
sure logistical considerations are discussed.

Coordination is a continuous process in the BSA. Periodic, informal meetings help ensure that all appropriate personnel know and execute the plan, along with any changes that are made. It provides the brigade with timely visibility of key logistics activities occurring in the BSA and DSA. It also identifies problem areas early so that more time is available for any necessary adjustments.

Once the ground lines of communication have been established, a ground attack convoy is the traditional way to link organic CSS assets to air assaulted forces. Light-heavy integration provides a unique opportunity to facilitate the early displacement of crucial CSS assets forward to an air

assault unit by ground means.

During our NTC rotation, offensive missions were characterized by deep air assaults by the air assault infantry task force, followed by attack-in-zone missions by an armor task force. Linkup operations were planned, deep in enemy territory.

The convoy would link up with the armor task force combat trains before line of departure time and follow them as the task force executed its attack-in-zone mission. This method made possible the early arrival of key, organic CSS assets at the air assault task force, which significantly facilitated other resupply efforts.

Air assault operations lend a unique dimension to U.S. military capability.

Tactical operations, to be most effective, must never be unnecessarily constrained by logistics. This means the logistics community must be well-trained and versatile in carrying out their vital mission.

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Captain James M. Fiscus served as S-4, 626th Forward Support Battalion, 101st Airborne Division, during the rotation discussed, and previously served as supply platoon leader during two rotations. He is a 1986 ROTC graduate of Southwest Missouri State University.

Developing a Training Plan For a Line Company Supply Section

SERGEANT FIRST CLASS JOHN DUEZABOU

There are some serious flaws in the training strategy for the supply section of a mechanized infantry or armor company. As a former Readiness NCO for a National Guard armor company, I helped develop a plan to correct these problems.

My company found the gaps while comparing different levels of our mission essential task list (METL) in accordance with Field Manual (FM) 25-101, *Battle Focused Training*. We had little trouble with our line platoons. Their mission training plan spells out collective tasks and ties in individual tasks to support them. But when we came to the supply section of our company headquarters, we ran into major problems in both collective and individual training.

Some may argue that a line company shouldn't worry about the supply

section's collective training, because the section trains as part of the support platoon while in the field. My unit didn't agree. The supply section belongs to the company, not to the support platoon. Thus, it's the company's job to train the section. This is especially true in a Reserve Component unit, where the section may work with the support platoon only two weeks a year during the unit's annual training period.

Even if the support platoon conducts the collective training, the company still needs to know the collective tasks. That's the only way to ensure that the section's soldiers—a supply sergeant (staff sergeant) and an armorer (sergeant)—train on the correct individual supporting tasks while in garrison.

Whichever unit conducts the collective

training, it will face two problems. The first is that the section performs vastly different tasks in garrison than they do in a tactical environment, yet neither can be ignored.

In garrison, the section's main job is ordering and accounting for all supplies except those for the company's vehicles. In wartime, logistic requests go from the platoons through the first sergeant directly to the battalion S-4 section. The supply section's duties then become more a delivery function than an ordering and accountability function. While we must "battle focus" the section's training, we cannot neglect the job it does routinely, day to day.

The second problem is that neither ARTEP 71-1-MTP, *Tank/Mechanized Infantry Company Team Mission Training*

TRAINING NOTES

TRAINING & EVALUATION OUTLINE #	SECTION COLLECTIVE TASKS	COMPANY METL TASKS								
		PREPARE FOR & EXECUTE MOBILIZATION	OCCUPY ASSEMBLY AREA	PREPARE FOR COMBAT	PERFORM TACTICAL MOVEMENT	DEFEND	PERFORM ACTIONS ON CONTACT	ASSAULT ENEMY POSITION MOUNTED	CONSOLIDATE ON OBJECTIVE	PROVIDE MAINTENANCE SUPPORT
NONE	ACCOUNT FOR UNIT EQUIPMENT	X								
NONE	CONDUCT SUPPLY ACTIONS	X								
NONE	MAINTAIN UNIT EQUIPMENT	X		X						X
NONE	PREPARE FOR TACTICAL OPERATIONS			X						
NONE	PERFORM CONVOY OPERATIONS		X		X	X			X	
NONE	REACT TO AMBUSH		X		X	X			X	
44-3-C001	*PERFORM PASSIVE AIR DEFENSE		X	X	X	X	X	X	X	X
NONE	OCCUPY FIELD TRAIN AREA		X							
17-3-1051	*PROTECT CARGO IN TRANSIT		X		X	X			X	
NONE	PERFORM LOGPAC OPERATIONS		X			X				
03-3-C021	*PREP FOR OPS IN NBC ENVIRONMENT			X		X			X	
03-3-C014	*EXCHANGE MOPP GEAR			X		X			X	
17-3-1057	*CROSS CHEMICALLY CONTAMINATED AREA		X		X	X			X	

* = SUPPORT PLATOON TASK (FROM ARTEP 17-236-11-MTP)

Plan, nor ARTEP 17-236-11-MTP, *The Support Platoon Mission Training Plan*, covers the section's tasks in enough detail to train and evaluate them.

Developing Collective Tasks

My company solved both problems by developing collective tasks for the section's critical duties on post and in the field and then fitting them into our METL. Since our METL includes a mobilization task, the section's purely garrison tasks (*Account for unit equipment* and *Conduct supply actions*) fit into it nicely. Units without a mobilization task in their METL can probably fit the section's garrison duties under deploying to their area of operations. After all, if your supply people haven't done their garrison job, you aren't going to reach your operating area in any condition to fight.

