



# THE REGIMENTAL SYSTEM

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*EDITOR'S NOTE. Special thanks are due to Major Kenneth L. Martin (TRAINOC) and Major Larry Wagstaff (DA, DCSPER) for their assistance with this article.*

The distinguished history of the United States Infantry is traced primarily through its regiments, because the regiment formed the basis for the combat organization of the Army up to and through World War II and the Korean War. But with the Pentomic reorganization in the 1950s, the Infantry regiment ceased to exist as a tactical unit.

In 1957 the Combat Arms Regimental System (CARS) was implemented to preserve the history of the Army's most distinguished regiments. Unit personnel were assigned, however, through an individual replacement system without regard to unit affiliation or loyalty. Although this system was cheaper and more efficient, it did not provide for unit cohesion—no allowance was made for soldiers to develop an enduring sense of identity with a unit. As a result, when soldiers changed stations, they had to be integrated into a new unit, learn new local policies and standing operating procedures, and gain the acceptance of the people in their new units.

Officers and NCOs also had to undergo a significant learning process. The emphasis, therefore, was on a well-rounded generalist who, through a variety of assignments, would devote a significant amount of his time and effort to learning new jobs.

In 1981, as part of the Army's New Manning System, the concept of the U.S. Army Regimental System (USARS) was approved, and this system is now being implemented. Its purpose is to keep soldiers together longer by allowing them to identify with or affiliate with a regiment. This will enable them to develop a sense of belonging and of loyalty and commitment to their regiment. Under this system, they will see the same places, the same faces, the same missions, and the same equipment. The system's aim is to produce soldiers who believe in and trust one another, thereby producing units that are better able to withstand the initial shock of battle. At the same time, these units can "grow their own" leaders.

The original design of the regimental system grouped together a number of units that were compatible in mission, MOS, and equipment. Like-type units in the continental United States (CONUS) were then paired under a regimental color and linked with like-type units in an overseas theater. One installation, usually the location of the lowest-numbered unit in CONUS, was designated the homebase of the regiment. The decision on which regimental colors would be retained was based on a regimental order-of-merit list developed by the Army's Center of Military History, which worked closely with the Department of History at the United States Military Academy.

A regiment in the new system is not designed to be a tactical organization. Today, rather, it is intended to provide a framework for personnel management in which a soldier is given an opportunity to affiliate with one regiment throughout his career. After affiliating, that soldier has the potential for recurring assignments to units of that regiment. This is not to be confused with "homesteading," in which a soldier may manage to stay on one installation or in one locale, for many years. Under USARS, the soldier rotates from CONUS

to overseas, as required.

The regimental system is being implemented in two phases. Phase I began in January 1983 with the designation of the 23d and the 327th Infantry as USARS regiments, and by August 1984, 15 regiments (with a total of 68 battalions) had been so designated and some 25,000 soldiers were affiliated with those regiments. During Phase I, the U.S. Army Military Personnel Center (MILPERCEN) had an 83 percent success rate in moving affiliated soldiers either within their regiments (65 percent) or to valid assignments outside their regiments, such as drill sergeant or recruiter (18 percent).

Soldiers were involuntarily affiliated with specific regiments because of their current assignments. On the date a regiment was formally designated, therefore, the soldiers who were then assigned to units of that regiment were automatically affiliated with it. Unaffiliated soldiers who were assigned to units of the regiment after the designated date also became affiliated with that regiment. First-term soldiers were affiliated with regiments until 29 June 1984, when the Army decided to give them a chance to experience a variety of assignments before committing themselves to a particular unit.

If a soldier wanted to change his regimental affiliation, a request for personnel action had to be forwarded to MILPERCEN through his military personnel office (MILPO). The request was then approved or denied on the basis of the regiment's strength.

Proration models were developed for each Phase I regiment on the basis of personnel authorizations within it. These models provided personnel floors and ceilings for a regiment against which strength levels for its regimental units were managed.

Phase II, which was to begin in August 1984 when Phase I ended, was delayed pending a re-examination of the entire regimental system. This process took about a year.

