

Don't Just Service Equipment... Service Entire Companies

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In addition to conducting equipment services, most mechanized infantry battalions also conduct services to ensure the readiness of personnel. In addition, one mechanized infantry company of the 1st Battalion, 12th Infantry, at Fort Carson, Colorado, scheduled and executed the *company*-level services of all equipment and personnel. Within that company, the consensus was overwhelming support for company services, and other battalions may want to plan and conduct such services.

The areas and systems that must be maintained include vehicles, vehicle weapon subsystems, and communications systems; individual and crew-served weapons; NBC (nuclear, biological, chemical) equipment; and arms room equipment. The other areas to be inspected and updated are primary and sub-hand receipts; licenses and DA Form 348s, soldier readiness processing (annual, scrubbed semiannually), reenlistment cards and completeness of counseling, and counseling packets spot-checked by the first sergeant.

To maintain the focus and the command emphasis, these inspections and services should be placed on long-range schedules six months in advance and briefed by the company commander to the brigade commander at the quarterly training brief. At the same time, the company must coordinate with the battalion operations officer for ammunition and a range on which to conduct the test fire of weapon systems.

Next, the company identifies the task organization of maintenance equipment and personnel: (see chart, next column). The battalion maintenance officer

(BMO) augments the company maintenance team to provide the support to service a company. Then the company must prepare the services plan and brief it to the battalion commander, no later

than 30 days from the start of services.

Secondly, the company must prepare. To begin, -20 level technical inspections must be conducted no later than 30 days out to identify all needed parts.

TASK ORGANIZATION	
Current Maintenance Support (1) 63T40 – Team chief (1) 63T30 – Shop foreman (1) 63T20 – Senior hull mechanic (1) 63T20 – Recovery NCO (1) 45T20 – Senior turret mechanic (3) 63T10 – Hull mechanics (2) 45T10 – Turret mechanics	Services Augmentees (10) Hull mechanics (3 NCOs) (3) Turret mechanics (1 NCO) (3) Wheel mechanics (1 NCO) (4) Mechanics from recovery section (2) M88s from battalion recovery

REQUIRED MAINTENANCE SUPPLIES		
NOMENCLATURE	NSN	QUANTITY
FUEL FILTER	00-152-2033	28
BATTERY CLAMPS	00-549-6581	336
PROP SHAFT BOLTS	01-132-3369	250
VENT FILTERS	01-113-1248	28
ENGINE AIR FILTER	01-291-5893	14
COTTER PINS	00-815-1405	200
RIGHT ANGLE DRIVE SHAFT	01-151-7825	7
DRIVE SHAFT BOLTS	01-110-7871	100
STEAM CLEANERS	NOT APPLICABLE	4
SHOP VACS	NOT APPLICABLE	4
GROUND HOP KITS	NOT APPLICABLE	2
ENGINE STANDS	NOT APPLICABLE	5
BATTERY TERMINAL PULLER	NOT APPLICABLE	6
MULTI-METER	NOT APPLICABLE	5
STE-EQUIPMENT	NOT APPLICABLE	2
FIRE SUPPRESSION TEST KIT	NOT APPLICABLE	2
LACING PLIERS	NOT APPLICABLE	4
LACING WIRE	NOT APPLICABLE	10 ROLLS
15W40 OIL	HAZMAT PHARMACY	40 GAL
GREASE	HAZMAT PHARMACY	20 TUBES
FRH	HAZMAT PHARMACY	2 GAL
ANTI-FREEZE	HAZMAT PHARMACY	40 GAL
GMD	HAZMAT PHARMACY	2 GAL

Table 1. Example of maintenance team service stock

TRAINING NOTES

COORDINATIONS	POINTS OF CONTACT
WHEEL ALIGNMENTS	FWD SPT BN
SANITATION CHECKS	POST SANITATION
SOLDIER READINESS	SRP SITE
TEST FIRE RANGE	BN OPERATIONS
TOW VERIFICATION	MISSILE TEAM
BOLT EXTRACTION	FSB WELDER
WEAPONS GAUGING	ARMAMENT
SAFETY IN MOTOR POOL	POST SAFETY
VEHICLES PAINTED	POST PAINT SHOP
BARRACKS/CP MAINT	PUBLIC WORKS
POL PRODUCTS	SUPPORT PLT
STEAM CLEANERS	BN MAINT SGT