Following FM 25-101's guidance, we first wrote down all the collective tasks our supply section performs. Then we pared the list down to what was essential for each of the company's METL tasks. We came up with a matrix of section collective tasks, including support platoon tasks from ARTEP 17-236-11 MTP (see matrix).

Then we began looking for proper conditions and standards to train and evalu-

ate the tasks. In the five cases where the support platoon ARTEP tasks had enough detail, we simply used them as they were.

Other times, the support platoon ARTEP had the right tasks, but we had to write detailed standards for the supply section. We wrote them so that the section had to perform to standard for the support platoon to meet its standards. Sometimes, as in the section task *React to ambush*, we combined two support platoon tasks into one section task.

For the task *Prepare for tactical operations* and parts of other tasks, we merely changed similar armored vehicle crew tasks. We did this by adapting the standards to fit the section's 2½-ton truck with ring-mounted M2 machinegun.

We wrote the conditions and standards for the remaining tasks from scratch using manuals, regulations, standing operating procedures, and inspection checklists as sources for the standards.

Once we had written the section's collective tasks, we picked the individual tasks needed to perform each of them. That's when we ran into our third problem: the section's MOS-specific soldier's manuals didn't contain any tasks on the section's vehicle, weapons, or performance in combat; they dealt strictly with

garrison supply procedures.

Since we developed this plan, the supply career management field (CMF) 76 has changed to CMF 92. Perhaps the new MOS 92Y soldier training publications will correct this problem. In the meantime, we found all the tasks we needed in another set of STPs already in the company headquarters—the NBC NCO's MOS 54B manuals. A mechanized infantry unit could also find some of the required tasks in its CMF 11 STPs.

In the 54B STPs, we found tasks on driving and maintaining trucks, firing and maintaining the M2 machinegun, and operating in convoy. We needed to go outside the company for two tasks—*Transport cargo* and *Operate vehicle with pintle mounted trailer*—which we found in our support platoon's MOS 88M truck driver STPs.

We were still looking for two small arms repair tasks for the armorer when I left the unit. The arms maintenance task in the 76Y STP deals only with conducting scheduled maintenance, not with making minor repairs. We felt the armorer needed this skill, as well as the ability to make out work orders on repairs that were beyond his training. The company hopes to find such tasks in the MOS 45B (Small Arms Re-

pairer) STP and then analyze them to see if they're needed.

We ended up with 33 MOS tasks (76Y, 54B, or 88M) for the supply sergeant and 31 for the armorer, including the two tentative small arms repair tasks. These were in addition to the common tasks the section's soldiers needed to perform their collective tasks (22 for the supply sergeant and 16 for the armorer). We pre-

pared matrices showing the individual tasks for both soldiers in the section and the collective tasks they support. (On request, the editor of INFANTRY will send a complete set of these matrices, along with the conditions and standards that we wrote. The address is P.O. Box 52005, Fort Benning, GA 31995-2005.)

The company recently put this plan into practice, and the results are good so far.

Perhaps it will help your company as well.

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Tips on The Light Infantry Combat Trains

CAPTAIN JIMMY M. BRADFORD

One of the more difficult tasks for a new S-4 is handling the logistics and administration of the combat trains. Most leaders don't realize the difficulties they can encounter in trying to prepare the trains for combat until they are faced with coordinating support for their units.

Although the S-4 is not a "green tabber," he is the commander, or officer-in-charge (OIC), of the combat trains. In this task, he has the assistance of other qualified battalion personnel, especially the S-1 and the headquarters and headquarters company (HHC) first sergeant. The S-1 serves as the assistant OIC and handles the battalion's personnel issues during combat, while the HHC first sergeant, as the NCOIC, is responsible for the internal administration of the trains.

Another of the S-4's tasks is to conduct leader training before each training event. He must gather all leaders who play a role in the combat trains and assess his mission essential task list (METL). From this assessment, he then develops a training plan that will accommodate his training objectives and still support the battalion. He should sit down with the HHC commander if his training plan involves outside platoons or sections—such as the antitank platoon for

convoy security—to make sure he can tie them into the plan and they can prepare for the training. The battalion executive officer must be briefed to make sure the S-4's training plan will support the battalion commander's intent.

The combat trains, like any unit in the Army, has individual and collective tasks that are derived from field manuals, mission training plans, and training and evaluation outlines.

When the unit deploys to the field, the S-4 should allocate enough resources for the battalion's initial supply; then he should be able to start his training on the basis of the METL assessment. All levels of combat service support must be trained—including company supply sergeants and personnel administration center personnel in the training plan and objectives. After each training event, he must conduct the appropriate after-action reviews and assessments to see where he needs to go with the next training event.

The combat trains, like any unit in the Army, has individual and collective tasks that are derived from field manuals, mission training plans, and training and evaluation outlines. By training these task to standards, the S-4 sets himself up for success at all levels using the appropriate resources and developing future training scenarios.

Field Manual 10-14-2, *Guide for the Battalion S-4*, outlines the basic tasks that need to be accomplished while operating in a field environment under field or combat conditions. But the manual is only a guide. It will take time for a new S-4 to become familiar with all that he needs to accomplish while operating under field conditions.

But by using the resources around him and applying and if necessary modifying what he has been taught, he can accomplish these things and successfully prepare the combat trains for combat.

Captain Jimmy M. Bradford served as support platoon leader, HHC executive officer, and S-4 in the 4th Battalion, 27th Infantry, 25th Infantry Division, and recently completed the Infantry Officer Advanced Course. He was commissioned through the ROTC program at New Mexico Military Institute and holds a degree from the University of Texas.