In its re-examination, the Department of the Army revised and updated the system's design using the following guidelines:

- Retain the non-tactical framework.
- Group a variable number of Active Army Infantry, Armor, Field Artillery, Cavalry, Air Defense Artillery, and Aviation units under regimental colors.
- Place the ceremonial regimental headquarters at the regimental homebase.
- Make the system meaningful to soldiers by giving them an opportunity for professional development.
- Permit specialization of soldiers but also allow for generalization.
- Permit voluntary affiliation, allowing soldiers to pick their own regiment.
- Permit individual soldiers to pick a homebase, in cases where more than one CONUS station exists for a regiment.
- Make it fully supportable by the current personnel management system.
- Enable it to operate independently of the COHORT and unit rotation system.
- Make it capable of supporting either an individual or a unit movement system.
- Include force structure and modernization changes.
- Make it consistent with wartime planning and mobilization.
- Retain as many of the Combat Arms Regimental System

INFANTRY REGIMENTS  
(as of September 1986)

REGIMENT	CURRENT	CONUS	NEW	CURRENT	OCONUS	NEW	EST DATE
1st IN (Lt)	1-1 2-1 3-1	USMA 9ID*	1-1 2-1 3-1				IR
1st SF	2-1-1 3-1-1 1-5-1 2-5-1 3-5-1 1-7-1 2-7-1 2-10-1 3-10-1	LEWIS LEWIS BRAGG* BRAGG BRAGG BRAGG BRAGG DEVENS DEVENS	2-1-1 3-1-1 1-5-1 2-5-1 3-5-1 1-7-1 2-7-1 2-10-1 3-10-1	1-1-1 3-7-1 1-10-1	JAPAN PANAMA GERMANY	1-1-1 3-7-1 1-10-1	FY 88
2d IN	2-2	9ID*	2-2				IR
3d IN	1-3	MDW*	1-3				IR
4th IN				2-4	56 FA BDE*	2-4	IR
5th CAV (M)	2-7 1-5	1CAV 1CAV*	2-5(A/87) 1-5	2-36 3-36	3AD 3AD	3-5 5-5	FY 89
5th IN (M)				1-31	2ID*	1-5	FY 87
6th IN (M)	3-6 4-6 1-61	5ID* 5ID 5ID	3-6 4-6 5-6	1-6 2-6 1-54 1-52	1AD 1AD 1AD 1AD	1-6 2-6 6-6 7-6	FY 90
7th IN (M)	2-21 2-34	24ID* 24ID	2-7 3-7	1-7 1-4	3ID 3ID	1-7 4-7	FY 88
8th IN (M)	1-8 2-8	4ID* 4ID	1-8 2-8	3-8 4-8	8ID 8ID	3-8 4-8	IR
9th IN (Lt)	2-9 3-9 4-9	7ID* 7ID 7ID	2-9 3-9 4-9	6-327 New Bn New Bn	6ID 6ID 6ID	1-9(A/87) 5-9(A/87) 6-9	(IR)FY 89
12th IN (M)	1-12 1-10	4ID* 4ID	1-12 2-12	1-13 1-39	8ID 8ID	3-12 4-12	FY 92
14th IN (Lt)	2-14 3-14	10MD 10MD	2-14 3-14	1-14 5-14	25ID* 25ID	1-14 5-14	IR
15th IN (M)	3-19 4-54	24ID* 194 BDE	3-15 4-15	1-15 1-30 2-30	3ID 3ID 3ID	1-15 2-15 5-15	FY 90
16th IN (M)	2-16 5-16	1ID* 1ID	2-16 5-16	1-16 4-16	1ID(F) 1ID(F)	1-16 4-16	IR
17th IN (Lt)	3-17 4-17	7ID* 7ID	3-17 4-17	4-327 5-327	6ID 6ID	1-17 2-17	FY 87
18th IN (M)	1-58 3-7	197 BDE* 197 BDE	1-18 2-18	1-48 1-36	3AD 3AD	4-18 5-18	FY 91
20th IN (M)				5-20	2ID*	5-20	IR
21st IN (Lt)	4-21 5-21	7ID 7ID	4-21 5-21	1-21 3-21	25ID* 25ID	1-21 3-21	IR
22d IN (Lt)	1-22 2-22	10MD* 10MD	1-22 2-22	3-22 3-2	25ID 25ID	3-22 4-22(A/87)	(IR)FY 87
23d IN	2-23 4-23	9ID* 9ID	2-23 4-23				(IR)FY 87
27th IN (Lt)	1-32 2-32	7ID 7ID	2-27 3-27(A/86)	1-27 1-35	25ID* 25ID	1-27 4-27	FY 87
31st IN (M)	4-31	SILL*	4-31				IR
41st IN (M)	1-41 2-41	2AD* 2AD	1-41 2-41	3-41 4-41	2AD(F) 2AD(F)	3-41 4-41	IR
47th IN	2-47 3-47	9ID* 9ID	2-47 3-47				IR
51st IN (LRRP)				New CO New CO	V CORPS* VII CORPS	E-51 F-51	IR

