

of ammunition will be cached. For example, the 4.2-inch mortar platoon will receive 50 rounds of WP, 25 of illumination, and 100 of HE. (The S-4 decides on the size and make-up of Class IV and V packages in accordance with his available assets.)

Medical evacuation. He designates units to assist independent elements such as the mortar platoon, scouts, or antiarmor company. He also designates whether a unit will receive additional support assets. The scouts, for example, will evacuate to A IN, while A IN assists the engineers and receives an additional ambulance; E IN will receive its evacuation vehicles from CP 4.

Maintenance. In this block, he shows how the battalion maintenance officer (BMO) will support the task force. For example, the 4.2-inch mortars will recover their vehicles to CP 4; an M88 recov-

ery vehicle is reserved for area coverage. This block details maintenance priorities, which in this example are bulldozers, tanks, TOWs, and Vulcans, in descending order.

Separate units are an additional effort for the support planner. Air defense artillery, mortars, antiarmor elements, scouts, tactical operations centers, trains, and others do not have organic support; they are supported by the nearest element that does have organic support.

The combat service support matrix can be used for either offensive or defensive missions. In defensive missions, the matrix includes Classes I, III, IV, and V. Offensive missions will emphasize Classes I, III, V and recovery and evacuation of personnel, recovery of vehicles, and maintenance priorities.

Once a task force staff has been trained to the point of being able to formulate a

solid, comprehensive logistical plan on the basis of METT-T, the next problem is seeing that the plan is executed properly.

Although the subordinate element could get the necessary logistical information they need from Paragraph IV of the operations order and from the service support overlay, that effort would cost them valuable time and could lead to some confusion.

The service support matrix, which is a quick, simple compilation of logistical information, can save a user that time just as it will eliminate any possible cause of confusion.

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The Vital Link

MAJOR THOMAS R. ROZMAN

Division 86 is now being implemented throughout the Army. This is the most significant reorganization of the Army's ground combat power since 1962. Combat support elements once again have been moved into the headquarters company. A fourth line company has been given to the armor and mechanized infantry battalions, and an antiarmor company (Company E) has been added to the mechanized infantry battalions.

One of the most important things about this reorganization is the radical change it makes in the way battalions conduct their maintenance. Trends toward removing administrative burdens from the maneuver company commands were apparent in the mid-1970s — such as the consolidation of personnel administration at battalion level — but the idea of cen-

tralizing maintenance has always met with resistance. The old line mechanized infantrymen and tankers were always concerned about responsive logistics for mounted operations — Would they be able to keep their vehicles operational?

FEARS

The idea of eliminating organic maintenance at company level, at least in garrison, raised fears of a potential for failure in several areas: the need for operators to identify parts failures through their preventive maintenance; the responsive requisitioning of those parts; and a consolidated maintenance support activity's ability to be responsive in repairing vehicles in the large numbers

found in the mechanized infantry and armor battalions.

The Israeli experience of recent years, however, argued strongly for a consolidated maintenance effort. The fluid battlefield and the numerous vehicle casualties spawned by modern mechanized warfare showed clearly the wisdom or timely and rapid recovery and repair well forward in the operational area using efficiently pooled resources.

In our own Army, garrison maintenance crews, when considered in the context of personnel realities in the 63-series MOSs, had always seemed to operate short of the number of skilled personnel required to keep a unit's vehicles operational. How better to provide high-quality maintenance in this situation than to consolidate the available resources? Reality,

in more ways than one, strengthened a consolidation concept, and Division 86 embraced it.

But the old troopers' concerns still have not gone away, and we cannot wish them away. So how do we make it work? We

know it takes experience, knowledge, and constant checking and rechecking to perform effective maintenance.

One critical rule in getting things done has always been to put someone in charge and to make sure he knows he is respon-

sible. But what specific responsibilities does a maintenance supervisor have? If we are consolidating maintenance but have concerns about our ability to perform good preventive maintenance, supervise operators, and work within a consolidated maintenance operation, then we should be able to tell the people who supervise these operators about their responsibilities. Yet none of our doctrinal literature gives them to us.

In response to this need, the 2d Brigade, 1st Armored Division tackled the job of developing some suitable guidelines and responsibilities. The brigade focused on the platoon leaders and platoon sergeants in the various companies as being the vital links in the preventive maintenance supervisory chain. A study group in the brigade's mechanized infantry battalion analyzed the problem. The experience of the unit and other battalions in the brigade, along with a study of recently published Division 86 doctrine (TT 71-2J and FM 29-2J, for example), provided material for a draft list for each of these leaders. These draft lists of duties and responsibilities were circulated to all the brigade's battalions for comment. The lists were then refined and forwarded to the brigade commander, approved, and distributed. Their contents are shown here.

These lists of duties for platoon leaders and platoon sergeants have been a major step toward solving some of this brigade's concerns about Division 86 maintenance. Lists such as these are not the answer to all our maintenance challenges, of course. Nevertheless, by incorporating these duties or some combination of them into a platoon leader's OER support form, we are going a long way toward assuring effective maintenance under the Division 86 organization. At least our platoon leaders know what we expect of them.

PLATOON LEADER'S DUTIES

Responsible for the combat readiness of his platoon's vehicles, communication systems, small arms ammunition, and equipment.

Assigns an operator and maintenance supervisor for all platoon vehicles.

Enforces standards for operator/crew maintenance, use of -10 operator's manual, proper PMCS, and active maintenance supervisor involvement in platoon maintenance operations.

Leads by example in maintenance standards and operations.

Sets maintenance tasks, conditions, and standards for maintenance training and effectively uses troop leading procedures in planning maintenance operations, in accordance with company commander's guidance.

Directs and supervises subordi-

nate leaders in training operators and crew personnel to standard in maintenance procedures.

Anticipates future maintenance needs, coordinates for maintenance support, and allocates maintenance resources.

Supervises maintenance operations, verifies standards, critiques maintenance supervisors, and enforces good maintenance habits.

Demands timely follow-up of maintenance discrepancies and accepts only high quality repairs.

Evaluates maintenance support, verifies repair part requisitions for platoon, and provides feedback to company commander and battalion maintenance officer.

Knows and keeps commander informed of current platoon maintenance status.

PLATOON SERGEANT'S DUTIES

Executes platoon leader's maintenance duties in his absence.

Insures combat readiness, serviceability, and cleanliness of platoon vehicles, ammunition, communication systems, and equipment.

Provides maintenance training proficiency to assist platoon leader, and for platoon validation of job book maintenance skills.

Conducts maintenance training and is available to advise the platoon leader in maintenance operations.

Supervises squad leaders in use of operator and crew maintenance forms and records.

Trains subordinate leaders on the use of -10 operator's manual, PMCS, DA 2404, dispatch procedures, maintenance procedures, safety, and responsibilities of maintenance supervisors.

Makes on-the-spot corrections of maintenance deficiencies, retrains maintenance supervisors, and helps enforce maintenance standards.

Insures platoon accountability,

accomplishes implied tasks, and prepares platoon to receive maintenance support.

Manages allocated maintenance resources and executes platoon scheduled services.

Responsible for key control, security, accountability of platoon vehicles, small arms ammunition, and equipment.

Supervises platoon recovery operations, application of combat field expedient repairs, and immediate maintenance follow-up.

Verifies installation of repair parts, reconciliation of deferred maintenance DA 2404, compliance with vehicle load plans, and unit maintenance SOP.

Supports and reinforces the platoon leader's maintenance policy as platoon's quality control manager.

Enforces clean and safe maintenance environment.

Accomplishes maintenance mission to standards.

Knows and keeps platoon leader informed of current maintenance status.



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