the field and are working hard making fixes on current TOEs that are troubling our field units.

RESEARCH AND ANALYSIS

This directorate is developing a prototype mechanized infantry task force ARTEP mission training plan (AMTP). It will focus on analyzing missions to determine the underlying tasks and on developing training plans to carry out the tasks rather than the missions. This AMTP (71-2J) should be in the field by the third quarter of Fiscal Year 1986. It will give us a more precise training document but one that is far less voluminous and far more simple to execute.

INFANTRY PROPONENCY

Action has been taken to upgrade the experience level of MOS 11C soldiers in our heavy mortar platoons. The platoon sergeant's position now calls for a master sergeant, the section leader's for a sergeant first class, and the chief computer's for a staff sergeant.

Action has also been taken to recode the infantry immaterial positions in TDAs to balance the understructured MOSs 11C and 11H by shifting to them such TDA positions as land navigation, leadership, rifle marksmanship instructors, and operations sergeants from 11B. These initiatives will improve the experience level in our mortar sections and allow much more favorable career development, including promotion rates.

An updated DA Pamphlet 600-3, Commissioned Officer Professional Development and Utilization, will be published in April 1986. It will emphasize the influence light infantry and Ranger units have had on the accomplishment of the Infantry's mission and the need for company grade officers to serve in both mechanized and light infantry units to improve their cross-training experience.

Action has begun for coding as Ranger positions certain selected positions in both light and heavy infantry units (primarily at the platoon leader level) to provide Ranger-trained and experienced leaders in those units at the small unit level. Certain other selected positions will be coded as Pathfinder because of the increased emphasis the Army is now placing on air assault and aerial resupply operations. Pathfinder duty will be an additional duty for the coded positions.

ST 71-1, Infantry Professional Development, is currently under revision with a projected print date of May 1986. This text provides the enlisted soldier with information that is relevant to his professional development and tells him of assignment considerations.

EVALUATION AND STANDARDIZATION

Two separate efforts—an ITV training evaluation and an ITV maintenance evaluation—were conducted to keep the Infantry School abreast of the training and maintenance of this critical war-fighting system. The results portray in general a well-trained ITV force but one that is lacking in maintenance expertise. Efforts are under way to correct this.

Infantry Liaison Teams (ILTs) continue to visit units throughout the world. ILTs help units solve training problems in matters for which the School is the proponent, and also help the units apply the School's

training products to the units' training programs along with the BTMS. The ILTs also function as the School's external feedback system. If you need a team's help in your unit before one is scheduled to visit, please let us know.

LIGHT INFANTRY TASK FORCE

During the past year, the Infantry School has continued to support the implementation and sustainment of a training strategy for the light infantry divisions. Field Circular 7-14, Light Infantry Company Operations and ARTEP Mission Training Plan, was published in February 1985, and the final draft of Field Circular 7-13, Light Infantry Battalion and Brigade Operations and Battalion ARTEP Mission Training Plan, was completed in November 1985.

During Fiscal Years 1986 and 1987, these light infantry field circulars will be converted into field manuals and AMTPs.

Special courses have been developed by the Infantry School for soldiers and leaders in the light infantry divisions and distributed to other service schools to help them develop their own programs.

The certification of the light infantry concept, currently in Phase II, is expected to be completed by the end of the present fiscal year.

THE SCHOOL BRIGADE

The Tactical Leadership Course (TLC) is a recent addition to the IOBC and ANCOG POIs. The drill-based TLC, which is intended to train platoon-level leaders in critical combat skills, is conducted in the field under stressful, simulated combat conditions. The course is now being packaged to export to units outside of Fort Benning.

In response to certain perceptions from the field that many infantrymen are weak in land navigation, a program is under way at the School to upgrade its land navigation training. The School is now using competitive orienteering as a training vehicle to improve its students' terrain association skills.

Mentorship has begun in all aspects of the IOBC program. Each IOBC company is commanded by a major; he is assisted by senior platoon trainers who are captains who have commanded companies. These officers serve as role models for the young lieutenants in the course. In addition, each platoon has two Ranger-qualified noncommissioned officer trainers who are either staff sergeants or sergeants first class. Seven of the course's 16 weeks are spent in the field. More than 75 percent of the instruction is conducted by the cadre of the 2d Training Battalion. As you can see, committee instruction is becoming a thing of the past at the Infantry School.

RANGER

The Ranger Department graduated 1,893 Rangers in Fiscal Year 1985, the largest number—by 461—to earn the Ranger tab in any one year in the 35-year history of the Ranger course. The training load for Fiscal Year 1987 will increase from 2,100 to 3,080 to meet the needs of the light divisions entering the force structure, of the additional Ranger battalion, and the Ranger regimental headquarters. I will guarantee you, though, that this is being accomplished without reducing standards.

Leaders from 17 battalions or battalion equivalents have been trained in the Light Leader Course. These personnel came from the 7th Infantry Division, the 25th Infantry Division, the 10th Mountain Division, and the 29th Infantry Division (National Guard). Leaders from 14 other battalions will be trained during Fiscal Year 1986, with the Department using a double-run concept.

Leaders from corps LRSU companies and division LRSU detachments will be trained by the Ranger Department in a five-week course that will begin in October 1986 (if the instructors arrive in time). Nine such training courses are programmed for Fiscal Year 1987.

SECRETARY

Within the School library, a number of changes have taken place. An antiterrorism orientation room has been opened, a military history room is being developed and should be completed by early spring, and a student and faculty area has been set up on the mezzanine level where users can leave their research materials for a number of weeks.

The Allied Student Training Detachment handled more students during Fiscal Year 1985 than it has ever handled—more than 700 students from 84 different countries. The School and ASTD combined efforts to host a very successful TRADOC Allied Training Officer conference during a three-day period in September 1985.

The Infantry School is a busy place these days and all of us here are dedicated to turning out the world's finest infantrymen. More than that, as you can see from the above, we have initiated a number of innovative programs, the results of which will have a tremendous effect on all of our infantrymen and infantry units throughout the world.

The School has not worked in a vacuum, but has counted on your ideas, suggestions, and feedback to help it reach its immediate goals. In the months ahead, I look forward to continuing that dialogue, for I know that with all of us pulling together, we can do much to maintain the United States Infantry as the best in the world.