52d IN (M)	6-31	NTC*	1-52				FY 88
60th IN	2-60	9ID*	2-60				IR
	3-60	9ID	3-60				
75th RGR	1-75	HUNTER AAF	1-75				IR
RGT	2-75	LEWIS	2-75				
	3-75	BENNING*	3-75				
87th IN	3-22	10MD*	1-87(A/86)	6-14	25ID	4-87(A/86)	FY 88
(Lt)	4-14	10MD	2-87	1-187	193 BOE	5-87(A/87)	
187th IN	5-187	101st*	1-187				(IR)FY 87
(Lt)	4-187	101st	2-187				
	3-187	101st	3-187				
325th IN	1-325	82d*	1-325	4-325	SETAF	4-325	IR
(Abn)	2-325	82d	2-325				
	3-325	82d	3-325				
327th	1-327	101st*	1-327	(IR)FY 87			
(Lt)	2-327	101st	2-327				
	3-327	101st	3-327				
501st IN				New Bn	6ID*	1-501	FY 88
(Abn)							
502d IN	1-502	101st*	1-502	4-502	BERLIN BDE	4-502	IR
(Lt)	2-502	101st	2-502	5-502	BERLIN BDE	5-502	
	3-502	101st	3-502	6-502	BERLIN BDE	6-502	
503d IN				1-23	2ID*	1-503	FY 87
				1-38	2ID	2-503	
504th IN	1-504	82d*	1-504				IR
(Abn)	2-504	82d	2-504				
	3-504	82d	3-504				
505th IN	1-505	82d*	1-505				FY 87
(Abn)	2-505	82d	2-505				
	1-508	82d	3-505				
506th IN				1-9	2ID*	1-506	FY 87
508th IN				2-187	193BDE*	1-508	FY 87
(Abn)							

\*Location of Regimental Color  
 IR—Implemented Regiment  
 (IR) Date—Implemented Regiment Change  
 (A/86)—Activating Unit/FY of Implementation

(CARS) colors as possible.

As a result of this reevaluation, USARS was altered to broaden the regimental base and to allow soldiers more personal choice. Implementation resumed in Fiscal Year 1986, and eventually USARS will encompass the entire Army. The implementation of the combat arms regiments in the Active Army (Air Defense Artillery, Armor, Aviation, Cavalry, Field Artillery, and Infantry) will continue through Fiscal Year 1992.

The planned Infantry regiments are listed in the accompanying table. This list does not include regiments that will be placed in the training base, because the designations and implementation dates for these units have not all been approved. (The first unit to be redesignated in the training base was the 4th Training Battalion [Airborne] at Fort Benning, Georgia, now designated the 1st Battalion [Airborne], 507th Infantry.)

Neither does the list include U.S. Army Reserve or Army National Guard Infantry units. The Army Reserve USARS plan has not been completed, and the Army National Guard has its own USARS regiments, including many old and distinguished Infantry regiments allotted to various states.

USARS also includes the Corps of Engineers as well as the combat support, combat service support, and special branches. They will retain their "corps" titles and will be integrated

into USARS under the "whole branch" concept. That is, all Engineer soldiers will affiliate with the Corps of Engineers and all Ordnance soldiers with the Ordnance Corps. Each branch will have its own heraldic accouterments and its own home, usually the installation where the branch proponent is located.

Currently, all career Infantrymen are being affiliated with a regiment of their choice, whether the regiment has already been designated or is planned for future designation. Soldiers may pick any Infantry regiment, consistent with their primary MOSs or specialty codes, and with some restrictions based on special qualification identifiers.

No personnel strength ceilings are imposed on any regiment. Thus, it is possible that some regiments will be over-subscribed and others will be under-subscribed. Once soldiers are affiliated with a regiment, they may change that affiliation at any time. Regimental affiliation, however, is a primary assignment consideration. First-term soldiers who are serving their initial Army enlistments may either affiliate with a regiment or delay affiliation until they reenlist.

Officers must affiliate with a regiment of their choice, but they may actually serve either within their regiment or in other regiments or units. As with enlisted soldiers, they may change affiliation at any time. Officers who have not attended the

Infantry Officer Advanced Course may affiliate or may delay affiliation until they complete the course. Regimental affiliation will play a significant role in the slating of officers selected for battalion and brigade command.