Table 2

Immediately after the inspections, the unit must order service stock and replacements for deficient parts. Each activity—arms room, NBC, supply, communications, master gunner, and maintenance—must order parts and make sure they have their service stock before the service start date (see Table 1 for an example of maintenance team service stock). Concurrently, the company must make essential coordinations outside the battalion (Table 2).

After the planning, ordering, and coordination has been completed, the company is prepared to execute its services. On Day 1, the company establishes a command post in the motor pool and maintains it for the duration of services. The company supervises and monitors the progress of services using tracking charts to make sure the mission is accomplished in spite of time constraints (see example in Table 3).

The management skills of the maintenance team chief are put to the test, supervising an additional 20 mechanics and maintaining and operating two more M88s. Therefore, the focus of the company's leader helps the maintenance team chief ensure that the necessary resources and all the operators are available, with supervisors present.

It is also essential that all key leaders be present for a daily after-action review (AAR). The executive officer monitors the systems, and the first sergeant monitors personnel. They talk with each other to make sure they are identifying all the issues and learning points. Without AARs, many key platoon and commodity issues will never be noted or corrected.

Upon completion of services, a thor-

Turret					
TASK	C21	C22	C23	C24	
INSTALL PARTS ON HAND	X	X	X	X	
COMPLETE TURRET PACKETS	X	X	X	X	
Hull					
TASK	C11	C12	C13	C14	C65
REMOVE/CLEAN/SERVICE BATTERIES	X	X	X	X	X
COMPLETE LUBE ORDERS	X	X	X	X	X
INSTALL PACS	**	X	X	X	X
INSTALL PARTS ON HAND	X	X	X	X	X
MG GUN SERVICE	X	X	X	X	X
TOW VERIFICATION	**	**	**	**	N/A
ALL					
TASK	1st/A	1st/B	1st/1sqd	1st/2sqd	
CLEAN/SERVICE ARMS ROOM EQUIPMENT	N/A	N/A			
CLEAN/SERVICE COMMO EQUIPMENT	N/A	N/A	X	X	
CLEAN/SERVICE NBC EQUIPMENT	N/A	N/A	X	X	
AFTER-ACTION REVIEW	X	X	X	X	
TASK	2nd/A	2nd/B	2nd/1sqd	2nd/2sqd	
CLEAN/SERVICE ARMS ROOM EQUIP	N/A	N/A	X	X	
CLEAN/SERVICE COMMO EQUIP	N/A	N/A	X	X	
CLEAN/SERVICE NBC EQUIP	N/A	N/A	X	X	
AFTER-ACTION REVIEW	X	X	X	X	
TASK	3rd/A	3rd/B	3rd/1sqd	3rd/2sqd	
ORDER ARMS ROOM PARTS	X	X	X	X	
ORDER COMMO PARTS	X	X	X	X	
ORDER NBC PARTS	X	X	X	X	
AFTER-ACTION REVIEW	X	X	X	X	
TASK	HQ Plt				
CLEAN/SERVICE ARMS ROOM EQUIP	N/A				
CLEAN/SERVICE COMMO EQUIP	N/A				
CLEAN/SERVICE NBC EQUIP	N/A				
AFTER-ACTION REVIEW	X				

Table 3

ough AAR must be conducted with the battalion executive officer and the battalion staff. Shortly thereafter, the company leaders outbrief the battalion commander on the lessons learned and recommendations for future services.

In voicing their support, the non-commissioned officers of the serviced company in our battalion stressed two important factors that ultimately led to success: the absence of Red details that had always detracted from platoon services, and a command focus that made sure all the necessary resources and personnel were available to effec-

tively service the company's equipment. These are the chief reasons mechanized infantry battalions should service entire companies, not just equipment.

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