
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.

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