Although assignments to units of a regiment will be made easier by the personnel management system, there are no guarantees. The needs of the Army and the professional development of its soldiers will continue to be paramount. For enlisted soldiers, a valid requisition from a regimental unit must exist in order for the unit to receive an affiliated soldier. The Centralized Assignment Procurement system (CAP III) will tend to direct the affiliated soldier to the proper location—where there is a unit of his regiment. As in the past, regimental soldiers will continue to be given professional development assignments such as drill sergeant duty.

Soldiers who are affiliated with over-subscribed regiments may get fewer recurring assignments to their regiment. Conversely, soldiers affiliated with balanced or under-subscribed regiments may have more recurring assignments to the regiment.

In paired and linked combat arms regiments, and only in those regiments, two programs have been instituted to improve the system—the Regimental Adjutant Program and the establishment of Honorary Colonels, Honorary Sergeants Major, and Distinguished Members of the Regiment.

The Regimental Adjutant Program is designed to link the elements of a regiment, as well as all the soldiers affiliated with that regiment, with an “adjutant” who is assigned to MILPERCEN. Regimental adjutants are combat arms officers—captains or majors in the branch of the regiment. Previous assignment to a unit of the regiment is desirable but not required. These adjutants serve in that capacity as an additional duty.

A regimental adjutant has a number of important functions. He monitors regimental strengths and tracks where soldiers of the regiment are assigned. He also plays an active role in the affiliation process. He acts as a liaison officer between elements of the regiment through correspondence, telephone, and personal contact. Although he is not in a position to affect a soldier's assignment, he can interact with MILPERCEN's branches in tracking personnel actions and resolving problems. Finally, he maintains contact with the regiment's Honorary Colonel, Honorary Sergeant Major, and Distinguished Members.

The Honorary Colonel of the Regiment is a distinguished retired commissioned officer in the rank of colonel or above with former service in the regiment or in the chain of command above it. He is nominated by elements of the regiment, and the nomination is submitted to the commander of the installation where the regiment is homebased. The installation commander then approves the nomination and signs the appointment certificate. Each regiment has only one Honorary Colonel, who serves for a three-year renewable term.

The Honorary Sergeant Major of the Regiment is a distinguished retired noncommissioned officer in the rank of ser-

geant first class or above. He also must have served in the regiment or in the chain of command above the regiment. The nomination and approval process and the term of service are the same as for the Honorary Colonel.

Distinguished Members of the Regiment are individuals of the same distinguished stature as the Honorary Colonel and Sergeant Major. They may include active duty or retired officers, warrant officers, enlisted personnel, or civilians (other than retirees). For example, such a member might be a prior enlisted member of the regiment, recognized for his active duty accomplishments, or a distinguished member of the local civilian community with former service in the regiment.

The duties of these honorary posts are largely ceremonial and do not conflict with the chain of command. The occupants of these positions can foster esprit de corps and traditions, perpetuate the history of the regiment, and promote the war-fighting spirit among the soldiers in the regiment.

Travel expenses for the Honorary Colonel and Sergeant Major are handled through invitational travel orders, funded by the installations or divisions requesting their presence. Legislation is now pending to allow payment of other incidental costs such as telephone calls and publication costs.

Currently, under the regimental system, a brigade headquarters and the headquarters company is not identified with a regiment. Nevertheless, a brigade in which all the subordinate battalions share the same regimental designation is in a great position to contribute to the success of the regimental system. For example, a regimental dining hall or museum may be created out of existing facilities.

Army Regulation 670-1 covers the wear of regimental accouterments, which include distinctive unit insignia and regimental brass. Procedures have been developed for distributing the distinctive unit insignia to soldiers who are affiliated with but not assigned to the regiment. (Policies governing the Army's regimental system are set forth in Army Regulation 600-82.)

The regimental system has great potential. Its success is dependent, however, upon the efforts of everyone who has a stake in its efficient operation—from the local commander to MILPERCEN. By allowing a soldier to affiliate with a regiment, the Army makes a commitment to that soldier. When an installation receives a soldier who is affiliated with a regiment located on that installation, every effort must be made to assign that soldier to a unit of his regiment.

The system produces cohesion and commitment, but it also requires commitment. The ultimate goal is to build a force that knows its missions, its equipment, and its fellow soldiers—and one that is capable of withstanding the first shock of battle in a high-intensity conflict and go on to victory.

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