

of command, this resource programming institutionalized by BTMS is one of the single most effective benefits of the system.)

The basic policy concept needed to improve BTMS is to enforce training time through *administrative action*. As an administrative action, training would become *accountable* in the form of mandatory time periods for decentralized training. This could be institutionalized very easily on the unit's weekly training schedule and submitted to brigade headquarters for approval, and would ensure that training was given command attention at all levels.

The brigade commander must take charge of the decentralization process, because he has the authority to implement or emphasize the desired corrective action and to *standardize* BTMS throughout the subordinate battalions.

He can directly implement the unit training schedule with emphasis on de-

centralization by applying the administrative deadline process and by making sure training schedules are written at no higher than squad level, or in certain instances at platoon level. Command emphasis on an administrative matter has never failed to achieve results.

As for the implementation of BTMS, since it was designed to be implemented at battalion level, it should be accepted at this level to the best of the command's ability.

At company level, commanders have an inherent duty to train subordinates in leadership and to allow the soldiers to develop professionally. The best way to do this is by decentralizing training, allowing soldiers to make and implement training decisions, generate initiative, and foster a team concept. Subordinate leaders will not face punitive action for mistakes or shortcomings in training because training missions are *not* considered in the administrative deadline class.

Good intentions alone will not implement even the best ideas. Emphasis and command guidance should start from the top and provide for follow-up.

Training management in the Army today is far above what it was ten years ago. The addition and integration of individual and collective soldier tasks has allowed leaders to set priorities and to plan and execute more effective training. To fight, win, and survive the first battle of the next war, subordinate leaders must be able to conduct effective training and develop team integrity and leadership. BTMS is an effective tool for that purpose, and it should be refined to the fullest extent possible.

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Unit Histories

A Guide to the Agencies That Can Help

MAJOR GLENN W. DAVIS

If you have been assigned to develop or expand the unit history of your organization as part of the U.S. Army Regimental System, there are several places you can go for help.

There is a Roster of Organizations, which lists the active associations of former members of various units that served within the U.S. Army structure at various times. If your unit went through a lineage redesignation (name change), an active association may still be in existence. You can get a copy of the current roster through Headquarters, Department of the Army, Office of the Chief of Public Affairs, ATTN: OCPA-

CR, The Pentagon, Washington, DC 20310-1500; AUTOVON 224-0739.

Unit history cards will provide you with details on your unit's authority, assignments, and locations since its activation. These data cards can help you track where your unit was stationed and when. Then you can call various installation museums or veterans associations in the continental United States for assistance. Requests for unit history cards can be obtained through the U.S. Army's Institute of Heraldry, 5010 Duke Street, Alexandria, VA 22304-5050; AUTOVON 284-6632/6633.

Information relating to heraldic items

such as coats of arms or historic insignia can also be obtained through the Institute.

Unit morning reports are in the custody of the National Personnel Records Center, 9700 Page Boulevard, St. Louis, MO 63132. These reports can give you your unit's personnel assignment status as well as casualty lists.

The historical records of most U.S. Army units or military installations in operation *before* 1953 are in the custody of the Military Field Branch, which is in the Washington National Records Center Building, 4205 Suitland Road, Suitland, MD 20746; commercial (301)

763-1710. These records can provide you with detailed after-action reports, personnel reports, and operational extracts, overlays, maps, and the like.

For units or installations in operation after 1953, such records are in the custody of Headquarters, Department of the Army, ATTN: DATM-FAR-SS, Room 1146, Hoffman Building I, 2461 Eisenhower Avenue, Alexandria, VA 22331-0301; AUTOVON 221-6179.

Photographs of various U.S. Army combat activities dating from 1940 to the present are in the custody of the Department of Defense, Still Media Depository, Code LGP-R, ATTN: Customer Services, Washington, DC 20374-1681; commercial (202) 433-6606.

Heraldic items in storage from any previous inactivation periods of your unit may be in the custody of the Pueblo Army Depot, ATTN: Transportation Officer, Pueblo, CO 81001-5000; AUTOVON 877-4048.

ADVERTISE

Former service personnel who may have information you can use can be contacted through advertisements in service magazines or various publications of veterans organizations. Two such publications are *Army Times*, 6883-Commercial Drive, Springfield, VA 22159, and the *VFW Magazine*, VFW Building, 34th and Broadway, Kansas City, MO 64111.

The current addresses of former U.S. Army service personnel who are now retired — who are receiving either retirement or disability payments — can be found through the Retired Army Locator, Headquarters, Department of the Army, ATTN: DAAG-PSR, Community Support Directorate, Office of the

Adjutant General, Hoffman Building I, 2461 Eisenhower Avenue, Alexandria, VA 22331. Although this office will not give out the addresses of these people because of privacy considerations, it will verify their current status and will forward mail to them for you.

The United States Army Military History Institute, ATTN: Historical Reference Branch, Carlisle Barracks, PA 17013-5008, has a large collection of published unit histories from World War II. These works can be borrowed through the inter-library loan system at your local library.

Questions concerning the replacement of awards or the eligibility of U.S. Army personnel for awards can be directed to the Commander, Reserve Components Personnel Activities Center, Decorations and Awards, 9700 Page Boulevard, St. Louis, MO 63132. The U.S. Institute of Heraldry, mentioned earlier, may be able to provide background information on U.S. Army units that received foreign military awards.

The *Army Lineage Series*, produced by the Army's Center of Military History, contains lineage and heraldic data for each military unit's entire existence and lists foreign awards the unit received. (The series should be available through the library system.) The Institute may also be able to provide a copy of the letter of authorization for the coat of arms, distinguished unit insignia, and the lineage and honors statement.

Official certificates attesting to the award of organizational decorations can be obtained through Headquarters, Department of the Army, U.S. Army Military Personnel Center, ATTN: DAPC-ALA, 200 Stovall Street, Alexandria, VA 22332; AUTOVON 221-8698.

For published military literature, you may want to contact The Army Library,

The Pentagon, Washington, DC 20314. U.S. Army topographical maps and other types of maps for the area of operations your unit was involved in are in the custody of the Cartographic Section, National Archives, 841 South Pickett Street, Alexandria, VA 22304. Correspondence to obtain copies of the maps (at a set fee) must be addressed to National Archives, ATTN: NNSC, Washington DC 20408; commercial (703) 756-6700.

GCMH

A valuable source of additional information concerning your unit is the U.S. Army Center of Military History, Pulkaski Building, 20 Massachusetts Avenue, N.W., Washington, DC 20314-0200. You can call or write to various branches within the Center at the same address for assistance. For example, for information about published histories, including the Army lineage series, contact the Organizational History Branch; AUTOVON 285-0308. For an official lineage and honors statement, contact DAMH-HCO; AUTOVON 285-0307. And for the names of former commanders and also for Unit Day selections and an official certificate, contact DAMH-HSO; AUTOVON 285-0308.

All of the agencies I have listed proved invaluable to me in developing a unit history for my regiment, the 64th Armor Regiment at Fort Stewart, and I feel sure they will help you as well.

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